

**A review of  
leadership and professional  
development projects  
and programs in  
the Australian dairy industry  
1997 – 2006**

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## Table of Contents

|  |    |
|--|----|
| EXECUTIVE SUMMARY .....  | 5  |
| INTRODUCTION.....  | 9  |
| APPROACH TO THE REVIEW .....   | 11 |
| DEVELOPMENT OF LEADERSHIP CAPACITY.....  | 12 |
| FINDINGS AND DISCUSSION.....   | 15 |
| CRITICAL SUCCESS FACTORS .....   | 22 |
| INTRODUCTORY LEADERSHIP PROGRAMS .....   | 22 |
| <i>Critical success factors</i> .....  | 22 |
| TAKING ON LEADERSHIP ROLES ON ADVISORY GROUPS OR LOCAL DAIRY ORGANISATIONS ..... | 23 |
| <i>Critical success factors</i> .....  | 23 |
| DISTRICT AND REGIONAL LEVEL LEADERSHIP ROLES .....                               | 24 |
| <i>Critical success factors</i> .....  | 24 |
| EXISTING MODELS FOR FURTHER EXPLORATION .....                                    | 25 |
| ISSUES.....  | 26 |
| NEW ZEALAND DAIRY INDUSTRY .....   | 27 |
| AUSTRALIAN GRAINS INDUSTRY .....   | 28 |
| COMMUNITY AND SERVICE GROUPS .....   | 29 |
| CONCLUSION .....   | 30 |
| PROPOSED FUTURE MODEL.....   | 31 |
| RECOMMENDATIONS.....   | 32 |
| FRAMEWORK TO SUPPORT FUTURE INVESTMENT .....                                     | 33 |
| REFERENCES.....  | 34 |
| APPENDIX 1.....  | 35 |
| PERSONS CONTACTED.....   | 35 |
| APPENDIX 2.....  | 36 |
| PROJECT SUMMARIES .....  | 36 |
| GENERAL INDUSTRY FUNDED .....  | 36 |
| FARMER ORGANISATIONS .....   | 40 |
| COMPANY PROGRAMS .....   | 41 |
| GOVERNMENT AGENCIES .....  | 43 |
| APPENDIX 3.....  | 44 |
| NOTES ON FOSTERING INVOLVEMENT AND EMPOWERING GROUPS .....                       | 44 |
| APPENDIX 4.....  | 46 |

|  |           |
|--|-----------|
| <b>APPENDIX 4.....</b>   | <b>46</b> |
| <b>NOTES FROM EVALUATION OF WOMEN IN DAIRY PROGRAM .....</b>   | <b>46</b> |
| <b>APPENDIX 5.....</b>   | <b>48</b> |
| <b>NEW ZEALAND DAIRY INDUSTRY .....</b>                        | <b>48</b> |
| DAIRY INSIGHT .....  | 48        |
| DEXCEL .....   | 49        |
| <i>Internal Development program for new staff .....</i>        | <i>49</i> |
| <i>For farmers.....</i>  | <i>49</i> |
| FONTERRA .....   | 49        |
| <i>Fonterra Shareholders' Council .....</i>                    | <i>49</i> |
| <i>Development of Shareholders .....</i>                       | <i>49</i> |
| WOMEN IN DAIRYING .....  | 50        |
| NEW ZEALAND LARGE HERD ASSOCIATION .....                       | 50        |
| NEW ZEALAND INSTITUTE OF PRIMARY MANAGEMENT INC .....          | 50        |
| NZ YOUNG FARMERS .....   | 51        |
| FEDERATED FARMERS OF NZ .....                                  | 51        |
| PRIMARY INDUSTRY COUNCIL/KELLOGG RURAL LEADERSHIP PROGRAM..... | 51        |
| NUFFIELD FARMING SCHOLARSHIPS .....                            | 51        |
| <b>APPENDIX 6.....</b>   | <b>52</b> |
| <b>THE AUSTRALIAN GRAINS INDUSTRY .....</b>                    | <b>52</b> |
| AWB .....  | 52        |
| GRDC .....   | 52        |
| PARTNERS IN GRAIN (PING) .....                                 | 53        |
| GRAINS COUNCIL OF AUSTRALIA .....                              | 53        |
| FARM MANAGEMENT 500.....                                       | 54        |
| THE AUSTRALIAN BARLEY BOARD .....                              | 54        |
| GRAINCORP .....  | 54        |
| VICTORIAN GRAINS INDUSTRY TRAINING NETWORK (VGITN) .....       | 54        |
| <b>APPENDIX 7.....</b>   | <b>55</b> |
| <b>WILLIAMSON COMMUNITY LEADERSHIP PROGRAM.....</b>            | <b>55</b> |
| <b>APPENDIX 8.....</b>   | <b>56</b> |
| <b>GENERIC COMPETENCIES FOR LEADERS AT VARIOUS LEVELS.....</b> | <b>56</b> |
| <b>PART 2.....</b>   | <b>59</b> |
| <b>RESOURCE DIRECTORY.....</b>                                 | <b>59</b> |

## Executive Summary

The need for leadership across the whole value chain of the Australian dairy industry has never been greater than today. Large opportunities and risks lie ahead for the industry and the capacity of its leaders will play a significant role in its success<sup>1</sup>.

Since 1997, the Australian dairy industry has developed and conducted over 60 development programs for the farm, farm representative and milk processing sectors. In addition, programs developed by government and community organisations (eg. Lions and Rotary clubs, the Country Fire Authority, school councils) have been accessed by the dairy industry to meet demand for leadership development.

The greatest investment by the dairy industry itself has been made by Dairy Australia (and its predecessors) through substantial sponsorship of the Women in Dairy (WinD), Young Farmer Development programs such as *Impact On Dairy* and *Advance In Dairy*, Australian Rural Leaders Program (ARLP) and programs for directors of dairy cooperatives.

It is estimated that the Australian dairy industry needs 150 – 200 persons with the skills, knowledge and willingness to take on leadership roles at district and regional level each year<sup>2</sup>. For senior leadership roles, a pool of 30 - 40 is required. Current programs at district and regional level cover about 50 – 70 industry members<sup>3</sup> per year while 3 – 4 members participate in industry funded programs for senior roles.

Possible reasons for the shortfall include:

- a strong focus on the farm business by younger members and family commitments
- a perception by some young farmers that the existing dairy organisations are not prepared to involve younger members and that current industry organisations are not relevant to their needs. Conversely some senior members believe the young are not prepared to contribute.
- failure to understand the need to influence government and community decision making.

To address the gap between demand and supply for desired leadership skills in the dairy industry it is important to distinguish between the different leadership levels and roles, as this impacts the nature of the gap and the possible strategies to address the gap.

**Introductory Leadership Levels:** At this level, exciting projects have been and are operating within the dairy industry focusing on the engagement and development of younger members, particularly at the farm level. The projected demand for this level of leadership is double that being supplied by current initiatives. This level of leadership development is considered to be an important “feeder” for future leadership roles.

Examples of successful models are the South Coast and Highlands Young Farmer Group, Murray Goulburn Young Farmers, Young Dairyfarmers Development Program (YDDP) operating in Gippsland and the NCDEA National All Breeds Youth Camp.

Key success factors for the operation of these programs are:

- an enthusiastic coordinator or facilitator to assist the group especially in the early stages
- future members are invited by existing members and supported by buddies on joining
- determination of priority for activities and the mix of technical/social activities by the group so the needs of the individuals are met (value of attending compensates the forgoing of other activities) and
- focus on local issues while conducted at locations and times that are convenient to all members.

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<sup>1</sup> *Priorities for collective industry action for the farm sector, Australian Dairy Industry Council, November 2005, page 6*

<sup>2</sup> *This figure recognizes that the timing of taking on external responsibilities at a single point of time may not be suitable or convenient for all industry members therefore a larger number of suitably skilled and knowledgeable persons is required to meet the needs. It also assumes that one person holds one position rather than multiple positions.*

<sup>3</sup> *Current progression rates range from 30 – 80% per program.*

Other supporting success factors include:

- use of member friendly language
- inclusion of industry information, personal skill development as part of program rather than stand-alone topics and
- advice on future opportunities and roles for individuals.

Evaluation criteria for this level of leadership development include:

- engaging young people (without previous exposure) in learning about dairy industry structure, management and decision making.
- providing new experiences in early leadership roles (eg. chairing a meeting, organising and managing an event) in a safe environment to develop confidence
- increased number of young people nominating for leadership roles at this level after involvement in these programs.
- encouraging individuals to take on leadership roles by respected, dairy industry “role-models”.

**District and regional level leadership roles:** At this level, current dairy industry programs offered on a regular basis include the *Advance In Dairy* program and the ADF NZ Study Tour. Programs under development to also address this level include an induction program for RDP directors. Also, the Young Dairyfarmer Development Program (YDDP) (introduced above) is considered to have potential as a program for this level of leadership development because of its regional focus.

Investors in these programs would prefer greater emphasis on strategic planning, financial analysis, personal skill development, project evaluation, organisational effectiveness and Australian and international issues to improve the quality of leadership graduates. Further, some participants would prefer a district or regional level focus for this level of development.

Key success factors for the operation of these programs:

- The opportunity to build on skill development to take on leadership roles.
- Broader understanding of industry organisations and their operations.
- Opportunities to meet like-minded individuals or others from different sectors of the industry.

Other supporting success factors include:

- Support and guidance is provided to strengthen ongoing skill development.
- Encouragement and guidance provided through mentors integral to retaining enthusiasm and interest.

Evaluation criteria at this level of leadership development:

- build the understanding of the dairy industry and offer a range of opportunities to participate.
- address succession strategies for leadership within industry organisations by encouraging individuals to take on leadership roles.
- support emerging leaders eg through mentoring, programs with follow up components.

**National, State and Dairy Company Leadership roles:** At this level, dairy industry programs have been largely restricted to existing directors and senior industry members (those participating in industry organisations over time). Some industry members have sought opportunities outside the dairy industry through the Churchill Trust, the Nuffield program or formal study (i.e. MBA).

The Tatura Milk Industries Associate Director and the NZ Fonterra Shareholder Council programs offer models for future industry endeavours to develop potential candidates for senior roles. Policy development and advocacy are two important areas for inclusion in development programs for senior industry members.

Key success factors for the operation of these programs include:

- increasing a person’s knowledge of the industry and future challenges and personal skill base
- tailoring the program(s) for the needs of individuals
- opportunity to use new skills and knowledge in real situation with feedback on performance
- increasing networks across industry, government, other business sectors and internationally.

Other supporting success factors include:

- the opportunity is on-going allowing individuals to refine their knowledge and skills.
- working in industry groups provides a greater depth of experience.

Evaluation criteria at this level of leadership development:

- address the importance of farm leaders in policy development and advocacy, collective industry asset management, industry program management and staff leaders on farm and in industry organisations
- apply an industry policy within organisations of appointing emerging leaders to representative roles
- provide induction and training programs for new appointments to leadership roles to ensure essential skills in understanding of industry issues, corporate governance and communication
- utilise non-industry programs to strengthen capability and extend networks

**Other levels of leadership roles:** The dairy industry service sector (research, development, extension, farm advisory and milk supply support people) commonly invest in human resource development for their staff to build their capacity to contribute to their organisations goals and fill within-organisation leadership roles. The dairy industry needs the service sector to broaden opportunities and understand how leadership development plays a part in industry goals and the importance of gaining synergy between these programs to achieve an industry-wide leadership strategy....i.e. via secondments.

The development of employees in the farm sector requires effort by employers and the industry. Strategies to address this issue will be addressed within the *Employment* component of *The People in Dairy*.

### **Recommendations:**

The Australian dairy industry requires cross-organisation initiatives to build leadership across the supply chain.

These initiatives should address key elements:

1. Strong farmer ability in policy development and advocacy.
2. Strong farmer management of assets e.g. cooperatives such as Murray Goulburn; herd improvement organisations; service organisations such as Dairy Australia; and farms.
3. Strong farmer and service provider leaders in industry programs i.e. delivering research, development and extension.
4. Strong farmer leaders recognise the importance of leadership amongst employees in industry organisations, the service sector and on farms.

The industry can build off its past and current investments in leadership development by:

- strengthening the industry capacity in facilitative leadership to support groups at local level
- use of regional coordinators to assist industry members to determine learning needs and appropriate programs for development
- refinement of generic competencies for leadership roles to assist the assessment of learning needs
- identification of programs that will enable industry members to develop skills in policy development, advocacy, strategic planning, financial analysis, evaluation of business and project performance
- development of an effective industry mentoring system or a similar support system
- sponsorship of scholarships/awards for farmers seeking to develop their knowledge and skills for senior leadership positions
- commitment from industry organisations to offer younger members opportunities to use new skills and knowledge so their enthusiasm and skills can be retained by the dairy industry
- development of tools to measure the effectiveness of investment in development programs

- Independent evaluation of programs focusing on: increased participation in leadership programs, movement into leadership roles, changes in leadership styles and attitudes toward leadership. Investment in development of tools to measure the success of investment across levels and organisations.
- Keep abreast of developments in leadership programs outside the industry

A resource directory of leadership development programs has been prepared as part of this review and will support the dairy industry in understanding the suite of current initiatives both inside and outside the industry that can support the achievement of an agreed leadership strategy as well as highlight gaps for further investment in leadership program development.



## Introduction

For some time the Australian dairy industry has invested in projects designed to enhance the leadership capacity of industry members. Significant funds have targeted three major areas – the development of women and young members, sponsorship of the Australian Rural leadership Program, study tours and forums for directors from the cooperative sector. Support has been provided to other industry initiatives such as New Zealand study tours. In addition some companies have and are continuing to invest in the development of the next generation of supply representatives and directors.

The vision for the national dairy industry lists leadership at industry and business level as key characteristics of the Australian dairy industry in 2015. Dairying regions across Australia rate the issue of leadership in different forms, such as having multiple candidates for elections so the right people are leading the industry.

The future of the Australian dairy industry is dependant upon the ability of industry leaders to influence government policy within Australia and overseas while overseeing the management of the assets of dairy companies and industry organisations. The future challenges will require the dairy industry to identify and implement innovative solutions to many aspects of the dairy marketing and supply chain.

With the introduction of *The People in Dairy* project and the planned commencement of the UDV led *Building the capacity of younger people in dairying communities* in Victoria, it was decided that a review of current opportunities across the dairy industry and their alignment with a planned industry strategy should be conducted.

The objectives of the review were to:

- document and analyse projects that enhance participation and leadership skills of younger dairy farmers and service providers and
- identify success factors in building capacity.

The review covers projects conducted since 1997, present and planned. Programs available to younger dairy farmers or service providers through their membership of rural communities and designed to increase their participation and leadership in industry and community activities were considered.

The programs were reviewed in terms of their objectives, activities, collaborations, funding (amount and sources), outputs, outcomes and critical success factors and analysed based on their fit with the draft dairy industry's strategy to enhance participation and leadership skills.

The draft dairy industry strategy to deliver leadership and the next generation of farmers and service providers covers:

- Strong farmer ability in policy development and advocacy
- Strong farmer management of assets such as cooperatives, herd improvement organisations, service organisations such as Dairy Australia and farms
- Strong farmer and service provider leaders in industry programs delivering research, development and extension
- Strong farmer leaders recognise the importance of leadership amongst employees in industry organisation, the service sector and on farms.

Generic objectives include:

- Industry-wide awareness of the importance of farm leaders in policy development and advocacy, collective industry asset management, industry program management and staff leaders on farm and in industry organisations
- a range of opportunities to participate in and build understanding of the dairy industry - to form a basis for future involvement in leadership
- a range of opportunities to participate in introductory leadership programs

- ongoing support eg through mentoring, programs with follow up components.
- a policy within industry organisations of appointment of emerging leaders to representative roles
- a range of opportunities to participate in advanced leadership programs
- clear succession strategies for leadership within industry organisations
- induction and training programs for new appointments to leadership roles to ensure essential skills in understanding of industry issues, corporate governance and communication
- a range of on-going professional development opportunities for existing leaders

The review included a desktop review of approaches and activities in the New Zealand dairy industry and the Australian grains industry.

Principles for future investment are recommended.

## Approach to the Review

Discussions were held with representatives of the Australian dairy industry including Dairy Australia, Regional Development Boards (RDP's), dairy companies, state dairy farmer organisations and other interested parties. Appendix 1 details all persons contacted.

The detailed information sought for each project covered:-

- Focus of project
- Program coordinator – past or present
- Year commenced/finished
- Number of programs conducted
- Number of participants
- Aims or objectives
- Funding
- Collaboration
- Activities
- Outputs such as resources available for general industry
- Outcomes achieved in the short term or medium term
- Independent evaluation conducted
- Learning from independent evaluation or program

Comprehensive detailed information was not available for all projects however all attempts were made to obtain a full understanding of the program and the outcomes. The projects were summarised (appendix 2) and assessed against the draft strategies using a progressive approach to development of leaders (figure 1). From the analysis and discussions with the project leaders, the projects were assessed for critical success factors and issues impacting on the success of the initiatives.

Desktop research identified other programs available across Australia that have been used by dairy industry members or are suitable for future use by dairy industry members.

Development programs offered by service groups such as Lions Australia and Rotary, volunteer emergency groups such as Country Fire Authority and State Emergency Services were viewed.

A combination of desktop research and discussion with available industry members was used to review the approaches used by the New Zealand dairy industry and the Australian grains industry. The grains industry was selected due the range of opportunities offered for development of industry members.

## Development of Leadership Capacity

There are many arguments about what makes people effective leaders - is it charismatic, transformational or inspirational leadership that we require? In simple terms, it has been suggested that **leadership is more about a person's ability to work with people and motivate them to achieve an outcome. A true leader has the ability to inspire and gain respect while setting and achieving goals.** (Our Community 2006)

Although much of the research and study of leadership has been conducted in the corporate and defence force arenas, it is generally agreed there are common elements of competencies for leaders across all walks of life. Effective leaders:

- understand their personal strengths and capability
- are constantly learning not just to do but also to critically evaluate assumptions
- are flexible in their personal leadership style
- can relate and communicate with a wide range of people and get their message across
- are able to facilitate the formation of effective teams from a group of disparate individuals
- understand the environment they live and operate in
- are accountable
- recognise changes that are occurring around them and seek new ideas and insights
- think strategically about how to deal with the changes
- can develop strategies and ideas into action that give them or the organisation outcomes they want.

### Effective leaders:-

- understand their strengths and weaknesses
- continue to learn and question
- change their approach for different situations
- communicate well
- encourage individuals to work as a team
- understand the environment in which they live and operate
- can foresee the need to change
- can develop strategies for future action and
- make things happen

It is generally accepted that leadership capacity can be developed through behavioural and attitudinal changes of the individual over time. The person learns from their own experiences (adult learning) and through action learning by planning, action, reflection, and generalisation.

The learning can be developed through many formal and informal avenues. These can include formal programs such as study or attendance at specialised leadership development programs, different life or work experiences such as participating in ocean yacht racing, overseas exchange programs, study tours, secondment to other functions of the work environment, consideration of alternative views and by interaction with mentors and coaches.

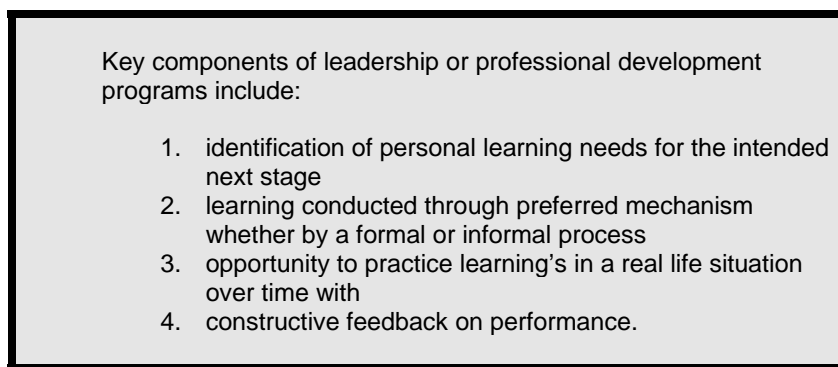
The development process takes time, in many cases years and is a step wise incremental process rather than a fast track process. In the latter situation, the time frame is still years rather than weeks or months and requires intensive coaching of individuals.

In many sectors such as the corporate and defence forces, psychological assessments are used to identify existing attributes and strengths of individuals. The assessment outcomes may be used to determine additional components of a development program for the individual. Psychological assessment was one part of the selection process used by Fonterra Shareholder Council when identifying people to participate in the intensive Future Director Development program (Story 2003).

An essential component of any professional or leadership development program is the opportunity to practice the new knowledge and skills and to receive feedback on their implementation. Direct managers, colleagues, mentors and coaches may be sources of the feedback. As people mature, they are able to use their own experience to monitor their performance against others.

At the conclusion of an effective leadership development program, the participant should have the following to aid them:-

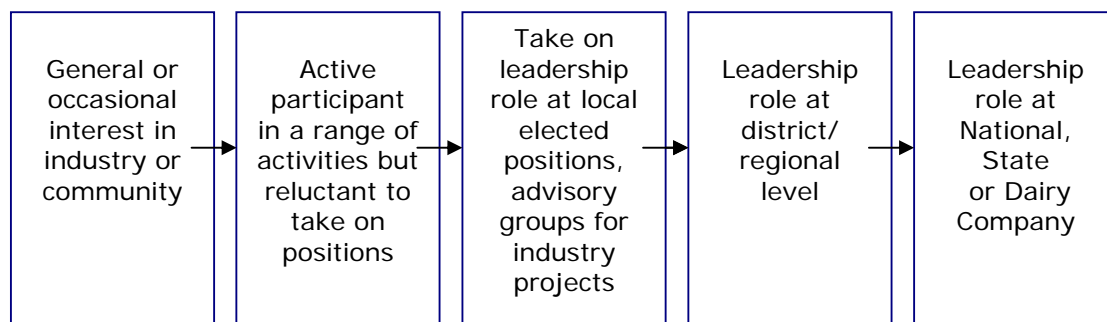
- a bank of valuable information whether technical knowledge, industry knowledge or increased understanding of their strengths and areas requiring further development
- clear goals for the future
- skills, tools and processes they have tested in real world situations
- improved confidence and commitment
- ability to critically analyse information and actions by themselves and others
- attitudes and skills to foster life long learning and improvement and
- enduring local relationships and networks for personal and professional support of their ongoing development.



Some argue that a facilitative leadership approach is more effective in community capacity building than the executive leadership approach (Macadam Drinan et al 2004). Using the facilitative leadership approach, the nominated leader allows the group to determine the agenda and goals. The facilitator then supports the group and individuals to develop their individual and group skills and capabilities to achieve the desired goals. Thus using a facilitative leadership approach, the group establishes the goals and objectives rather than the funding body or executive levels of the parent organisation.

Leadership capacity is generally developed through stages that may be determined by many different factors, such as exposure to opportunities, building of confidence, family, life and/or business commitments and personal inclinations. Figure 1 illustrates a potential pathway for development of leadership capacity within industry organisations. This pathway does not consider opportunities for development of farm business capability.

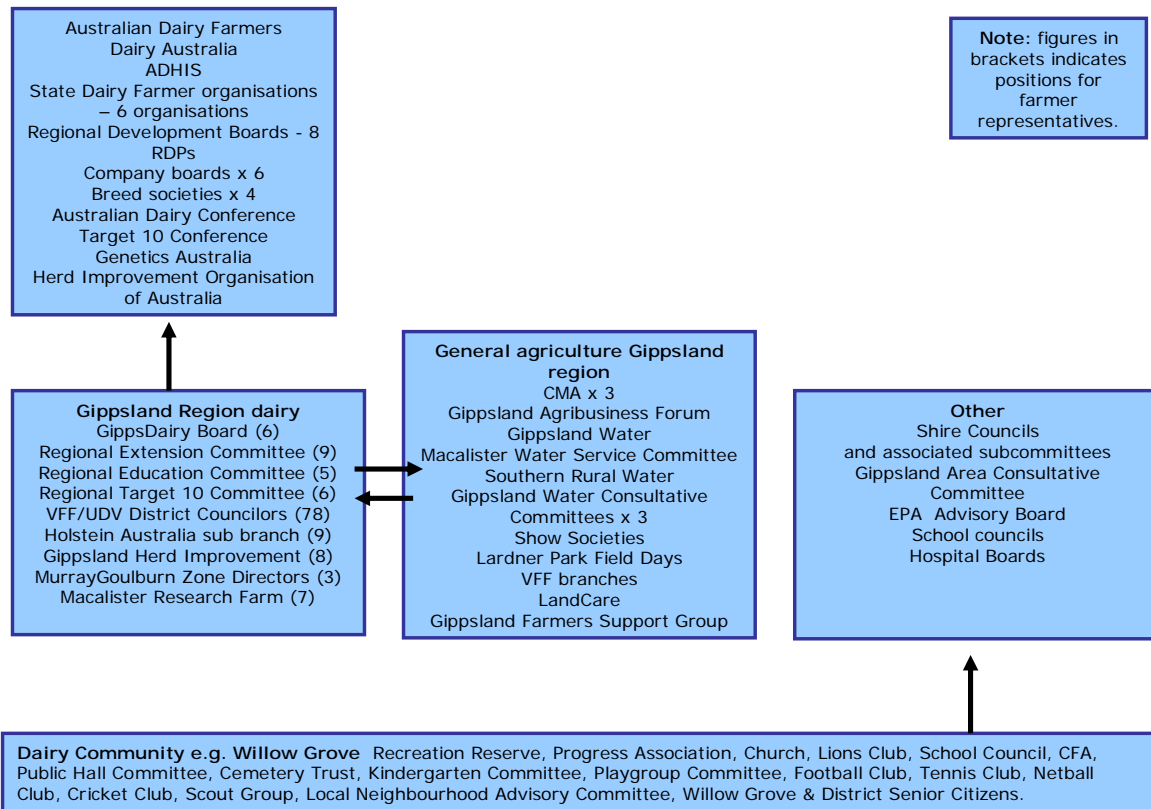
**Figure 1 Potential pathway for development of leaders**



There are many opportunities for dairy industry members to take on leadership roles within the industry and in their local and regional communities. Figure 2 illustrates the range of opportunities available in the Gippsland region and one local community.

In some regions, the closure of local schools and other services in the immediate district has resulted in a decrease in the local population. Increasing pressures from life and business demands often means that the remaining locals have less time and energy to direct to support of local communities. Therefore the local community opportunities may not be as plentiful as the example listed below. The shortage of persons for available roles presents a challenge to the dairy industry to attract the future leaders. If they become involved in other organisations, they may not have the interest or time to become involved in the dairy industry organisations and companies.

**Figure 2 Leadership opportunities within the Gippsland dairy community and a selected local community.**



## Findings and Discussion

Many programs have been conducted over the past 10 years with a focus primarily on the development of industry members. Some programs have been funded primarily by Dairy Australia and its predecessors. Others have been funded by dairy companies and interested companies and organisations from within the service sector. External programs such as those conducted by Marcus Oldham College, The Australian Rural Leadership Program (ARLP), Rabobank Australia, regionally focussed programs like the Loddon Murray Leadership and the Australian Institute of Company Directors (AICD) have been utilised by industry members. These programs are generally targeted at the development of persons for middle to senior roles.

Over 60 programs have been identified as developed and conducted primarily for the dairy industry. Industry members from all regions have been involved in the programs. At national agricultural level a further twenty programs are available which can be utilised by dairy industry members. For regional industry members, there is a further subset of development programs particularly across regional Victoria with the community leadership programs.

The review has not included the many conferences, presentations by senior industry executives and focus farm or discussion group programs conducted across the industry by various organisations. All these forums offer dairy industry members the opportunity to develop their personal and professional skills.

Appendix 2 summarises the various programs conducted under industry sponsorship. A full list of current and intended leadership programs available for dairy industry and community members is contained in Part 2 of this Report. The directory lists programs by national and state basis, dairy, general agriculture and other.

Table 1 summarises all programs sponsored by industry rated against the potential leadership development pathway. This shows the consistent effort by industry groups including agripolitical organisations in recent years to focus on young people. These initiatives are in varying stages of maturity.

Dairy companies are investing considerable resources in the development of their supplier base particularly to improve farm business management and productivity. Some companies are also investing in the development of the next generation for selection of future company directors. It is expected these activities will continue as it is in the interests of the company's future.

Many companies in the service sector and government agencies have comprehensive development programs for their staff. These are generally part of the organisation's Human Resource strategy for development and retention of staff.

A more detailed discussion of critical success factors for programs is contained in the next section of the report.

### **Length of funding of programs**

Given that development of leadership capacity takes time, it is important there is opportunity for individuals to progress further when they are ready. However many of the past programs have been once off events. Factors that lead to this situation include:

- insufficient funds for multiple programs across a state or region
- the funding body does not allow funds to be allocated for more than 2 years
- the need is specific and the program only required now
- lack of interest in the program by potential participants (potential participants not involved in the design of the program)
- time commitment, timing of the program and/or location are not suitable for intending participants.

Experience within the industry and elsewhere has demonstrated that programs take time to become established and accepted therefore it is important that programs are funded on a several years basis rather than once off funding.

### **Gaps in current coverage of program offerings**

Although the current and intended approaches are strengthening the focus on interesting younger members in industry activities and organisations, shortfalls are noticed in the number of and content of programs directed at:

- developing the next generation of leaders or office bearers at district and regional level across all areas whether policy development and advocacy, management of assets and leadership of industry programs.
- developing persons participating at district and regional level for movement to senior positions at state and national industry level and Board level for companies.
- development of industry members in policy development and advocacy at state and national level
- an in depth understanding of the industry by service providers

The industry has invested considerable funds in the *Women in Dairy (WinD)* and Young Farmer Development programs such as *Impact On/Lead On* and *Advance In Dairy*.

The independent evaluation of WinD indicated that the program had mixed results in development of leadership capacity amongst women. However there has been an increase in the number of women in senior industry roles. The impact of the WinD program on this increase is not easy to determine.



**Table 1** Matrix of programs against the varying levels of leadership for different sectors of industry**N.B** Bold font indicates funding by Dairy Australia or predecessors \* indicates current or future program

|   | General capacity building   | Introduction to leadership – formal involvement in a range of activities within the dairy industry and community.  | Taking on leadership roles eg local advisory groups and as elected positions on local dairy organisations   | Leadership roles at regional/state level – national RD&E programs  | Senior leadership roles at national level – Board positions, Company Directors  |
|---|---|--|---|--|---|
| Interested and informed industry members  | <ul style="list-style-type: none"> <li>• YDDP*</li> <li>• Dairy SA Women in Dairy*</li> <li>• <i>No Kids, No Calves, No Cockerils</i></li> <li>• Women in Dairy</li> <li>• All Breeds Youth Camp*</li> <li>• SADA/Dairy SA Holstein Youth*</li> <li>• UDV Sharefarming Seminars</li> <li>• TFGA Young People*</li> <li>• Women in Tas DPIW*</li> <li>• Western Dairy*</li> <li>• Don Campbell Study Tour</li> </ul> | <ul style="list-style-type: none"> <li>• YDDP*</li> <li>• Women in Dairy</li> <li>• Holstein Youth</li> <li>• DA/RDPs <i>Impact On</i></li> <li>• South Coast young farmer group *</li> <li>• <i>Fire in the Belly</i> Colac VFF/UDV DC*</li> <li>• MG Supplier Groups*</li> <li>• Western Dairy*</li> </ul> | UDV Water leaders program   |  |   |
| Strong farmer ability in policy development and advocacy – <ul style="list-style-type: none"> <li>• Understanding industry issues</li> <li>• Strategy development</li> <li>• Corporate governance</li> <li>• Communication</li> </ul> |   | <ul style="list-style-type: none"> <li>• DairyFarmers Ltd. International Exchange*</li> <li>• NFL Young Farmer Study Award*</li> <li>• SADA/Dairy SA*</li> <li>• UDV Dairy Trainees NZ Study Tour*</li> <li>• UDV <i>Off the Farm into the Future</i></li> <li>• NCDEA Advanced Diploma program*</li> </ul>  | <ul style="list-style-type: none"> <li>• ADF NZ Study Tour*</li> <li>• DA South Americas Study Tour</li> <li>• UDV Advocacy training for single issues.</li> <li>• UDV Water leaders program</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Advance In Dairy*</b></li> <li>• BSC Representative Program*</li> <li>• BFL Representative Program</li> <li>• RDP Induction and Intro to Corporate Governance*</li> <li>• Marcus Oldham UDV program</li> <li>• MG Briefing Future Directors *</li> <li>• TFGA, UDV Council Induction*</li> </ul> | <ul style="list-style-type: none"> <li>• <b>ARLP Leadership*</b></li> <li>• <b>Coop Leaders Study Tour</b></li> <li>• <b>Coop Directors Forum</b></li> <li>• Nuffield Farming Scholarship*</li> <li>• TMI Associate Director program*</li> <li>• MG Director training*</li> </ul> |

|   | General capacity building   | Introduction to leadership – formal involvement in a range of activities within the dairy industry and community.   | Taking on leadership roles eg local advisory groups and as elected positions on local dairy organisations  | Leadership roles at regional/state level – national RD&E programs   | Senior leadership roles at national level – Board positions, Company Directors   |
|---|---|---|--|---|--|
| <p>Strong farmer management of assets eg cooperatives. HIOs, service organisations like DA and farms:-</p> <ul style="list-style-type: none"> <li>Understanding industry issues</li> <li>Strategy development</li> <li>Corporate governance</li> <li>The business environment and business performance</li> </ul>   | <ul style="list-style-type: none"> <li>YDDP*</li> <li>DairyFarmers International Exchange*</li> <li>SADA/Dairy SA*</li> <li>South Coast Young Farmer group*</li> <li>NFL Young Farmer Study Award*</li> <li>UDV Sharefarming Seminars</li> <li>TFGA Young People</li> </ul> | <ul style="list-style-type: none"> <li>MG Supplier Groups*</li> <li>UDV TFGA Dairy Trainees NZ Study Tour*</li> <li>TMI Young Farmer group</li> <li>NCDEA Advanced Diploma program*</li> <li>Bega Future Farmers*</li> </ul>                            | <ul style="list-style-type: none"> <li>ADF NZ Study Tour*</li> <li>Advance In Dairy</li> <li>DA South Americas Study Tour</li> <li>DairyFarmers Ltd. Young Farmers program*</li> <li>NCDEA Diploma flexible*</li> </ul>  | <ul style="list-style-type: none"> <li>BFL Supplier representative</li> <li>BSC Supplier Representative Program*</li> <li>RDP Induction and Intro to Corporate Governance*</li> <li>MG Briefing Future Directors*</li> <li>RDP Induction program for Directors</li> <li>Rural Finance Counsellors Management Group</li> </ul> | <ul style="list-style-type: none"> <li>Coop Leaders Study Tour</li> <li>Coop Directors Forum</li> <li>Nuffield Farming Scholarship*</li> <li>TMI Associate Director program*</li> <li>MG Director training*</li> </ul>                           |
| <p>Strong farmer and service provider leaders in industry programs</p> <ul style="list-style-type: none"> <li>Understanding industry issues</li> <li>Strategy development</li> <li>Technical understanding</li> <li>Project management</li> </ul>   | <ul style="list-style-type: none"> <li>YDDP*</li> <li>DairyFarmers Ltd. International Exchange*</li> <li>South Coast Young Farmer group*</li> <li>NFL Young Farmer Study Award*</li> <li>TFGA Young People*</li> </ul>  | <ul style="list-style-type: none"> <li>DA/RDPs <i>Impact On</i></li> <li>SADA/DairySA</li> <li>MG Supplier Groups*</li> <li>UDV TFGA Dairy Trainees NZ Study Tour*</li> <li>TMI Young Farmer group*</li> <li>NCDEA Advanced Diploma program*</li> </ul> | <ul style="list-style-type: none"> <li>DA South Americas Study Tour</li> <li>ADF NZ Study Tour*</li> <li>Advance In Dairy *</li> <li>Dairy Business Focus</li> <li>Dairy Business networks</li> <li>DairyFarmers Ltd. Young Farmers program*</li> <li>GippsDairy Capacity Building</li> <li>NCDEA Diploma flexible*</li> </ul> | <ul style="list-style-type: none"> <li>Marcus Oldham UDV program</li> <li>MG Grooming Future Directors*</li> <li>RDP Induction program for Directors*</li> <li>Rural Finance Counsellors Management Group</li> </ul>  | <ul style="list-style-type: none"> <li>ARLP Leadership*</li> <li>Coop Leaders Study Tour</li> <li>Coop Directors Forum</li> <li>Nuffield Farming Scholarship*</li> <li>TMI Associate Director program*</li> <li>MG Director training*</li> </ul> |
| <p>Strong farmer leaders recognise the importance of leadership amongst employees in industry organisations, the service sector and on farms</p> <ul style="list-style-type: none"> <li>Understanding industry issues</li> <li>Strategy development</li> <li>Corporate governance</li> <li>The business environment and business performance</li> <li>Project management</li> <li>Performance management</li> <li>communications</li> </ul> |   | <ul style="list-style-type: none"> <li>NCDEA Advanced Diploma program*</li> </ul>   | <ul style="list-style-type: none"> <li>ADF Study Tour*</li> <li>Dairy Business Focus</li> <li>DA South Americas Study Tour</li> <li>Dairy Business networks</li> <li>Employer Syndicate Koroit</li> <li>Employer Awards*</li> <li>GippsDairy Capacity Building</li> </ul>  |   | <ul style="list-style-type: none"> <li>ARLP Leadership*</li> <li>Coop Leaders Study Tour</li> <li>Coop Directors Forum</li> <li>Nuffield Farming Scholarship*</li> <li>TMI Associate Director program*</li> <li>MG Director training*</li> </ul> |

Perusal of the participant list for the Young Farmer Development programs indicates that over 50% of the participants have moved on to take on leadership roles at the local and regional levels. The rate of moving onto leadership roles is higher in some groups than others. Time did not permit analysis of the reasons for this discrepancy in apparent success rate as measured by movement onto a leadership role.

The future of the *Impact On* program is in doubt. Cost and the lack of resources for organisations at regional levels are reasons provided for the declining interest in the programs by RDPs. From a participant's perspective, potential barriers are the duration and timing of the program and the need to undertake a project. Some industry members need more support than is currently given. If the program is to continue, it must be redesigned for suitable delivery at district or regional level.

For taking on leadership roles at district and regional level, the existing programs do not cover strategic planning, financial analysis, and evaluation of projects or organisational performance. The new induction program for RDP directors covering corporate governance and industry knowledge has the potential for wider use across the industry. The current focus on policy development and advocacy within the *Advance In Dairy* program needs to be strengthened preferably with involvement in an industry issue.

Programs currently offered at senior levels are directed towards existing directors and senior industry members rather than developing industry members. Some companies included their next generation of directors in their participation through Forums or Study Tours but this is a company specific initiative. Senior members of the UDV were invited to participate in recent Cooperative Study Tours or Forums.

Increasing the understanding of the importance of leadership amongst employees is poorly addressed at all levels on the farm side. The 2005 ADF NZ Study Tour did include a focus on how the NZ industry is tackling employment. Much of future Australian focus will come from the employment component of the *The People in Dairy* program.

For staff from the service sector, it was suggested their understanding of their organisations role in the industry and hence their role in the industry would be enhanced by more detailed knowledge of the industry as a whole and the sector they are working with. This view has been confirmed through an evaluation of the *Taking Stock* program. In the evaluation, over 70% of providers indicated they were effective in their role after completion of the intensive training program and follow up support provided compared to before the program. (Murphy 2005)

### **Numbers of industry members required for regional roles**

It is estimated across Victoria, the dairy industry requires 40 new industry members prepared and able to serve on Regional Development Boards and Advisory groups each year.<sup>4</sup> Assuming that the timing is right for 1 out of 3 persons to take on these new responsibilities, a pool of over 100 industry members are required to have the skills and knowledge to move into these roles. Applying the same assumptions at a national level, it is estimated a pool of 150 -200 skilled and knowledgeable persons is required to meet the needs of the industry at regional level.

In recent years, industry programs such as *Impact On* and *Advance In Dairy* plus the ADF NZ Study tour have covered 40 – 50 industry members per year. Assuming that company sponsored programs have developed a further 10 – 20 industry members, the industry is currently developing 50 – 70 members per year to fill the roles at regional level with 50 – 80% moving onto leadership roles within several years. Given the above estimate of a pool of 150 -200, at current investment and adoption rates it will take 3 years for the industry to have sufficient numbers to meet the needs at regional level. Attrition of the pool members has not been taken into account in these calculations. Similar assumptions have been used to estimate the numbers required to fill senior leadership roles.

At general industry capacity level, it is difficult to project future numbers given the broad range of industry and company events conducted over a year. Optimally it would be desirable to double or triple the numbers of industry members attending industry or company information sharing events.

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<sup>4</sup> This assumes an individual only holds one position on an industry organisation and the average period of tenure is 4 – 6 years.

**Table 2 Estimates of numbers required in industry pool to take on positions at next level**

|   | Introductory level district <sup>5</sup> | Taking on roles at regional level, supplier representatives | Taking on roles at senior level – state, national, company directors |
|---|--|---|--|
| Future needs  | 4,000 plus                               | 150 - 200   | 30 – 40  |
| Current numbers completing/involved in development programs | 1,500 plus                               | 50 - 70   | 3 – 4  |

Anecdotal information received during this review indicates the demand for development may be influenced by the competing demands of business and family. Furthermore, with a perception that many of the existing industry leaders are not interested in the views of younger members or encouraging them to actively participate in industry issues.

### Study tours

Study tours have traditionally been used as development programs whether it is visiting another region within Australia or a tour to New Zealand or USA. The investment in the tours is jointly covered by industry sponsors, the individual participants and the hosts. Hosting return visits increases the establishment of networks across Australia and Internationally.

The NZ Study Tour conducted by the Australian Dairy Farmers Ltd has been running since the late 1970s. Recent changes in the target group plus additional briefings for participants, offer younger industry members the opportunity to form new networks within the Australian and New Zealand industries while increasing their knowledge of the dairy industry and dairy farming within both countries. A review of the participant list for the past five years show that a high percentage of the participants continue on to take up leadership roles within the industry. It has been suggested that one reason for this high participation rate is the selection process that considers their current experience of the industry. Again time did not permit a detailed analysis of the factors leading to the high participation rate.

It is believed there is an opportunity for industry wide study tours to be redesigned to increase the opportunity to develop personal skills of participants in addition to their knowledge of industry and production issues.

### Program evaluation

Evaluation of many programs has been limited in most cases to feedback from participants after the program. In many cases the success has been rated by the number attending the program rather than the longer term consideration of application of the learning and the number of individuals taking on leadership roles across the industry and community.

Longitudinal studies focusing on skills of participants and roles before and after the program have not been conducted.

Independent evaluations of the programs have been limited to *Women in Dairy* (Appendix 3) and Dairy Business Focus. The NSW Department of Agriculture conducted a review of a 2005 NZ Study Tour. These evaluations provide valuable information for future programs and should be used by industry groups to assist them to learn from the past.

Tools for the measurement of success or otherwise of the investment in these programs need to be developed so future investment is able to be measured.

<sup>5</sup> The figure does not include persons participating in programs such as Taking Stock

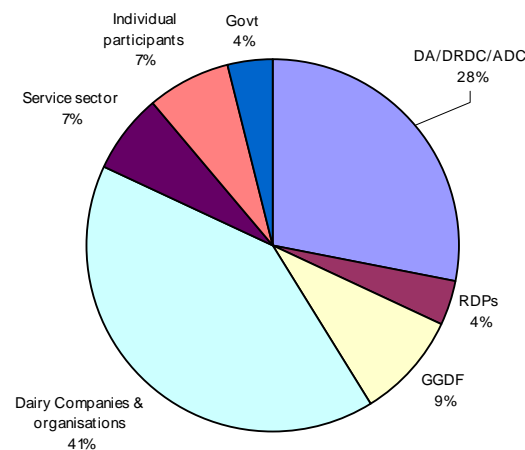
### Investment by industry

Expenditure since 1997 by Dairy Australia and predecessor organisations has been estimated to be in the order of \$2 million<sup>6</sup> with an estimated \$300,000 by Regional Development Boards. Over 400 women participated in leadership programs as part of the Women in Dairy project while an estimated 1000 participated in one or more of the activity under the Win D umbrella programs. About 200 have attended programs conducted under the DA sponsored *Impact On and Advance In Dairy* programs.

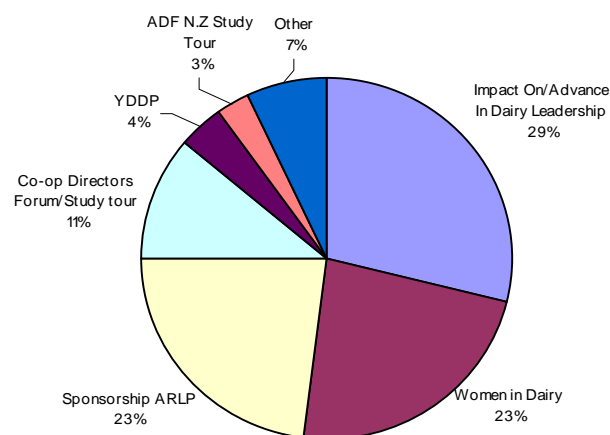
The Gardiner Foundation has funded projects related to people development to \$700,000. It is estimated that a further \$ 3.9 million has been spent by industry and individual participants in this period to complement investments by Dairy Australian and Gardiner Foundation.

Some programs are eligible for assistance under the FarmBis program. Individual participants pay registration fees for some programs while for many company sponsored programs, participants contribute to the costs of the travel and related costs. No attempt has been made to estimate the value of the latter contribution or the value of time of participants.

**Figure 3: Estimated expenditure across the industry 1997 - 2007**



**Figure 4: Dairy Australia/DRDC investment 1997 - 2007 by program area**



<sup>6</sup> This figure does not include expenditure for Dairy Business Focus, Taking Stock programs or Dairy Business Network and related programs

## Critical Success Factors

The analysis of programs considered critical success factors for participation and engagement of industry members. The various critical success factors for programs under each level of the potential pathway for leadership development are described in the next sections followed by a more detailed study of programs that appear to include key components of the leadership development process.

### **Introductory Leadership Programs**

Programs aligned to these include:

Young Dairyfarmer Development Program (YDDP), Women in Dairy, Holstein Youth, South Coast & Highlands Young Farmer Group NSW, Murray Goulburn Supplier Groups, Darling Downs Young Farmer Network, Western Dairy Young Farmers, National All Breeds Youth Camp, Don Campbell Memorial Study Tour, UDV Capacity Building, *Impact On Dairy* program, *Fire in the Belly* VFF/UDV, *UDV Off the Farm into the Future*

Study tours – Dairy Farmers International Exchange, National Foods Ltd Young Farmer Study Award, UDV New Zealand Study Tour for Dairy Trainees

### Critical success factors

#### Recruitment

- *Word of mouth* recommendation or invitation
- An environment where the individual feels comfortable.
- Participant friendly name i.e. the program name does not directly refer to leadership
- The program meets individual specific learning need(s).
- The location and timing of the program are convenient.
- For women the following have been noted as very important:
  - provision of child care and timing of events to assist in planning family matters
  - speakers or facilitators are women or seen as women friendly

#### Program format

- Opportunities to learn more about the industry including career pathways, production and management techniques and business opportunities in a *fun* relaxed situation eg camps, day without kids and other responsibilities.
- Skills and knowledge such as public speaking, report writing and presentation skills, working in teams, building a person's understanding of the state or Australian dairy industry are developed as part of programs where the main focus may be on production or technical issues.
- The opportunity to practice new skills in comfortable environments and to receive coaching or supportive feedback.
- Meeting industry leaders and finding they are *real* people.
- Meeting others with similar interests.

#### Program Support

- The appointment of buddies or mentors to support individuals through skill development is important in retaining the interest and enthusiasm of participants in programs and the industry.
- An enthusiastic coordinator or facilitator to assist the group especially in the early stages to harness the enthusiasm and guide the group. The coordinator may be an external facilitator or an industry person.
- Individuals are provided with advice on future opportunities they may wish to explore.

## ***Taking on Leadership Roles on Advisory Groups or Local Dairy Organisations***

Programs aligned to these roles include:

ADF NZ Study Tour, DA South Americas Study Tour, Introduction to Corporate Governance for RDP Directors, Dairy Farmers Young Farmer program, *Advance In Dairy*, Bonlac Supplier Company leadership program (new), NDCEA Advanced Diploma and Diploma flexible delivery.

### **Critical success factors**

#### **Program format**

- Skills such as meeting procedure, preparing submissions and reports, debating issues, negotiation, team building and public speaking.
- Study tours include the opportunity to increase personal skills and industry knowledge.
- Understanding of industry organisations, political system, factors influencing Australian milk prices and farm businesses, international trade.
- The opportunity to meet and develop relationships with others from similar backgrounds, different sectors of the dairy supply chain and senior industry leaders adds to a person's reference circle.
- Working with industry groups preferably in a role such as Area Representative for company or committee member provides a greater depth of experience than observer basis. A mentor or buddy enhances an observer basis situation.

#### **Program support**

- The appointment of buddies or mentors to support individuals as they develop their skills are important in retaining the interest and enthusiasm of participants in programs and the industry – also for explaining the intricacies and internal politics of organisations and the interrelationships of various organisations.
- Support and assistance is provided to participants after completion of programs, as they determine *where to* in the next phase of their development.

### ***District and Regional level leadership roles***

Programs aligned to these roles include:

Australian Rural Leadership Program, Tatura Milk Industries Associate Director Program, Cooperative Directors Forum, Coop Director Study Tour, MG Director training, Dairy Business Network, Bonlac Foods Supplier Representative program, BSC Supplier Leadership program (new).

#### **Critical success factors**

- Increased knowledge of governance issues, international trade, major issues facing the industry such as water, natural resource management, new technology, business management practices such as benchmarking.
- The program is ongoing and not a *once off* event – thus allowing the person to reflect and refine their knowledge and skills.
- Mentoring or coaching on personal performance
- Networking. The opportunity to meet and develop relationships with people from different sectors of the dairy supply chain within Australia and Internationally, senior leaders from related industries and government and contemporaries from external industries and sectors adds to a person's reference circle.
- Working with industry groups preferably in a role such as Area Representative for company or committee member provides a greater depth of experience than observer basis. A mentor or buddy enhances an observer basis situation.

#### **Summary of common features of successful programs**

More successful programs include the following:-

- alignment of individual learning needs with program content
- increased awareness and knowledge of the industry
- establishment of networks within the industry at local, regional and national level and at middle and senior level networks external to the industry within Australia and overseas
- development of personal skills as part of program designed to develop business and production skills
- support of mentor to provide constructive feedback
- at completion of program assistance to determine future options for development and
- opportunity to use new knowledge and skills in an active role.

At general capacity program and introductory level to industry organisations, the following should be considered when developing a program:

- facilitative approach to determine group needs and directions
- word of mouth invitations along with buddy to assist with introduction to wider group members
- a local champion or facilitator to help harness enthusiasm of group and who can provide assistance with ways forward.



## Existing Models for Further Exploration

### Introductory Leadership Level

At the general industry capacity and introductory level, the programs which seem to offer models for future groups are the South Coast and Highlands Young Farmer Group (SCHYFG), Murray Goulburn Young Farmers, Young Dairyfarmers Development Programs (YDDP) and the National All Breeds Youth Camp. These programs include many of the critical success factors described in the previous section.

The SCHYF Group has a facilitator who assists the group determine their directions and activities. In 2006, a survey of learning needs has been conducted to provide background for the future. Activities are a blend of social, development of personal skills such as photography and technical activities focussed on dairying.

The All Breeds Youth Camp combines technical aspects of animal breeding with awareness of the industry including career opportunities and social activities. Camp members are restricted to attending three camps. Some are offered the opportunity to join the Steering Committee for the Camp and to assist with the conduct of future camps. Participants come from across Australia and New Zealand.

The YDDP led by GippsDairy has developed a network of nearly 300 young people from the farm and allied service sectors across Gippsland. Individual learning needs are met by a range of activities from custom designed programs to alerting individuals to external programs that may meet their specific needs. The program is managed by a group of young farmers in a similar arrangement to the Regional Development Board. A part-time coordinator provides support for administration and promotion.

The Murray Goulburn Young Farmers Group operated across Victoria. Selected MG field staff provided facilitation support. Organisation and administration were shared between group members and MG staff. The main focus of activities was on technical aspects of production. There was some social activity but the major focus was on technical topics. The MG facilitators met on a regular basis to discuss the progress and success or otherwise of activities.

### Taking on Leadership Roles

The models at this level offering most for the future include the Dairyfarmers Ltd Young Farmer Program (DFYFP), Study tours and the *Advance in Dairy* program.

The DFYFP is offered to young farmers elected as Young Farmer representatives for 2 years on each Area Representative Group. The program is designed around the specific needs of individuals but covers personal development, skills development in public speaking and communication, introduction to the company and the wider industry. A company staff member supports the young farmers during their development program. A Board member mentors the young farmer. The program has been running for 8 years and is estimated to have covered one hundred industry members.

Bonlac Supply Company is commencing a development program for interested suppliers to replace the successful Supplier Representative program conducted by Bonlac Foods Ltd. The program includes attendance at Advance In – Dairy Leadership.

Study tours to other regions and overseas have been used extensively across the industry to encourage industry members to learn from other approaches to dairy farming and more about the industry. The ADF New Zealand Study Tour has operated for nearly 30 years. In recent years, younger farmers have been targeted for selection. Time for pre tour briefing has been incorporated into the tour program with a verbal tour report being presented to the ADF Board. A written report is also prepared by the group and is made available to all interested persons. The Study Tour offers industry members the opportunity to combine development in technical aspects of farming with increased knowledge of the Australian and NZ industries, establishment of networks across Australia

and NZ and development of personal skills in communication and presentation. Reciprocal visits to Australia by NZ farmers add to the networks.

The industry can also learn from the South Americas Study Tour conducted in 2006 by Dairy Australia with the in depth pre and post tour briefing and the communication across the broader industry of the tour findings. Some 23 presentations have been given by the participants to date about this tour. A template on how study tours can be used to develop personal skills as well as industry and technical knowledge with case studies of successful examples may assist future organisation of study tours across the industry.

The *Advance In Dairy* program offers individuals the opportunity to learn more about their leadership styles, the industry and government political processes along with further development of their personal skills and industry networks. Support to the individuals during and after the program is limited.

A combination of the strengths of the study tours and the *Advance in Dairy* program would make a powerful development opportunity for industry members seeking to move to leadership roles at regional level. However governance, financial analysis, evaluation of projects and organisational effectiveness are additional topics that need to be considered for some appointments especially where management of assets is the main priority.

### Senior Leadership levels

Models at this level which should be considered in the future include the Tatura Milk Industries (TMI) Associate Director program and the Nuffield Farming Scholarship program.

**The TMI program** is a very intensive program designed to prepare interested persons with the skills and knowledge required to act effectively as a company director. The program is a combination of detailed company briefings, exposure to major industry conferences and forums conducted for Cooperative directors, attendance at a Company Director course and participation in the Fairley Leadership program at Shepparton. Selected participants were able to attend Board meetings on observer basis after signing a confidentiality agreement. The company paid participants a remuneration to assist participants with the costs of absence from their business.

**The Nuffield Farming Scholarship** offered by the Nuffield Foundation has been available for Australian farmers for approximately 50 years. The current program offers pre tour briefings, participation in a Global Focus Program for 6 weeks in NZ, China, Europe and North America investigating agricultural marketing, trade and environmental issues and experiencing social and cultural aspects of each region and meeting with Nuffield scholars from other regions. An individual study program is available to meet the specific interests of the participants. Scholarship winners are expected to submit a detailed report on their experiences plus share their experiences with interested industry and community members. The current value of the scholarship sponsorship is \$25,000.

The focus of the Nuffield program is on international trade and technical issues compared to the focus of the Australian Rural Leadership program on a wide range of issues influencing rural and regional Australia. The Nuffield offers individuals the opportunity of customising the fellowship to meet their needs. Both programs have extensive networks of past participants. The Nuffield network includes international members as well as Australian and NZ members.

## Issues

During the discussions with industry members, a number of issues were raised. These are summarised below:-

- **Why focus on young?** What about other members of the dairy industry who are wishing to take on new challenges?
- **Engagement of younger industry members and women** A number of respondents raised the issue of engagement of young people. Statements such as “*young people don’t want to join or are not prepared to contribute to a program*” they have suggested were

encountered from a number of respondents. The low rate of participation of younger women from the farm sector in industry funded programs was noted. Again time was not sufficient to explore this issue but if it is factual, then research needs to be conducted to determine strategies to engage the young.

The Cooperative Venture for Capacity Building has commissioned research work into fostering involvement – how to improve participation in learning (Andrew et al 2005). This provides insights into mechanisms that can be used to increase participation. Essentially the activity must add benefit to the individual learning and the value of the program to outweigh the cost of attendance (cost means lower priority for other tasks as well as cost of time and registration, travel etc) for the individual. Use of local issues, locations and local industry members adds to the likelihood of involvement. Appendix 3 summarises the various strategies that may be used to foster involvement of farmers in extension activities. These have application for groups seeking to engage younger industry members.

The group *Our Community* ([www.ourcommunity.com.au](http://www.ourcommunity.com.au)) has published a help sheet discussing various strategies for increasing involvement of young people in organisations. This includes recognising the value of the different perspectives of the younger community members, designing opportunities for the young and mature to work together and providing them with the opportunity to make worthwhile contributions to the organisation.

#### Recommended strategies for engagement of young

Value of participation is greater than normal tasks  
 Learning aligned with needs of the individual or group  
 Localisation of learning – local issues, local members and locations  
 Opportunity to make real contribution  
 Contribution valued

- **Value for money with ongoing sponsorship of external programs** The question of value for money for ongoing sponsorship of external programs such as ARLP, Churchill Trust compared to the cost of specialist programs for the industry or use of community based leadership programs has been raised.
- **Challenges facing small dairying areas** In a number of dairying areas, the pool of potential participants is relatively small thus making it difficult to conduct regular specialised programs. Travelling to join other dairying regions has advantages and disadvantages with extra travel and time away from the business being major deterrents. The cost structure of existing programs used by the dairy industry is seen as too high for small and remote groups.

## New Zealand Dairy Industry

The NZ dairy industry is actively working to develop the knowledge and skills of industry personnel. Detailed notes from the various discussions and desktop research are contained in Appendix 5.

In general, there appears to be a more coordinated approach to the development of industry members in New Zealand. Consolidation of companies and industry organisations in recent years has assisted the increased level of coordination. Objectives and targets are described in the *Strategic Framework Dairy Farming's Future 2005 - 2015* published by Dairy 21. However the targets can be described as general, such as; opportunities to learn from, challenging leading farmers and ensuring leadership training opportunities are available at all levels of the industry.

*Women in Dairy* appears to be a vibrant organisation across the New Zealand with members developing their farm business and technical skills as well as personal skills. It is a relatively new organisation and received input from Australian WinD colleagues in its early days. Dairy Insight provides some funds but other sponsors also support the organisation.

The peak NZ leadership program for rural industries is the Kellogg Leadership program conducted by Lincoln University. The program is shorter (and much less expensive) compared to the ARLP and does not include an overseas study tour. It does allow for some personalisation as the participant selects a project as part of the program. The project is supervised by a staff member from Lincoln University with an industry mentor. The program is highly regarded in New Zealand as a leadership program that is suitable for the needs of the rural community.

The Federated Farmers of NZ (FFNZ) creates the opportunity for 100 young people to visit Wellington each year to learn more about the agri-political scene and to discuss issues of concern to the rural industries. However the FFNZ faces challenges to encourage young farmers to actively participate at senior level in the agri-political arena. Payments by Fonterra and other industry bodies to serve as farmer representatives are seen as factors influencing the decisions of farmers plus the focus by many young farmers on the development of their business.

Fonterra conducts a two-day free introductory training workshop for members interested in further progression as a Fonterra representative or Director. In 2003, seven supplier members were selected from a pool of 214 shareholders in an exhaustive selection process to undertake personalised advanced training over a 2 year period. Each individual had a coach and a mentor. Quarterly and annual reviews were conducted to ensure agreed outcomes were achieved. The participants contributed to the cost of the program. (Story 2003)

#### **Lessons from the New Zealand situation:**

- younger industry members more likely to focus on their business than become involved in general industry organisations
- Fonterra farmer members have invested in the selection and development of potential candidates for Directorship of the company
- the industry strategic plan aims to provide a range of opportunities for development of industry members rather targeting specific groups
- Women in Dairy can be a dynamic group with focus on technical aspects of dairy farming as well as development of personal and business skills

## **Australian Grains Industry**

The various leadership development activities offered by AWB, GRDC, Grains Council of Australia and other groups are described in Appendix 6. The GRDC is the major sponsor of development programs. Over time there has been an evolution with some programs being dropped while others eg *Women in Grains* and *Families in Agriculture* have been amalgamated into the Partners in Grain (PinG) program.

The grains industry is a prominent sponsor of Nuffield Farming scholarships – sponsoring 4 of the 12 scholarships available annually.

The Victorian Grains Industry Training Network (VGITN) has operated since the mid 1990s. The Network brings providers and farmers together to exchange information about training needs and match learning with needs. The VGITN acts as a training broker. A paid coordinator is shared with the PinG program. The group has a high level of credibility with industry members as it has a good track record of matching people with courses and a flexible approach to ensuring the training meets the needs of the participants.

A recent review of participants in programs conducted by the PinG summarised the needs of young farmers as *short, sharp and relevant*. The quality of the programs must be of a high standard and maintained for ongoing satisfaction of the group.

The GRDC is currently sponsoring a review of available leadership and other programs funded by GRDC and identifying suitable programs offered externally through mainstream education, private providers and which are approved by FarmBis.

The Grains Council of Australia sponsors 30 young people to attend the annual conference with additional development programs conducted around the conference for the young.

Although it is stated there is no overarching industry strategy for development of grains industry members, the GRDC offers a range of opportunities including non-tied scholarships for farmer members in addition to awards for researchers and extension members.

#### **Lessons from the Australian Grains Industry**

- increased use of the Nuffield Farming Scholarship program as a development opportunity for members
- non-tied scholarships and travel awards for farmer members
- use of learning broker system such as Partners in Grains and Victorian Grains Industry Training Network

## **Community and Service Groups**

In Victoria there are a number of community based leadership programs conducted using the Williamson Leadership Model (Appendix 7). These programs aim to develop a network of enthusiastic and skilled people within regions who are prepared to take on leadership roles in the region.

Some industry members such as Murray Dairy see these programs as an opportunity for dairy industry members to participate and also for the dairy industry to increase its profile in the regional community.

Various seminars and development programs are offered on an ad hoc basis in many communities by Economic Development offices of local government, state government agencies and other community groups.

Service clubs such as Lions Australia and Rotary International offer development programs for their members as they take on roles with the club. Rotary International offers a number of programs for young people including the National Science Forum in Canberra and International Exchange programs for students.

Groups such as the Country Fire Authority and State Emergency Service offer members technical skills training as well as professional development as they take on senior roles with the organisation.

Other community groups such as Red Cross, St Johns Ambulance offer members training.

In summary there seems to be no limit to the range of professional and personal development programs available through community groups, mainstream education, continuing or adult education and private providers or consultants.

#### **Challenge for the Australian dairy industry**

Lots of opportunities for personal and professional development within the dairy industry and broader community groups.

But how does the dairy industry optimise its use of these opportunities?

## Conclusion

There is a wealth of activity across the Australian dairy industry with the intent of developing younger industry members. The activity appears to be fragmented and disjointed between general industry, state farmer organisations and dairy companies. Many of the programs sponsored by the general industry are *once off* programs.

The impact of many programs can be strengthened by alignment of the program with an individual's learning needs, effective mentoring, assistance with signposting for future development and involvement in an organisation's activities after completing a program. The review of graduates of the *Lead On* and *Advance In Dairy* programs reinforced the importance of these factors in the development process. (Phillips and Smallridge 2005)

Most dairy companies are investing in the development of their supplier members generally with a focus on farm business management and increased production efficiency. Successful programs are also developing personal skills and an increased understanding of the industry by participants through the process. Some companies are developing the next generation of farmer representatives and directors through company sponsored development programs.

The industry as a whole can learn from a range of programs that have been or currently on offer to industry members to assist them develop their personal and professional skills. Groups seeking to develop initiatives for younger industry members should take the opportunity to learn from these experiences and the recommended strategies from the Our Community website.

The industry faces challenges engaging younger industry members. Experience from successful dairy industry groups and capacity building research indicates that the best outcomes for groups of younger members occur when the community and individual determines what they need (facilitative leadership) rather than the program being imposed by outsiders or from government and senior levels of industry.

Groups in early stage of formation generally benefit from the involvement of experienced facilitators and when time and experience are short, from access to paid administration support.

Support for individuals through mentoring, buddying or coaching increases the likelihood of maintaining enthusiasm and commitment.

Programs funded on a medium to longer term basis are more likely to have a higher success rate than programs funded on a *once off* basis. It takes time for programs to be recognised and accepted as genuine opportunities.

Induction programs for industry organisations are becoming common at regional, state and national level. Little evidence was provided that these processes including succession planning have been imbedded at local level. A prototype was developed for the UDV District Council 3 as part of the Young Farmer Development program (Phillips 2003). This prototype has potential for review and use by other local groups.

Experience in the grains industry demonstrates the value of matching individual learning needs with suitable programs. The PinG program covers the development needs of all industry members across all major grain producing areas of Australia. The PinG program is managed on a regional basis under a national steering group.

In addition, non-tied scholarships/awards for farmer members offer the opportunity for assistance to undertake activities that meet an individual's specific needs whether it is attendance at an advanced management program, study tour or attendance at a conference.

The NZ dairy industry and the Australian grains industry make use of the Nuffield Farming Scholarship program as a development opportunity for industry members in addition to other programs.

In NZ, the Fonterra Shareholder Council has developed an intensive development program for persons aspiring to become a director. This program is modelled on corporate development programs.



## Proposed Future Model

### Level 1 – General capacity

Opportunities are provided at local and regional level for industry members to learn more about the industry and to develop local networks. These opportunities will take into account the critical success factors identified from this review and the strategies for increasing involvement (Andrew et al 2005, Our Community).

Local networks will be encouraged to identify projects of interest and to form groups based on the facilitative model.

The industry will have a network of facilitators trained in the facilitative approach who are able to work with local groups.

A regional coordinator will be appointed to assist industry members:

- to identify their learning needs
- where and how they may access further personal and professional development opportunities and
- alert them to opportunities for an active role within the industry.

The directory of programs developed during this review will assist to signpost the opportunities for development.

### Level 2 - Designed for individuals wishing to proceed to take on leadership roles at local and regional level.

As industry members take on roles within dairy organisations they should be provided with access to opportunities to develop required skills eg induction training to the organisation, meeting procedure, introduction to governance etc. Appendix 8 summarises generic competencies for leadership roles at this level and more senior roles within the industry.

Where industry programs are developed, such as the proposed program for RDP directors, then the resource should be made available for use by other sectors of the industry where appropriate. For example, the resources focussing on an introduction to industry organisations and the roles and responsibilities developed for RDP directors have application for use by other industry members.

The regional coordinator will play a role here to identify needs and learning opportunities within the local region and within industry programs.

Study tours to include briefing and debriefing sessions. These sessions include regional/Australian industry knowledge as well as area/country to be visited, personal skill development in public speaking, report writing and presentation of tour outcomes to interested industry members. Preferred formats for study tours to be developed by Dairy Australia with case studies demonstrating how skill development can be incorporated into study tours and how effective evaluation can be conducted.

Suitable programs covering financial analysis, introduction to strategic planning, evaluation of projects and organisational effectiveness should be identified for this group of industry members. Note that development programs may be working with a group to formulate a strategic plan or to evaluate the effectiveness of a project. Experienced industry members may be the key group members or an experienced facilitator may be used to assist the group.

### Level 3 - Designed for individuals wishing to take on leadership roles at regional, state or national level

The industry should investigate opportunities for interested members to learn more about policy development and advocacy and acquire the skills and knowledge required for senior leaders. (refer to Appendix 8)

Mentors should be identified to provide support to individuals undertaking development programs at this level.

Non-tied scholarships and awards should be made available to industry members wishing to participate in development opportunities outside the industry, which are not eligible for assistance under FarmBis or company support eg Nuffield Farming Scholarship, courses through the Australian Institute of Company Directors and other agribusiness programs. A minimum of 5 – 6 awards should be available each year to enable industry members interested in progressing to higher roles within the industry to develop the appropriate skills and knowledge.

This will require collaboration with the Gardiner Foundation and other industry funding bodies to ensure all members of the Australian dairy industry have access to scholarship and awards.

The scholarships/awards will be competitive based and require the individual to share their experiences with others. In addition, it would be reasonable for the individual to assist future applicants in preparing their submissions.

## Recommendations

1. Use the term professional or continuing development rather than leadership training.
2. Investigate how dairy organisations including RDPs will maintain the program database produced from this project at regional, state and national level and how the information can be distributed across the industry to increase the awareness of industry members of available opportunities.
3. Create a network of industry members who are knowledgeable about the wide range of development opportunities available within their local region, state and nationally and who are able to work with people to identify their learning needs. Ideally the network will consist of enthusiastic industry members selected at a regional level.
4. Create a network of industry members across all regions who are skilled in the facilitative leadership approach and who can work with local groups at general industry and community capacity building level.
5. Conduct forums for industry members involved in development so experiences can be shared, networks established amongst interested persons and opportunities for future collaboration explored. Guests with experiences in human resource development may add additional dimensions to the discussions.
6. Review current programs conducted by Dairy Australia and other industry organisations to include opportunities for the further development of personal and professional skills of participants. Examples of skills include presentations, chairing sessions, preparation of short presentations and organisation of events.
7. Review external models for mentoring, prepare a suitable model for the dairy industry and fund training sessions for industry members prepared to be mentors. The list of available mentors to be made available to networks listed above.
8. Develop a proforma to serve as a model for the arrangement of study tours. The proforma would provide examples of how personal skills and industry knowledge can be strengthened as part of the tour. The proforma should be distributed to all industry groups organising study tours
9. Develop an investment strategy focused on the development of senior industry members in conjunction with the GGDF for provision of scholarships/awards to enable industry members to participate in external programs such as the ARLP, Nuffield Farming Scholarship, Churchill Fellowship, DAFF programs, Marcus Oldham, Australian Institute of Company Directors and



- Community Leadership programs. These opportunities should be available for all industry members not able to access opportunities within companies.
10. Encourage more industry organisations to offer younger interested members the opportunity to become involved in the organisation. For example as a member of organising committee for conference or a member of working group or advisory group.
  11. Develop tools that can be used across the industry to monitor the outcomes of participation in programs and the quality of programs. Longitudinal studies must be included.

## Framework to Support Future Investment

### Guiding Principles for Future Investment

*The Australian dairy industry invests:*

1. in understanding the culture, issues & constraints preventing improvement in industry leadership capacity in order to guide project design and prioritise investment.
2. across all service providers involved in development of industry members including employees and family members. We differentiate within these audiences based on needs.
3. across the leadership development pathway – to build personal and professional skills from interested industry and community members to senior leaders.
  - a. we recognise that the development path may not be smooth dependant upon individual needs and commitments and there may be attrition.
  - b. we demonstrate good examples
4. to integrate the development of personal and professional skills with the broader farm business management culture.
5. in an improved culture and common language in development of industry members.
6. in supportive change on-farm and in the industry
  1. we work “with” people - not “on” them
  2. we work regionally
  3. we take a change management approach
  4. we use different delivery approaches including developing facilitative leadership culture for younger members
  5. we provide support for industry members during the development process and
  6. we utilise external programs which meet the needs of the dairy industry
7. to develop indicators for assessing improved leadership capacity performance (linking on-farm and industry level assessment).
8. to profile examples of emerging and actual leaders within the dairy industry and related communities.

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## Appendix 1

### Persons contacted

#### Dairy Australia

R Pettit  
M Godfrey  
C May  
J Werkmeister DA Information Centre for past reports

#### Regional Development Boards

|                                      |               |
|--------------------------------------|---------------|
| Murray Dairy and Australian overview | M Incerti     |
| WestVic Dairy                        | T Nelson      |
| GippsDairy                           | D Auldish     |
| Dairy Tas                            | M Smith       |
| Western Dairy                        | E Price       |
| Dairy SA                             | V Ingham      |
| DIDCO                                | L Hillier     |
| Subtropical Dairy                    | P Chamberlain |

#### Farmer organisations

|                        |                  |
|------------------------|------------------|
| ADF                    | R Poole          |
| ADHIS                  | D Abernethy      |
| UDV                    | J Frederiksen    |
|                        | F Pye            |
| TFGA                   | G Norman         |
| SADA                   | K Lyon           |
| NSW Farmers Federation | A Gidley - Baird |
| QDO                    | A Pratt          |

#### Companies

|                                       |             |
|---------------------------------------|-------------|
| Murray Goulburn Cooperative Co Ltd    | R Greenway  |
|                                       | M Brooks    |
|                                       | P Bridge    |
|                                       | A Gallagher |
| Bonlac Supply Company Ltd             | N Webster   |
| Tatura Milk Industries Ltd            | T Perry     |
|                                       | S Brown     |
| DairyFarmers Cooperative Ltd          | L Bryant    |
| National Food Ltd                     | C Dean      |
| Bega Cooperative Society Ltd          | K Garner    |
| Warrnambool Cheese and Butter Factory | A Robiana   |

#### Department of Primary Industries

|                                       |          |
|---------------------------------------|----------|
| Tasmania                              | E Mann   |
| Victoria - Agribusiness Group Manager | K Linden |
| Catchment Agriculture Services Vic    | M Walton |
| NSW                                   | V Smart  |

#### Others

|                                     |  |
|-------------------------------------|--|
| Australian Grains Industry          | N Berrisford - State Coordinator Partners In Grain |
| South Australian Farmers Federation | A Gray   |
| Holstein Australia                  | R Anderson   |
| Victorian Farmers Federation        | J Milne  |
| National Centre of Dairy Education  | M Axford   |
| Australia                           | P Carkeek  |
|                                     | S Vagg   |
| Australian Dairy Conference         | E Price  |

## Appendix 2

### Project summaries

#### **General Industry funded**

##### **1. Young Dairy Farmer Business Tour to New Zealand Australian Dairy Farmers Ltd (1978 – current)**

Annual study tour for dairy farmers, focussing on different aspects of the New Zealand dairy industry including farming, manufacturing, promotion and marketing. The focus of the tour changed in 2004 to become a young dairy farmer business tour, open to dairy farmers aged 25 – 40 years.

Key words: NZ study tour, farm management, industry awareness

##### **2. Impact on Dairy – formally Lead On (1999- current)**

A 3-day program designed to develop young dairy farmers to effectively participate in the industry at enterprise and organisational level. Activities focus on personal skills and future development needs, project planning, communication skills, networking, industry overview, meeting procedure and leadership. Dairy Australia is a sponsor of the program along with a wide range of sponsors from the regions. Approximately 100 have attended the programs. FarmBis eligible with outcomes mapped to agriculture competencies.

Key words: young farmers, personal skill development, networking

##### **3. Advance in Dairy (2001 – current)**

A 5-day program designed to develop young industry members (farm and non-farm sectors) with the potential to represent the industry. Activities include industry knowledge, personal development skills in time management planning and communication, meeting procedures, working as an effective team and the development of strategic alliances. Funded by Dairy Australia on 50% basis with sponsors and contributions by individual participants.

Key words: personal skill development, industry knowledge, networking, leadership

##### **4. Australian Rural Leaders Program (1997 – current)**

A program designed for selected rural and regional leaders to undertake a program of personal growth and develop the skills, knowledge and networks needed to be effective in regional, state, national and international arenas. About 12 dairy industry members have participated in the program since the early 1990s. Dairy Australia and its predecessors have sponsored the program for 10 years and have future commitments.

Key words: leadership, rural, networks, personal development

##### **5. Jack Green Churchill Trust Fellowship (mid 1980s – current)**

An award through the Churchill Trust recognising the contribution of Jack Green to the development of the Australian dairy industry. The award provides financial support, to enable members of the dairy industry to travel overseas to undertake an analysis, study or investigation of a project or an issue that cannot be readily undertaken in Australia.

Key words: overseas study tour

##### **6. Taking Stock (2003 – current)**

An industry project encouraging farmers to review physical, financial and human components, which will substantially contribute to a culture of business analysis on dairy farms. Over 160 service deliverers trained to conduct the program. Over 1000 events conducted by May 2005.

Key words: business management, business review and planning

##### **7. Women in Dairy (2000 – current)**

South Australia x 3 groups, Tasmania 1 group. Programs conducted for women in the dairy industry. Follow on groups from initial WinD project.

Key words: women, farm management, production management.

**8. Cadetship Program for Persons interested in working in the service sector of the dairy industry (2006)**

The pilot program developed by NCDEA, Murray Goulburn Coop and Gippsland Herd Improvement is designed to provide graduates of the Advanced Diploma program with additional knowledge and skills to become an effective staff member of service sector to the dairy industry. Funded by Dairy Australia  
Key words: young, service sector

**9. Young Guns Discussion Group Murray flats South Australia ( 2000 – current) Dairy SA**

A Young Farmer Discussion group still operating, originally part of focus farm project worked with consultant last year. Events are mostly organised by the group with a theme over 12 months – Murray River flats, pasture management focussed. DairySA contributes on a \$/\$ basis, self funded by participants.

Key words: young, production management

**10. Introduction to Roles and Responsibilities of Directors RDPs DairyTas, GippsDairy (2002 - current)**

A program designed to introduce new Board members of RDPs to the industry structure and corporate governance. This is a pilot program building on a program conducted by DairyTas. A more in-depth corporate governance program is planned for the future. The NCDEA is working with the RDPs to prepare a resource package which can be used across the industry.

Key words: corporate governance, industry and regional knowledge,

**11. South Coast & Highlands Young Farmers – DIDCO (2003 – current)**

Group of young farmers on the NSW south coast meet monthly. Activities include farm visits to other regions, social events and fundraising activities. A survey of needs of the group conducted in early 2006. Forty five registered participants. Some representatives attended 2005 Lead On program. Funding provided by DIDCO, local sponsors and group members.

Key words: young farmers, production management, networking, leadership

**12. Sub Tropical Dairy Young Farmer Program (2002 – current)**

Sub Tropical Dairy contributes to young farmer activities through supporting the sub-regions as they address their own needs. Examples include a Youth Forum run in conjunction with the Sub Tropical Dairy Annual Forum 2002 and local study tours organised by the groups. A particularly active network exists within the Far North Coast and Mid North Coast, NSW, with a new group being established in Central Queensland.

Key words: Young people, mentoring

**13. Young Dairyfarmer Development Program – Gippsland ( 2002 – current)**

A multi faceted program designed to offer a range of activities to meet the development needs of young farmers in Gippsland. Activities range from seminars focussing on financial aspects of farm businesses, field-days, discussion groups, study tours to other regions and participation in development programs such as Impact On and Advance In Dairy. Funded through Gardiner Foundation, Dairy Australia and various industry sponsors. A coordinator is appointed to assist the program. Over 300 young people from farm sectors and allied service sectors on central database.

Key words: young farmers, industry awareness, leadership, personal development, professional development

**14. Western Dairy Young Farmers (2006 - current)**

A new group established under the auspice of Western Dairy and supported by a facilitator with experience in working with young people. Small core committee driving the network with the focus on social and knowledge transfer through personal experience. Group will be utilised for industry consultation.

Key words: young people, industry knowledge

**15. Dairy Mentors: Fostering a Young Farmer Network and Involvement in NRM in the dairy industry SubTropical Dairy and Condamine Alliance (2005 - current)**

A program designed to focus on improving the utilisation of on-farm resources to increase productivity (including soil management, effluent and fertilizer management) while improving natural resource management practices. The group is also supported through business management skills and opportunities for networking, enhancing young farmer participation in the Darling Downs region.

Key words: business management, sustainable practices, networking

**16. Don Campbell Memorial Study Tour (1999 – current) GippsDairy**

The Don Campbell Study Tour was initiated by GippsDairy to provide a group of young dairy farmers with an opportunity to explore the Tasmanian dairy industry. Feedback is extremely positive for this tour with the tour including 3 South Australian participants in 2006. Outcomes have been mapped against agriculture competencies.

Key words: young people, study tour, farming practices,

**17. NCDEA – Diploma of Agriculture, Flexible Delivery ( 1999 – current)**

Units of the Diploma of Agriculture (Dairy) are conducted on a flexible basis in Gippsland, Western Victoria and Northern Victoria by a range of collaborators including NCDEA, Dairy Australia projects, Target 10 core programs, VFF pathways officers, Gipps LandCare and private service providers. Activities range from class discussions, farm visits and independent project work. The classes are held in convenient, local venues.

Key words: business management, education, younger farmers

**18. National All Breeds Youth Camp (1992 – current)**

A residential camp for youth with an interest in dairy cattle which focuses on developing showmanship skills. Social activities, industry information and sessions on career pathways are included in the 5-day program. In 2006, there was sufficient demand for 2 camps. Previous camp participants are encouraged to join the planning committee for future camps. Funding is provided by NCDEA, various industry sponsors and contributions by participants.

Key words: youth, animal breeding, cattle showmanship, networking, industry awareness

**19. NCDEA Advanced Diploma in Agriculture (Dairy) (1999 – current)**

A full-time program designed to provide young people with a combination of theoretical and practical skill development to become a competent farm manager. Placements with leading farmers, mentors and exposure to industry organisations and community groups are key components of the program.

Key words: young people, leading industry practices, industry knowledge, production management

**20. Young Achievement Australia (1999 – current)**

Final year students in the Advanced Diploma of Agriculture participate in this program conducted across Australia. The focus is on business planning and involves groups of students developing a new product or service and preparing a business and marketing plan for the product.

Key words: young, business planning

**21. ADHIS Cows n Genes Training Workshops (2002 – current)**

ADHIS implemented the Cows n Genes Training. A number of topics are covered within the course, all of which aim to increase the participants understanding of ABVs and the APR. The training course has been mainly presented to HI centres and AB companies being made available to farmers in 2004. Approximately 20 programs have been delivered to date.

Key words: herd improvement, training,

**22. Cows Create Careers – Mentoring component (2004 – current)**

Cows Create Careers is an innovative program designed to introduce the dairy industry to secondary school students. Each school participating is assigned a young industry mentor with vision and dairy industry knowledge to encourage and support the students during the course of the program. The mentor is currently employed in the dairy industry and is selected from various occupations. The mentor is ideally a young person who is keen, enthusiastic, who is proud to be involved and is a great role model for the industry. To date 68 mentors have contributed to this project.

Key words: careers, mentors, industry knowledge

**23. ADF/Dairy Australia Global Perspective Workshop (2006)**

Two-day workshop to provide young farmers with an understanding of the International dairy market and the factors that influence milk pricing domestically.

Key words: international trade, milk pricing, industry awareness

**24. South Americas Study Tour (2006)**

Study tour to South American countries to develop an understanding of their dairy industry, in terms of farm management and competitiveness and to also increase awareness of the dairy industry development in these countries. The program included 2 days pre tour briefing, 1 day debriefing and

presentations to UDV Conference and local communities. Tour group consisted of 4 farmers from Victoria and 1 representative from company. Sponsored by Dairy Australia and Gardiner Foundation.  
Key words: international trade, industry knowledge, personal development

**25. No Kids No Calves No Cockerels West Vic Dairy (2006)**

To provide women from dairy businesses with the opportunity to socialise, learn more about the industry away from family and the business. Many of the participants had not attended other dairy functions.

Key words: industry awareness, networking

**26. SubTropical NZ Study Tour for northern coast group 2006**

This study tour, attended by 25 North Coast NSW dairy farmers focussed on some particular aspects of the New Zealand dairy industry. Planned, co-ordinated and conducted by dairy extension officers with NSW Agriculture. The tour was also seen as an opportunity to formally evaluate the worth of farmer tours for the participants and the providers NSW Agriculture.

Key words: study tour, young farmers

**27. Cooperative Leaders Study Tour(1997 – 2005, conducted every 2 – 3 years)**

Overseas study tour for directors of cooperative dairy companies. UDV members interested in cooperative structures participated in the last tour. Activities include; visits to cooperative companies in Europe and USA and associated organisations, farm visits plus the opportunity to participate in workshops for cooperative organisations offered by University of Missouri.

Key words: international, cooperatives, marketing

**28. Cooperative Directors Forum (1998 – 2005)**

Forums conducted on annual basis on issues facing cooperative companies on corporate governance, international trade and general industry issues. Representatives of NZ cooperatives and senior executives of Dairy Australia have been invited to attend the Forum in recent years.

Key words: networking, industry strategy, industry issues

**29. Dairy Business Focus and equivalent programs(1998 – 2000)**

A program designed to assist dairy farmers understand the future of the industry and to develop plans for their future business operations and personal directions. Program consisted of forums to explain the changing structure of the industry, the need for change and planning and management and 3-4 day workshops with the prime objective of developing skills in communication, SWOT analysis, financial analysis, establishing goals and monitoring performance. Over 4,500 attended the forums and 3,500 the workshops.

Key words: industry awareness, business management, business planning, lifestyle

**30. Women in Dairy (1995 – 2000)**

A program sponsored by DRDC to encourage women to contribute to a sustainable and profitable dairy industry by developing their personal and professional skills. Activities included workshops, conferences, farm visits, participation in industry events. Over 400 women attended workshops. Extensive evaluation conducted. Small groups still operation in South Australia and Tasmania. 'Dairemail' email discussion group still active.

Key words: women, industry awareness, personal development, networking

**31. GippsDairy Capacity Building in Action Program (2003)**

A program designed to promote best practice in rural extension and education in the Gippsland dairy industry. After initial workshop, the group meet on a bimonthly basis following up action plans. Sixteen persons participated.

Key words: service industry providers, personal development, professional development

**32. Dairy Business Networks (1999-2001)**

A project funded by GippsDairy, Murray Dairy, WestVic Dairy and FarmBis. A group of leading farmers were selected to meet over an 18 month period to look at other commercial enterprises and the tools and techniques used to manage a business. The aim of the project was to bridge the skills gap in a number of areas: business, labour skills and financial. This seemed to have a high impact for individual farmers, the tools and techniques learned were used effectively in on-farm decision making. Keywords: business management, capacity building of dairy farmers, human resource management outside the Dairy industry

### **33. Dairy Business Network Extension (2001-2002)**

This project was funded by FarmBis and aimed at building a fee for service employment model which will meet the employment needs of dairy farmers. A checklist was developed for employment agencies to use as a guideline when dealing with dairy farmer clients. The DBN employment model was tested to streamline the process of employing people for dairy farms.

Keywords: employment agencies, employment model, sourcing labour

## ***Farmer organisations***

### **34. VFF/UDV Colac District Council *Fire in the Belly* program (2004 – current)**

The aim was to bring young farmers together and learn about their associated agricultural industries. The young farmers were encouraged to be more informed about dairy industry bodies and their roles within the industry. A twelve month plan was developed that included social and informative activities. These activities included: a forum with a prominent industry speaker, fieldtrips and a social evening.

Key words : young farmers, industry information

### **35. UDV Dairy Trainees New Zealand Study Tour (mid 1980s – current)**

The focus is on production practises on dairy farms. The trainees are hosted by NZ dairy families. In recent years, a trainee from Tasmania has joined the group. Reciprocal visits are being made by NZ trainees.

Key words: dairy trainees, study tour, farm production, networking.

### **36. UDV Central Councillor training (2005 – current)**

Induction program for new Central Councillors covering role and responsibilities and introduction to corporate governance.

Key words: organisation knowledge, governance, media

### **37. UDV Building Capacity of Younger People in Dairying Communities (Current)**

The project aims to develop a whole of industry provision of a supportive learning environment to build the capacity of younger people in dairy. A range of activities including social events, training programs and extension activities with options for Recognised Prior Learning (RPL)/accreditation into formalised educational qualifications will be provided. The project has broad support of dairy industry organisations in Victoria.

Key words: young dairy people, personal capacity development, education, networking

### **38. UDV *Off the Farm into the Future* (2006)**

A program designed to provide young UDV members with an understanding of industry issues such as industry structure, international trade and pricing. Activities included meetings with selected senior industry members such as ADF, DA and dairy companies, attendance at UDV Conference, investigation of a selected issue with report to UDV Central Council and Industry, participation as observer in UDV CC meeting and mentoring by senior industry member.

Key words: industry knowledge, networking

### **39. UDV Sharefarming Seminars (2004)**

Seminars designed to inform interested persons about the legal, financial and business aspects of share-farming arrangements. These seminars have been conducted by the UDV on 'as required' basis over many years.

Key words: business management, sharefarming

### **40. UDV District Councillor training on advocacy (2005)**

Development of advocacy skills to enable District Council members to be more effective advocates on single issues in their local communities.

Key words: advocacy, media

### **41. UDV Marcus Oldham Leadership program (1997 – 2002)**

UDV members supported to attend the Marcus Oldham Rural Leadership program. Topics cover communication, effective groups, meeting procedures, presentation skills and media training. The program participants come from a range of rural industries and backgrounds. The UDV plan to recommence involvement in this program in 2007.

Key words: leadership, communication skills, media



**42. UDV Water Leaders Macalister Region (2005)**

A program designed to develop capacity within Macalister district on various issues related to water in the region. Activities included meetings with local politicians and reps from Southern Rural Water, field trips and media training. Twenty two participated in 8 sessions over 6 months.

Key words: water, community, knowledge

**43. TFGA Councillor training (2002 – current)**

New TFGA councillors are introduced to corporate governance and the roles of TFGA councillors.

Key words: Introduction corporate governance, industry knowledge

**44. TFGA Young Farmer Study Tour to New Zealand (2003 – current)**

High achieving dairy apprentice or trainee is selected to join the UDV Trainees Study Tour to New Zealand. The tour provides a young person with the opportunity to visit NZ, to experience life and to learn more about dairy farming practices.

Key words: young farmer, study tour, production practices

**45. TFGA Young Farmers Program (2006)**

The program targets young people studying agriculture at schools. Activities include full participation at the TFGA Conference, farm visits with some invited to member of Youth Panel at the Conference. A teacher provides support to the students during the program. Sixteen students participated in 2006. Funds received from Federal Government Community Partnerships Program.

Key words: youth, production, introduction to industry

***Company Programs*****46. Bonlac Supply Company Leadership program (2006 – ongoing)**

A new program aimed at developing members of the Bonlac Supply Company. Proposed activities include Induction program covering Fonterra and BSC operations and structure, participation in Advance In Dairy program, visit to NZ to familiarise participants with Fonterra and NZ dairy industry, participation in the Australian Dairy Conference/Innovators Forum, involvement with the BSC Board to understand roles and responsibilities of company boards.

Key words: industry knowledge, introduction to governance, production management, networking, personal capacity development

**47. Bonlac Foods Supplier Representative program (1994 – 2003)**

A program developed by Bonlac Foods for supplier representatives. The customised program was conducted by Mt Eliza Executive Business School. Topics covered communications, corporate governance, BFL company and general industry issues.

Key words: communications, corporate governance, industry awareness

**48. Bega Future Farmers Group` (2004 –current)**

Bega Future Farmers Group was initially formed for young farmers but has since been broadened to cover all suppliers. Activities range from tours, discussion groups, dinners with invited guest speakers or by members who have attended external programs. Some members attend external events under the Group sponsorship. Bega Cheese Pty Ltd supports the group with facilitation and some funds. Participants contribute to costs of events. About 70 are registered on database including employees. Group members take on organisation of activities.

Key words: company and industry awareness, production knowledge, professional development

**49. Dairy Farmers International Exchange program (1997 –current)**

Overseas exchange program where 3 young people live and work on a dairy farm for 3 months. On their return to Australia, the participants are asked to share their experiences with other members of Dairy Farmers Cooperative and their local community. Dairy Farmers assists the participants with developing their skills in presentations and communicating with the press.

Key words: young farmers, international experience, industry awareness,

**50. Dairy Farmers Young Farmers Program (1998 – current)**

A program designed to assist young farmers who have been nominated as a Young Farmer representative on the Dairy Farmers Area Representative groups. The program is designed to meet

the specific needs of the individual. A typical program covers induction to the company, the wider industry, farm visits and personal development.

Key words: company knowledge, personal development, dairy business management

#### **51. Murray Goulburn Cooperative (MG) Briefing Future Directors**

Conducted on annual basis this one-day program is designed to explain the responsibilities and roles of directors to suppliers interested in standing for election as a Director of Murray Goulburn Coop Ltd. Annually 20 -25 suppliers are invited to participate.

Key words: company awareness, introduction to governance

#### **52. MG Supplier Development Programs (2005 – current)**

Program designed to encourage MG suppliers to look *outside their patch* at dairy farm businesses in other regions, interstate and overseas. Note the program is modelled on the successful MG Young Farmer program

Key words: industry awareness, farm business management

#### **53. MG Young Farmer program (2000 - 2005)**

A program initiated to encourage young people to develop their personal skills, confidence, technical and business capabilities as dairy farmers. Activities included 2- 3 day conference organised on regional basis, study tours – across regions, interstate and NZ, farm visits, guest speakers in specialist areas and mock board meetings. Technical/business to social mix of 70% to 30%. Over 500 have participated in one or more activity. Focus groups were used to establish learning needs of potential group members in the beginning.

Key words: young farmer, business management, production management, company knowledge, industry awareness

#### **54. National Foods Ltd Young Dairy Farmer Award (2002 – current)**

An overseas study tour for a young farmer from a National Food supplying business providing them with the opportunity to learn more about life and the dairy industry in other countries

Key words: young farmers, broaden life horizons, study tour

#### **55. Parmalat Foods Ltd (current)**

Program being developed for young dairy farmers.

Key words: young farmers

#### **56. Tatura Milk Industries Associate Director Development Program (2001 – current)**

A development program for dairy farmers interested in becoming an Associate Director of TMI. Selection process applied. Activities include *Effective Company Director* program, detailed briefing on all aspects of TMI business; attendance at selected industry functions such as UDV Conference, ADIC AGM, industry conferences, TMI Board meetings as observer, Monash University Cooperative Directors Forum and Dairy Cooperative Forum.

It was recommended that individuals consider participating in the Fairley Leadership program, programs conducted by AICD or equivalent programs.

Key words: director, industry knowledge, corporate governance

#### **57. Tatura Milk Industries Young Farmer Group (1999 – current)**

Discussion group directed at young people from TMI suppliers. Farm visits with a focus on technical aspects of the dairy farm business plus selected guest speakers. The program lapsed during the drought but is being revamped currently.

Key words: young farmers, production improvement, farm business

#### **58. Holstein Youth – Holstein Australia (2000 –current)**

Holstein Australia is encouraging young members to become active in the industry and in 2005 revamped their National Youth Committee. The Youth Committee identifies and manages the Holstein Youth for its members. Activities range from sponsorship of Impact On leadership program, Canada Youth Exchange, Photo Day and Youth Launch at International Dairy Week.

Key words: youth, showmanship, networking, personal development.

## **Government agencies**

### **59. Employment Awards Project (current – April 2006), Department of Primary Industries, Victoria.**

Funded by Department of Primary Industries, Victoria; the aim of this project is to celebrate and highlight good employment attributes in the dairy industry by having an employment awards presentation night. Some potential outcomes of the project are to publish and promote good employment skills (both employer and employee), attract people into the dairy industry and to improve public perception of dairy.

**Keywords:** showcasing good employment, improving dairy industry perceptions

### **60. Development Programs for Department of Primary Industries staff (ongoing)**

There are 2 components for the development programs. The first focuses on individual's needs as identified through the annual Performance and Progressive Plan. Activities may include participation in courses such as Project Management, Report Writing and Time Management. New members working on dairy programs will have a mentor, work with a buddy on delivering programs and attend or facilitate discussion groups with farmers with the DPI staff members learning about the industry through the farmers. An annual staff conference is conducted which includes professional development activities as well as general topics.

Specific development or training programs are aligned to the introduction of new programs such as the delivery of *Taking Stock* etc.

Key words: personal development, professional development related to specific projects.

Note: other Departments and related organisations have similar approaches to the development of staff.

### **61. Employer Syndicate, Koroit (2003-2004) Department of Primary Industries, Victoria.**

This project was funded and coordinated by DPI Vic as part of their dairy extension program. The concept of a syndicate is that a group of dairy farmers who have common interests work together for a period of twelve months to support each other in their goals. This particular syndicate addressed employment. Syndicate involved 10 farmers', each farmer had an individual project to complete during the twelve months. The group meet on a regular basis to discuss issues around employing staff and to listen to guest speakers on various topics e.g. legal requirements, farm safety and team building. The success behind this project was having a group of farmers that were committed to becoming better employers.

**Keywords:** discussion group, human resource management, farm safety

## Appendix 3

### Notes on Fostering Involvement and Empowering Groups

#### **Fostering Involvement – how to improve participation in learning** (Andrew et al 2005)

The models and theories of participation identify four primary factors influencing participation:

- relationships between the learner and the learning environment
- social and structural factors inhibiting participation
- the learning and educational experience of the farmer and
- situational, institutional and dispositional barriers to participation

This can be summarised as farmers tend to participate or not participate according to their experiences, the experiences of the people they trust and value, and the patterns of information seeking they are accustomed to.

Strategies for increasing participation include:-

- expressing the benefits of learning in terms that have meaning for individual farmers
- localised learning - not just in terms of where learning is situated but also in terms of issues, organisation and responding to the community's time and relevance demands. Local people also involved in development of learning opportunities.
- intervention in group and individual learning settings
- time and costs as central factors – value of learning must be such that other demands are put aside in order to participate.
- two way open interaction and use of different learning opportunities to foster wider community discussion and identify areas in need of attention.
- building relationships with individuals
- match the available learning experiences with what the learners want (brokering)
- following up on what is needed is fundamental to forming solid and beneficial relationships in local areas.

#### **The Inter-relationship between Capacity Building and Institutional Arrangements and the implications for Extension and Adult Education** (R Macadam, J Drinan, N Inall and B McKenzie 2003)

Facilitative leadership enables people to develop as interdependent learners. It is an input into and an outcome of capacity building. It enables people on farms and in rural communities and organisations to understand the inter-connected and dynamic nature of

1. the issues they are facing
2. their farm, organisation or community
3. the environmental forces acting on it
4. the processes of learning and development.

Processes of learning and development as experiential learning finding out/making sense/taking action/

- learning **how to do** something eg manage a business more efficiently
- learning **how to learn** – capacity to observe and reflect on the process of learning and to generalise this to other situations
- learning **how to critically evaluate** the basic assumptions underpinning what is learned and how it is learned – the capacity to discern and critique strategic assumptions( of self and others) and to be able to critically assess their ongoing relevance.

Move from dependence on others to learn to independence where you take responsibility for learning. Another dimension that you draw upon the knowledge and wisdom of others.

It enables them to see their situation through this prism and challenges and supports them to act to improve it.

### **Extension Models and Best Practice in Extension (Coutts and Roberts 2003)**

#### Group Facilitation/Empowerment Model

This focuses on participants increasing their own capacity in planning and decision – making and in seeking their own education/training needs based upon their situation. Groups may undertake their own research. The project will often provide or fund a facilitator to assist groups to define their own goals and learning needs and to help them realise these.

#### Indicative Best Practice Guidelines

- self formed groups are best
- allow groups to find/select their own facilitators – with guidelines/boundaries
- follow an annual planning cycle
- use benchmarks - for the group and encourage individuals to benchmark
- provide support and training for facilitators
- provide opportunities for groups/representatives to meet/interact with other groups
- provide exposure to the wider picture (scanning) to help broaden options
- encourage groups to become self funding after an interval.

## Appendix 4

### Notes from Evaluation of Women in Dairy Program

The evaluation was conducted for the DRDC by Alison Osborne and Bob Williams in 2000. The following has been extracted from the report.

Participation in the program had a considerable impact on the motivation and confidence of many women (but not all) and to a lesser extent personal skills. The approach used was less successful when women participants were on their own or set themselves goals that were primarily personal.

#### Success factors

Women who become more active in the dairy industry on and off the farm after attending WinD tended to:

- have more supportive partners involved in local dairy politics
- have considerable status on farm
- have existing skills, or had been on other courses
- be at a stage in life where they could spend time off farm
- live in an area with strong women networks
- live in communities that broadly supported women's involvement in wider activities and
- were more linked to community needs.

Without any overarching skill development strategy, many participants were not sure where to go in the future.

Women who became more active in local farming organisations had mixed experiences. Some felt that:

- issues women raised were not appreciated
- women were not supported as they rose through the hierarchy and
- opportunities within the hierarchy were closed to them.

WinD should be promoted as a skill and development project not a leadership program. In fact for many the word *leadership* was a disincentive for many people to participate.

#### Future issues – individual perspective

- Identify what knowledge and skills are applied on farms
- Identify what knowledge the industry needs on terms of on and off farm technical and human resources skills
- Developed an integrated stepping stones approach to knowledge and skill development
- Don't lose the women who have been through the WinD project; work out ways to use their knowledge and commitment in a more focused way
- Establish a mentoring system for key women
- Develop training and development plans for selected farms and women in those farms
- Create programs that are not one size fits all but reflect the particular needs, interests and constraints of local women.

#### Future issues – community perspective

- Continue existing women – oriented services such as Dairemail and WinD networks, workshop and conferences in a more focussed form.
- Develop policies in funding bodies that assess applications for funding in the basis of promoting women's involvement
- 

#### Future issues - industry perspective

- How does the individual farm business and the industry as a whole benefit from greater involvement of women?
- 

#### Future issues for the WinD program

- Redesign the program to promote individual and organisational change

- Identify and support key community and industry wide groups that could influence women's involvement in the industry. Help them identify their role, promote women's involvement in the industry and how they translate that into practice. Develop and promote some basic "dos" and "don'ts" that organisations can adopt and adapt.
- With specific organisations, develop a vision or rationale that reflects the common ground that furthers their goals and those of WinD.
- Promote the tangible benefits to organisations of being women- friendly in their everyday operations.
- For each organisation that wishes to change, ensure that as many people as possible are involved in that discussion, each has a clear idea of what their particular role can be and identified a relatively easy "safe" first task.
- Find a way to support male partners who support greater women's on farm and off farm involvement.

Actively work on some of the ownership barriers to women's greater on farm involvement (i.e. mother – in –law and daughter – in- law issues) .

## Appendix 5

### New Zealand Dairy Industry

#### *Dairy Insight*

The following extracts from the Strategic Plan 2005 – 2015 summarise objectives and targets of the NZ industry.

#### **2.2 Human Resources**

Objectives:

1. People perform effectively to ensure an economically viable, socially beneficial and environmentally sustainable industry
2. Human capabilities are developed in all aspects of the farm system to achieve personal, professional and industry goals.
3. Efficiency and sustainability of people on farm is enhanced through discovery and optimisation of technology and systems
4. Dairy farming is regarded as a career of choice, which will attract people and retain within the industry.

Targets

1. Encourage and award innovation and excellence by way of funding suitable scholarships, study grants, awards and seed funding
2. dairy industry employers, employees and rural professionals are engaged in appropriate learning opportunities
  - a. opportunities are available for farmers to learn from and challenge leading farmers
  - b. graduates from university entering dairy opportunities (on or near farm) increase by 100% from 2005 to 2015
  - c. effective formal and informal learning pathways are available, promoted and widely accessed
  - d. informal and formal learning in production, business or skills is completed by at least 40% of all farmers (including employees) annually.

#### **2.3 Policy, Compliance and Infrastructure**

Objective to minimise compliance costs and ensure infrastructure is available to the dairy farming business.

Target 5 Assume leadership in influencing policy development, legislation and regulation that impact on dairy farming.

#### **5.2 Capability, Assets and Resources**

Objectives To identify, develop, review and protect the required capabilities, assets and resources required to prioritise and deliver the objectives and targets of the Strategic Framework for Dairy Farming's Future

Targets

- 2 To ensure that the appropriate research, development, extension and education capabilities are available to the dairy industry.
- 3 Ensure leadership training opportunities are available at all levels of the industry.

(Source [www.dairyinsight.co.nz](http://www.dairyinsight.co.nz))



## ***Dexcel***

### **Internal Development program for new staff**

Four to five months are spent in full time training across Dexcel activities covering topics such as Farm systems, Farm Business, Extension, Human Resources, Animal Production, Environmental issues before commencing work in allocated positions. Discussion is underway with Massey to develop postgraduate dairy production qualification at post graduate diploma or masters level. (Note this form of qualification existed in the past and the DRDC sponsored Australians to attend the program.)

### **For farmers**

**Mark and Measure Business Performance seminars** designed to develop a better understanding of financial performance and of business and benchmark against others and to set future goals for business and lifestyle.

**People4Dairying program** covers specialist employment workshops and farm manager workshops plus printed support material/resource kits for industry members.

**Smarter not Harder Competition**  
(Source [www.dexcel.co.nz](http://www.dexcel.co.nz))

**Dairy 3/ SIDE conferences** conducted by Dexcel, Massey/Lincoln and dairy farmers in north and south islands on annual basis.

## ***Fonterra***

### **Fonterra Shareholders' Council**

The Fonterra Board has a significant and unique relationship with the Shareholders' Council (FSC), which is established under the Constitution.

The Council is independent of the Board and comprises no fewer than 45 shareholders, representing 25 different wards, who are elected by the shareholders. Members of the FSC are paid a remuneration of NZ\$19,000 per year.

The Council's functions include reviewing the Board's statement of intentions for the performance and operations of the Company, and commenting on reports from the Board on the Company. The Board and Council share common interests in shareholder issues, which are generally addressed through the SRC, MPWG, or similar mechanisms.

Other Council functions include appointing the independent valuer for the Fair Value Share and appointing the Milk Commissioner to mediate in the event of disputes between shareholders and Fonterra.

The Board receives regular feedback from the Council, both at its regular meetings, and through regular meetings between the Board Chairman and the Council Chairman.  
(Source [www.fonterra.com](http://www.fonterra.com))

### **Development of Shareholders**

Each year, Fonterra conducts a free for all 2 day introductory training program for suppliers interested in further progression as a Fonterra representative or Director.

In 2003, Fonterra worked with Deloitte Human Capital and Sheffield Recruitment Company to fast track the selection and development of future members for Fonterra directorship.

From a pool of 214 shareholders and suppliers and after an exhaustive selection process, 7 were selected for advanced training over a 2 year period. Sheffield appointed an individual coach for appointed for each person while a mentor chosen for their expertise and knowledge was assigned to each participant.

The programs were based upon Sheffield intellectual property and experience of US bases Development Dimension International. Participants undergo quarterly and annual reviews to ensure the program achieves the desired outcomes. Individual participants are expected to sign off on the individual programs and to jointly fund the costs associated with their training.

The Farmer Director Competencies are summarized as:

- Strategic Vision including strategic thinking, business knowledge and judgment
- Interpersonal skills – including giving leadership
- Cooperative structure and teamwork
- Governance including managing performance and interpreting information
- Experience, motivation and ability to learn

Activities include study tours and postgraduate study, including intensive reading, MBA or other courses around behaviour and interpersonal skills. Participants were also encouraged to take up roles within the dairy industry at board or representational level.

Source Article *Milking the X-factor: Fonterra's school for directors and leaders: a fast track leadership training program initiated by Fonterra's Shareholders Council is taking a revolutionary approach to representation and governance. How are they doing it and what's the end game* M Story New Zealand Management March 1 2003.

### **Women In Dairying**

A relatively recent organisation which *aims to educate and develop women to add value to the business of dairying.*

Membership is over 460 across the north and south islands. The National Bank of New Zealand is the primary sponsor with Dairy Insight (\$70,000 in 2004/05). Twenty one regional groups operate with a focus on informal learning as opposed to formal meetings. Annual conferences are conducted in the north and south islands. Technical, business and personal development topics are covered. A national facilitator has been appointed.

An email daily digest is used to disseminate information from the regional groups across New Zealand.

Members of WID are very active at local or provincial level in the Dairy Farmers of NZ, Federation of Farmers NZ and the NZ Sharefarmers Competition.

(Source [www.womenindairying.org.nz](http://www.womenindairying.org.nz) T St Clair former CEO FFNZ)

### **New Zealand Large Herd Association**

Membership open to farmers operating herds over 700 cows. The annual conference is a forum focussing on latest industry issues, NZ's place in the global market place and innovative ways forward for dairy farm businesses. The Association has been operating since 1970.

Source [www.nzlargeherds.co.nz](http://www.nzlargeherds.co.nz)

### **New Zealand Institute of Primary Management Inc**

The Institute was formerly known as the NZ Society of Farm Management. Its membership is open to people who provide professional services to the Primary Industry sector. Farm owners and manager are eligible for membership.

It provides opportunities for continuous professional development through regional and national seminars, a National Conference and local field days or seminars.

(Source [www.nzipim.co.nz](http://www.nzipim.co.nz))

### **NZ Young Farmers**

The NZYF developed a leadership program which has now been accredited as a NZQA Certificate in Rural Leadership. The program is offered by Taratahi Agricultural Training Centre, Masterton. It is conducted over a series of 1 day sessions offered on a monthly basis. Telephone coaching is offered to support participants between sessions.

The certificate covers the following topics:

Introduction - *Understanding ourselves as leaders*  
 Communication Skills - *Enhancing our ability to relate*  
 Presentation skills - *Speaking with confidence to a group*  
 Group Leadership Skills - *Learning the dynamics of groups*  
 Personal development - *Knowing more of who I am*  
 Marketing and Strategic Planning - *Creating a vision, planning the steps*  
 Celebrating and Open Session - *Standing up to share your learning and perspectives*

NZ Young Farmers also offers study tours within NZ and overseas exchanges.

It appears the membership of the NZ Young Farmers has declined from about 3,000 to 1,000 members in recent years.

(Sources [www.youngfarmers.co.nz](http://www.youngfarmers.co.nz) and Mr T. St Clair former CEO FFNZ)

### **Federated Farmers of NZ**

Young members are selected at province level to participate in a 2 day introductory leadership program in Wellington, The program covers the operation of FFNZ including current policy issues, introduction to the government and business world of Wellington.

The program has been conducted for 8 years with up 100 persons participating per year. Many of the young members elect to concentrate on industry organisations such as Fonterra Shareholder Council (FSC) rather than continue in mainstream agripolitics. Note FSC members receive a remuneration of NZ\$19,000 pa plus travel and other expenses.

(Source: Mr. T. St Clair former CEO FFNZ)

### **Primary Industry Council/Kellogg Rural Leadership Program**

This program is designed for people who have a proven commitment to rural New Zealand and who wish to take on a leadership role. It is designed to improve the participant's skills and abilities in many dimensions of leadership.

The program has 3 phases. These are:

- Phase 1           intensive residential programs held over 10 days at Lincoln University with a focus on important knowledge and skills that enhance a person's leadership ability.
- Phase 2           researching and compiling a report on a topic of the person's own choice with assistance from University staff if required
- Phase 3           Formal presentation of research reports at Lincoln with constructive analysis by peers. This is followed by travel to Wellington to study the mechanism of government and the political process and to meet with influential people in New Zealand's social, political and economic areas.

Twenty one programs involving 500 people have been conducted since 1979

(Source <http://www.lincoln.ac.nz/section558.html>)

### **Nuffield Farming Scholarships**

These are considered prestigious awards in NZ. Two to three scholarship are awarded each year.

(Source [www.nuffield.org.nz](http://www.nuffield.org.nz))

## Appendix 6

### The Australian Grains Industry

#### **AWB**

**AWB Young Leaders Conference** is designed to support the next generation of leaders in agriculture. In 2005, 65 young growers attended the three-day event to build their skills and learn from key industry and community leaders

**Nuffield Farming Scholarship AWB** provides funds for promising young Australian farmers to travel overseas to work with and learn from some of the world's best agriculturalists

#### **GRDC**

To support Australia's research capacity and increase innovation, the GRDC invests up to \$1 million of new funds annually in training awards, this includes providing researchers and growers with opportunities for travel both within Australia and overseas. The GRDC places high priority on recipients of awards to disseminate and communicate knowledge gained from awards. The various opportunities include:

**GRDC Corporate Governance Scholarships** Women in Rural and Regional Industries

**GRDC Training Awards for Growers or Students.** Twelve scholarships of \$5,000 each for study at recognised vocational education and training provider institution.

**Travel Awards** for individuals or small groups wishing to attend conferences or undertake travel that may ultimately benefit the grains industry

**GRDC Training Awards for Researcher Development.** These range from Senior Fellowships, In-service training, Visiting Fellowships and Undergraduate Honours Scholarships.

**Industry Development Awards** are specifically offered to Australian grain growers, either individuals or groups. They offer the opportunity to develop new skills, build relationships and acquire new information that will contribute to building a sustainable and profitable grains industry

The GRDC also supports the following industry awards:

Australian Rural Leadership Program (ARLP) x 2

Australian Nuffield Farming Scholars Association (ANFSA) x 3

[Research Horizons](#) x 16

#### **Research Horizons Course**

The 'Research Horizons' course, offered by BRI Australia Ltd, widens the focus of participants beyond their own business on regional, national and global issues facing the industry. The course was developed jointly by the GRDC and BRI. The concept for the course arose from a need to introduce growers who may wish to nominate themselves to serve on peak industry bodies. Selection is competitive for the 16 positions on each course, places are limited, so "first in best dressed". The course is structured into two stages of three days each (usually in July/August) over two years in order to allow sufficient time to provide adequate coverage of the material and to allow the participants time between the two stages in which to develop their own ideas and network with other participants. Stage 1 of the course is designed to familiarise participants with quality evaluation for various grains and how differences in the quality influence processing. Participants gain a greater understanding of grain market requirements and how R&D investments can help them to improve added value through the plant breeding, crop productions, marketing and processing chain.

The overall aim of Stage 2 is to develop rural leadership skills with particular reference to the evaluation and management of R&D portfolios. The course content is based on core sessions augmented by facilitated discussions on topical issues.

### ***Partners in Grain (PinG)***

PinG is a nationally funded GRDC project. It commenced in 2001 to overcome identified barriers to young people and women participating in professional development (PD) opportunities. Each state delivers a program that best suits the local grain industry and networks.

It incorporated the programs *Families in Agriculture* and *Women in Grains*

The structure comprises National Coordinator, State/Region coordinator, Chair and Reference Group in each state.

The events promoted include technical, business and personal development opportunities plus social occasions. Study tours, attendance at Grains Week conference, and Young Farmers Forums form part of the wide ranging PD opportunities. Most states have a newsletter or email network informing members of the available opportunities and dates.

Nickie Berrisford Victorian State Coordinator (a part time position) said her major role was acting a reference point for members on the wide range of opportunities and whether these would meet the particular needs of the individual plus supporting the industry members during the program and afterwards. Less time was expended on designing new opportunities. However it was important that the quality of delivery and performance of opportunities were monitored.

A recent review of participants showed that many grains industry members required *short, sharp relevant* programs preferably offered on a local basis. The opportunity of participation being recognised for formal educational qualifications was rated highly.

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### ***Families in Agriculture***

Families in Agriculture aimed to support groups and initiatives aimed at increasing the participation and skills of women and young adults in the grains industry. It was a subset of the GRDC TopCrop program.

Group activities were available for young people and women who want to develop their knowledge in skills in crop monitoring and grain growing through the TOPCROP group network that exists in States at present. The TOPACTIVE suite of workshops is also available for group use.

A TOPACTIVE set of workshops relating to crop monitoring skills has been made available for schools that offer Agriculture in their curriculum on a trial basis in SA, with plans to make this more widely available once pilot workshops have been completed. Families in Agriculture also support and encourage the workshop field day such as Hart, Birchip and Liebe Women's field days.

### ***Grains Council of Australia***

GCA offered 30 fellowships for young to attend the 2006 Grains Week in Canberra. In addition, one half day Forum was conducted prior to the formal Forum focussing on issues of interest to the young industry members. Fellowships included full registration, invitations to all social functions and accommodation. The fellowships have been offered in previous years.

### ***Farm Management 500***

Farm Management 500 commonly referred to as Farm 500 encourages a whole of business approach and use analysis and benchmarks for comparisons between businesses and to industry standards. It has developed an accreditation program called FM500 Pro-Business. This has 11 benchmarks which aim to help members identify their strengths and weaknesses and provide solutions to family and business growth.

It has contacts with leading farmers in Canada, New Zealand, the UK and USA.

The project is supported by *nab* Agribusiness, FarmBis, RIRDC and GRDC.

### ***The Australian Barley Board***

From online information it would appear the ABB considers requests for sponsorship on a one to one basis.

### ***Graincorp***

The GrainCorp Foundation was developed to build and support innovative and enduring programs in four key areas: Education, health, youth development and community development.

### ***Victorian Grains Industry Training Network (VGITN)***

This is a group established in Victoria to bring together providers and farmers so they can exchange information about training needs and match training to needs. The VGITN consists of about 20 members – 50% farmers and the remainder providers including DPIV. The Chair role rotates every 2 years.

The VFF Grains Group has underwritten the funding but the Network is expected to find ongoing funds. The GRDC has been a major contributor but ongoing challenges exist for funds.

The Network has a paid coordinator shared with Victorian PinG. There are formal and informal networks ranging across the Victorian grains industry and their local communities.

The Coordinator has developed an excellent understanding of the learning needs of over 150 families and matches them with new opportunities as they become available and are seen to fit the needs of the individual. A high level of credibility has been achieved from the matching of learning needs with programs.

The Network does not provide programs where suitable ones exist externally. If the program location is not right then the coordinator negotiates with the provider to make it accessible to the client group.

## Appendix 7

### Williamson Community Leadership Program

The Williamson Community Leadership Program is a rigorous, challenging and life-enriching year of seminars, visits, field trips and lectures which:

- draws together 36 resourceful Victorians with ten to twelve years experience in the workforce, who have already displayed leadership and are above average achievers;
- builds a group from a variety of backgrounds including corporate, arts, small business, government, welfare, the professions, sport and the rural sector;
- taps the wealth of experience of established leaders from all sectors of the Victorian community and gives program members close interaction with Victorian leaders in fields such as business, arts, environment, welfare, unions, research, sport and agriculture;
- offers an unusual opportunity for participants to deepen, enrich and extend their knowledge in diverse areas, while maintaining their normal work and family lives;
- explores social and economic issues with a ten year horizon, as well as community resources, opportunities and challenges;
- allows members to explore their own values, philosophies, prejudices and beliefs through the opportunities offered by the Program;
- builds trust, rapport and networks between people with different world views;
- canvasses a variety of issues which focus on the next ten years, based on the recommendations of those in the Program year and are able to help the community in a more intelligent and balanced way.
- ensures discussion confidentiality by insistence on 'Chatham House' rules, i.e. nothing attributable outside the room.

## Appendix 8

### Generic competencies for leaders at various levels

#### Taking on leadership role (Chair, Secretary, Treasurer, Committee member) industry/community organisation local level

##### General competencies

- Knowledge of strategic direction of the organisation/group
- Establish and maintain effective relationships within committee and with staff
- Implement effective communication within the committee and organisation and outside the organisation with appropriate stakeholders
- Ensure compliance with legal and organisational requirements
- Review projects against milestones and desired outcomes
- Evaluate group performance over time
- Guide organisation to achieve the strategic directions
- Establish and manage professional and business networks

##### Knowledge requirements

- Leadership styles, roles and responsibilities
- Implementation of organisational policy and procedures
- Ethics and codes of behaviour
- Meeting procedures and protocols
- Negotiation and consensus in decision-making including conflict management
- Conduct of effective meetings
- Business, organisation and/or industry knowledge.

##### Underpinning skills

- Able to monitor performance of strategic directions
- Good communication and negotiation skills
- Able to work effectively as team member.
- Consultation skills with appropriate stakeholders
- Analysis of project proposals

This is based upon competency unit *Lead and manage community or industry organisations* RTE6802A applicable for the Advanced Diploma of Rural Business Management



**Taking on leadership roles – regional level industry organisation, company supplier representative****General competencies**

- Establish or confirm strategic direction of the organisation/group
- Guide organisation to achieve the strategic directions
- Establish and maintain effective relationships within committee and with staff
- Build effective teams
- Design and implement effective communication within the committee and outside the organisation with appropriate stakeholders
- Monitor business/industry trends at regional level
- Review projects against milestones and desired outcomes
- Evaluate management and organisational performance
- Establish and manage professional and business networks

**Knowledge requirements**

- Leadership styles, roles and responsibilities
- Strategic planning
- Development and implementation of organisational policy and procedures
- Ethics and codes of behaviour
- Meeting procedures and protocols
- Negotiation and consensus in decision-making including conflict management
- Conduct of effective meetings
- Interpretation of financial reports
- Project management
- Business and/or industry knowledge.

**Underpinning skills**

- Development of strategic plans and monitor performance of directions
- Good communication and negotiation skills and able to work effectively as team member.
- Consultation skills with appropriate stakeholders
- Analysis of project and business proposals

This is based upon competency units *Lead and manage community or industry organisations* RTE6802A, *Provide corporate leadership* SFILEAD07A and *Monitor projects in a program* RTD6902A applicable for the Advanced Diploma of Rural Business Management

**Taking on leadership roles, state, national level, company director****General competencies**

- Identify core business and establish the strategic direction of the organisation
- Follow legal requirements when carrying out Board duties
- Monitor trends and changes in the industry – Australia and internationally that may impact on the organisation
- Act as advocate for the company, organisation and industry on issues of concern
- Monitor the organisation's operations and directions
- Evaluate the performance of management and the organisation
- Evaluate the compliance with legal and regulatory requirements
- Establish policies and procedures for risk management
- Evaluate the performance of the Board

**Knowledge**

- Governance of organisation and associated issues as responsibilities of Directors
- Governance vs management responsibilities
- Knowledge of legal framework influencing the operation of the business
- Knowledge of the business and operations of the organisation
- Knowledge of performance measurement systems for business
- Knowledge of effective human resource management practices for an effective CEO and senior management
- Knowledge of the industry state, national and international level
- Knowledge of government decision making process ( for industry organisations)

**Underpinning skills**

- Strategic vision including strategic thinking, business knowledge and judgement.
- High level of communication and negotiation skills and able to work effectively as team member.
- Consultation skills with appropriate stakeholders
- Research skills for monitoring trends
- Policy development skills
- Analysis of business proposals

This information is based upon the following competency units registered with NITS  
*Participate as member of an effective Board of an organisation* SRXGOV002A and  
SRXGOV001A

This information on competencies has been downloaded from [www.ntis.gov.au](http://www.ntis.gov.au). The various competencies have been listed under level 6 for the Advanced Diploma of Rural Business Management.

## **Part 2**

# **Resource Directory**



## AUSTRALIA - CURRENT DAIRY PROGRAMS

| Program  | Target market   | Brief overview  | Conducted or sponsored by                 | Time commitment  | Further Information  |
|--|---|---|---|------------------|--|
| <b>ADHIS Cows n Genes Workshops</b>                                    | Training program designed for Herd Improvement Centres and companies. Has been made available to farmers.   | A number of topics are covered in the program all of which aim to increase the participants understanding of ABV's and the APR.   | Australian Dairy Herd Improvement Service |                  | Daniel Abernethy<br>ADHIS<br>P – 03 9642 8042<br>F – 03 9642 8166<br>www.adhis.com.au  |
| <b>Advance In – Dairy Leadership Program</b>                           | Young dairying people with potential to represent the dairy industry.   | Advanced level leadership training.   | Cheryl Phillips                           | 5 days           | Cheryl Phillips<br>Leading Industries<br>P – 03 5825 1233<br>M – 0407 519 992<br>E – cheryl.phillips@iinet.net.au  |
| <b>Holstein Youth</b>  | Young Holstein members  | Re-invigorated network encouraging young members within Holstein Australia. A National Youth committee identifies activities and manages the program. Activities include sponsorship to Lead On, Canada youth exchange, workshops and youth activities at International Dairy Week. | Holstein Australia                        | Ongoing          | Richard Anderson<br>Youth Co-ordinator<br>Holstein Australia<br>P – 03 9835 7600<br>F – 03 9835 7620<br>E – randerson@holstein.com.au<br>www.holstein.com.au |
| <b>Introduction to Roles &amp; Responsibilities of RDP's Directors</b> | New Board members to Regional Development Programs  | A program designed to introduce new board members to industry structure and corporate governance.   | NCDEA / Innoven                           | New program      | Peter Carkeek<br>NCDEA<br>P – 0358 33 9291<br>M – 0419 374 445   |
| <b>Jack Green Fellowship</b>   | The award provides financial support of up to \$25,000 to enable members of the dairy industry to travel overseas to undertake an analysis, study or investigation of a project or an issue that cannot be readily undertaken in Australia. | An award through the Churchill Trust recognising the contribution of Jack Green to the development of the Australian dairy industry.  | The Winston Churchill Memorial Trust      | Offered annually | National Office<br>P – 02 6247 8333<br>E – churchilltrust@bigpond.com<br>www.churchilltrust.com.au   |
| <b>Lead On/Impact On - Dairy Leadership Program</b>                    | Young dairying people interested in building their leadership capacity at an enterprise and industry level.   | Program focuses on personal skills and future development needs, project planning, communication, networking, industry overview, meeting procedure and leadership.  | Cheryl Phillips                           | 3 days           | Cheryl Phillips<br>Leading Industries<br>P – 03 5825 1233<br>M – 0407 519 992<br>E – cheryl.phillips@iinet.net.au  |
| <b>National All Breeds Youth Camp</b>                                  | Young people with an interest in dairy cattle with a focus on developing showmanship  | Residential camp held in January each year focussing on showmanship also including sessions of career pathways, industry information and social activities.   | NCDEA & dairy industry funded.            | 5 days           | Michelle Axford<br>NCDEA<br>P – 03 5662 6314<br>F – 03 5622 6028<br>E – maxford@ncdea.edu.au   |

|   |  |  |                               |         |   |
|---|--|--|-------------------------------|---------|---|
| <b>National Foods - Young Dairy Farmer Award</b>      | Young dairy farmers aged 25 years or less, with 2 years dairying experience. | An overseas study tour for a National Foods supplier or young person employed on a farm that supplies National Foods.<br><br>The award provides the winner with an all expenses paid opportunity to travel overseas for 10 days. | National Foods Ltd.           | 10 days | Cathy Dean<br>P - 03 9234 4000.<br>E - cathy.dean@natfoods.com.au<br>www.natfoods.com.au                      |
| <b>Young Dairyfarmer Business Tour to New Zealand</b> | Open to dairy farmers aged 25 – 40 years.                                    | Annual study tour focussing on different aspects of New Zealand dairy industry.  | Australian Dairy Farmers Ltd. | 10 days | Robert Poole<br>P – 03 9642 8066<br>F – 03 9642 8166<br>M – 0408 057 073<br>www.australiandairyfarmers.com.au |

## AUSTRALIA - GENERAL AGRICULTURE

| Program  | Target market  | Brief overview  | Conducted or sponsored by   | Time commitment                  | Further Information   |
|--|--|---|---|----------------------------------|---|
| <b>Agri Food Forum</b>                                       | For senior executives in agri food businesses  | Covers current issues for the agri food industry  | Australian Institute of Agricultural Science<br>Australian Institute of Food Science and Technology<br>Dr L Dooley<br>Monash University | 1 day                            | www.buseco.monash.edu.au/mgt/agribis  |
| <b>Agribusiness Association of Australia - Annual Forums</b> | Members are professionals drawn from all sectors of the agri-food value chain - private industry, government, industry representation and education. | The Association acts as a conduit for communication and co-operation across all sectors of the value chain. The Association works to raise knowledge of issues effecting the development of an efficient and competitive agri-food value chain. | Agribusiness Association of Australia   | 1 -2 days dependant upon program | P - 08 8363 4818<br>F – 08 8363 4868<br>E - agri@agribusiness.asn.au<br>www.agribusiness.asn.au |
| <b>Agribusiness Cooperative Directors Seminar</b>            | For directors of cooperative organisations   | Current issues for cooperative organisations.   | Cooperative Federation of Victoria<br>Dr L Dooley<br>Monash University  | 2 days residential               | www.buseco.monash.edu.au/mgt/agribis  |
| <b>AIAS - Professional development opportunities</b>         | Membership of AIAS is open to Agricultural Science graduates working in agriculture and the natural resource environment or related discipline       | AIAS is committed to promoting the advancement of Australian Agriculture through the application of scientific, technological, socio-economic, business, management and marketing.  | Australian Institute of Agricultural Science and Technology   |                                  | P – 03 9815 3600<br>F – 03 9815 3633<br>E - members@aiast.com.au<br>www.aiast.com.au            |

| Program   | Target market  | Brief overview   | Conducted or sponsored by   | Time commitment   | Further Information   |
|---|--|--|---|---|---|
| <b>APEN - Leadership in Extension Workshop</b>      | For young people (40 and under) facilitating change in agriculture, natural resource management and rural communities.   | Provide leadership training<br>Provide increased support for young extension professionals to engage young extension professionals and to seek out issues of concern for them.   | Australasia Pacific Extension Network                                   | 3 days  | <a href="http://www.apen.org.au">www.apen.org.au</a>  |
| <b>APEN - Mentoring and Development Program</b>     | Young extension professionals.   | Program being developed to address major issues raised during leadership workshop (see above), which were mentoring, networking, professional development and training.  | Australasia Pacific APEN  |   | Rosemary Currie<br>P – 02 6024 5349<br>F – 02 6056 1967<br>M – 0402 380 332<br><a href="http://www.apen.org.au">www.apen.org.au</a>   |
| <b>Australian Farm Business Management Network</b>  | Australian Farm Business Management Network (i.e. AFBMNetwork) is a non-profit organisation encompassing individuals and institutions related to farm business management and farming systems. | AFBM Network is the outcome of the National Farm Management Workshop, which among other issues, suggested the creation of a corporate body to bring together the different streams of the primary sector related to farm business and farming systems management.  |   | Ongoing   | P – 02 6360 5506<br>M – 0407 87 81 51<br>E - Al.Charry@orange.usyd.edu.au<br><a href="http://www.afbmnetwork.organge.usyd.edu.au">www.afbmnetwork.organge.usyd.edu.au</a>   |
| <b>Australian Farm Business Managers Conference</b> | A Conference where professional farm business managers from Australia and New Zealand come together to plan for the future.  | The Workshop brings together leading farmers, agribusiness corporate managers, professional farm business consultants, academics, researchers and extension officers.<br><br>The theme of the Conference will be related to issues of <i>farming today for the future of farming</i>                                 | 2006 conference will be hosted by Marcus Oldham College in Geelong VIC. | 2 days  | 2006 Course Convenor<br>Sam Inglis<br>Marcus Oldham College<br>P – 0352 433 533<br>F – 0352 441 263<br>E – <a href="mailto:ingliss@marcusoldham.vic.edu.au">ingliss@marcusoldham.vic.edu.au</a><br><a href="http://www.marcusoldham.vic.edu.au">www.marcusoldham.vic.edu.au</a> |
| <b>Australian Rural Leadership Program</b>          | Selected rural and regional persons with some background in leadership   | Professional and personal leadership skills development, examination of key national and international issues and interaction with leaders in government, industry and the community.  | Australian Rural Leaders Foundation                                     | 60 days including an overseas study tour.<br>Ongoing involvement in the ARLP Association. | Phone 02 6281 0680<br><a href="http://www.rural-leaders.com.au">www.rural-leaders.com.au</a>  |
| <b>Australian Women in Agriculture</b>              | Members come from a large cross section of industries and include farmers, scientists, educators, communicators and others.  | AWiA is committed to promoting the advancement of women in agriculture by:<br>- uniting and raising the profile of women in agriculture;<br>- addressing rural and agricultural inequalities;<br>- working to ensure the survival of agriculture for future generations;<br>- securing local, regional, national and | AWiA  | Ongoing   | P - 1300 132 653<br>E – <a href="mailto:admin@awia.org.au">admin@awia.org.au</a><br><a href="http://www.awia.org.au">www.awia.org.au</a>  |

| Program   | Target market   | Brief overview   | Conducted or sponsored by   | Time commitment  | Further Information  |
|---|---|--|---|--|--|
|   |   | international recognition; and,<br>- achieving the status of a political and economic force.   |   |  |  |
| <b>Corporate Governance program for Rural women</b>   | For rural women over 35 years interested in developing their skills and knowledge in corporate governance.  | To increase knowledge of legal responsibilities of directors, risk management, effective operations of the Board including reporting to the Board.   | DAFF RDCs   | 1 week program plus mentoring over 12 month period. Scholarships provided by RDC.                  | Phone 1800 686 175<br><a href="http://www.daff.gov.au/ruralwomen">www.daff.gov.au/ruralwomen</a>   |
| <b>FAAW - Ambassadors on Boards program</b>   | The Foundation for Australian Agricultural Women (FAAW) is a national, independent, non-profit organisation whose mission is to resource, empower, research, influence and partner for the benefit of rural women.                  | The Ambassadors on Boards program provides agricultural women with the inspiration, awareness and insights required to enable them to engage in leadership roles where they can make a positive difference to their industry, community and region. The course is designed for women living, working or studying in a non-metropolitan environment in Australia including those who provide goods and services, research and advice. | Foundation of Australian Agricultural Women                                 | 2 days   | P: 61-3-9899-5686<br>F: 61-3-9890-3253<br>E: <a href="mailto:admin@faaw.org.au">admin@faaw.org.au</a><br>W: <a href="http://www.faaw.org.au">www.faaw.org.au</a>   |
| <b>Future Farmers Network</b>   | The target age group for membership is people from 16 to 35, although individuals and organisations outside that age group are also encouraged to join the network. Membership is diverse, with a range of backgrounds represented. | The network has been set up to encourage and support young people as they pursue and continue careers in agriculture and its related fields<br><br>Network aims to create a rural sector that has a reputation for providing exciting and rewarding career paths for young people who are both highly skilled and motivated.   | Deb Lucas<br>Network Coordinator  | Ongoing  | P- 07 4938 0191<br>F - 07 4938 0186<br>M - 0429 380 191<br><a href="http://www.futurefarmers.com.au">www.futurefarmers.com.au</a>  |
| <b>Graduate Diploma. Master of Agribusiness – flexible delivery</b>   | For the agro business professional  | Focuses on enhancing specific skills required to make effective business decisions within the context of the food and fibre business, from input suppliers through primary producers to wholesalers, processors, retailers in a competitive, consumer-directed market.   | Land and Food Resources<br>University of Melbourne                          | Initial week residential school followed by external study. FarmBis eligible                       | P - 03 8344 6883<br>F - 03 8344 4095<br>E - <a href="mailto:MastersAgBus@landfood.unimelb.edu.au">MastersAgBus@landfood.unimelb.edu.au</a><br><a href="http://www.agribusiness.unimelb.edu.au">www.agribusiness.unimelb.edu.au</a> |
| <b>Graduate programs in Rural Systems Management</b><br><i>Individual units can be offered as customised program.</i> | For persons interested in rural communities and change management.  | Units offered range from Leading and Managing Change, Adult Learning, Rural Community Development, Managing and Evaluating to Managing Communication for Change.   | Centre for Rural and Regional Innovation<br>University of Queensland Gatton | 1-week residential school followed by work-based project and then 2 day residential for each unit. | <a href="http://www.crriq.edu.au/Courses">www.crriq.edu.au/Courses</a>   |



| Program   | Target market  | Brief overview  | Conducted or sponsored by  | Time commitment                                    | Further Information  |
|---|--|---|--|--|--|
| <b>Icehouse Agribusiness Program</b>  | For owners and managers of agricultural based businesses to develop the skills, resources and knowledge required to build and strengthen their business.   | Course covers such areas as; managing cashflow, markets, taking risks with confidence, manage people, fund growth and maximising your own personal potential.   | Joint course provided by; <ul style="list-style-type: none"> <li>- The Icehouse</li> <li>- The University of Auckland Business School</li> <li>- Massey University</li> <li>- The University of Melbourne</li> </ul> | 4 residential days/month over three months.        | Kelly Thurston<br>www.theicehouse.co.nz  |
| <b>Marcus Oldham Rural Leadership Program</b>                                   | The Program's specific aim is to develop the leadership qualities of young Australians involved in agriculture. Today, the Program has national recognition, with in excess of 400 alumni, many of who are now prominent in the boardrooms of Australia's leading agricultural organisations and businesses. | The Marcus Oldham Rural Leadership program commenced in 1992 with a vision. "The future of Australian agriculture will be guided by tomorrow's leaders. To ensure a healthy tomorrow, we need outstanding leaders for all areas of agriculture from leading farm managers, grower organisations, agri-politicians, co-operatives and industry organisations, to special interest groups." | Marcus Oldham College  | 6 days   | Sam Inglis<br>Marcus Oldham College<br>P – 0352 433 533<br>F – 0352 441 263<br>E –<br>ingliss@marcusoldham.vic.edu.au<br>www.marcusoldham.vic.edu.au |
| <b>Monash Uni - Graduate Diploma /Certificate/Masters Agri Food Management-</b> | For current or intending managers of agribusinesses.<br><br>Executive Certificate offered for people without prior tertiary study.   | Provides conceptual and practical knowledge of agribusiness systems, accounting and finance and management plus applied and practical marketing and management training.  | Dr L Dooley<br>Monash University   | 1 week residential schools                         | P – 03 9902 6011<br>www.buseco.monash.edu.au/mgt/agribis   |
| <b>National Council of Young Farmers</b>  | 12 farmer member council representing dairy, financial consulting, seafood, viticulture, forestry, irrigation, horticulture, cotton and lotfeeding.  | Council formed 2006 to; provide advice to the Federal Government, be informed on major Australian agricultural issues, improve access to government for keen and contributing young people, and act as representatives for young people in agriculture.   | DAFF   |  | P – 02 6272 4449<br>E –<br>youngfarmerscouncil@daff.gov.au   |
| <b>Nuffield Farming Scholarships</b>  | Australian citizens who are farm business owners or managers or an active member of a farming business   | Program pre tour briefing, participation in 6 weeks Global Focus Program investigating agricultural marketing, trade and environmental issues in NZ, China, Europe and North America plus an individual study program.  | Nuffield Farming Scholars Association  | Minimum of 6 weeks with some flexibility in timing | P – 02 6964 6600<br>www.nuffield.com.au  |

|  |   |   |  |  |   |
|--|---|---|--|--|---|
| <b>Rabobank Executive Development Program</b>              | For farm managers/owners<br>Applicants must have 5 years' strategic management experience on farm   | Theory and case studies related to farm business management.<br>Participants must complete research project based upon strategic issue relevant to their business.  | Rabobank Australia   | 2 x 6 days<br>Individual pays.<br>Program conducted in Sydney.                                 | Rabobank Australia<br>Sydney<br>Phone 02 9234 4348<br><a href="http://www.rabobank.com.au/knowledge_services">www.rabobank.com.au/knowledge_services</a>  |
| <b>Rabobank Farm Managers Program</b>                      | For farm business managers/owners wishing to increase their business skills.<br>Selection basis minimum of 3 years experience   | Participants acquire the communication and management skills required to enable them to contribute to the strategic direction of their farm business.   | Rabobank Australia   | 5 days plus travel<br>Individual contributes to cost<br>Program conducted at Mt Eliza Victoria | Rabobank Australia<br>Sydney<br>Phone 02 9234 4348<br><a href="http://www.rabobank.com.au/knowledge_services">www.rabobank.com.au/knowledge_services</a>  |
| <b>Southern Farming Systems – Rural Leadership Program</b> | Southern Farming Systems Limited is a non-profit, farmer owned and operated group exploring the best use of resources, new techniques and technologies for more profitable agriculture beyond 2000.<br>Southern Farming Systems currently has approximately 1000 members.                 | This workshop will focus on three main themes associated with developing the potential of those in the rural community who choose to adopt a leadership role. These are: <i>Leadership, Communication, Planning</i><br>Cost associated with attendance and travel (maximum \$500 travel) for the workshop will be funded by the SFS Leadership project - a GRDC supported initiative.                                     | Marcus Oldham College  | 3 day workshop<br>5 – 8 September, 2006  | Sam Inglis<br>Marcus Oldham College<br>P – 0352 433 533<br>F – 0352 441 263<br>E – <a href="mailto:ingliss@marcusoldham.vic.edu.au">ingliss@marcusoldham.vic.edu.au</a><br><a href="http://www.marcusoldham.vic.edu.au">www.marcusoldham.vic.edu.au</a> |
| <b>YARN website</b>  | Young people aged 18 – 35 years in rural industries.  | Interactive website for young people in rural industries. The vision for Yarn is that it becomes the recognised one-stop-shop for young people in rural industries, to showcase their issues, their achievements, their visions, their thoughts.  | Developed by DAFF in collaboration with the graduates of the Young People in Rural Industries (YPIRI) program.       | Ongoing  | <a href="http://www.yarn.gov.au">www.yarn.gov.au</a>  |
| <b>Young Achievement Australia (YAA)</b>                   | YAA provides programs for primary, secondary and tertiary students, post secondary and post tertiary groups, for youth at risk and unemployed, for aboriginal and disadvantaged groups. Our mentoring program is open to all professionals, business people and members of the community. | <i>Established in 1977</i> , YAA is an independent, non-government, not-for-profit charitable institution. Its <i>Business Skills Program</i> is aimed at preparing participants for the world of work and lifelong learning.<br><br>YAA operates nationally through a network of state and regional offices, and is affiliated internationally with Junior Achievement operations in over 100 countries around the world | Sponsored by the business community with support from over 600 corporate sponsors and nearly 1,600 business mentors. | Ongoing  | Head Office<br>P – 02 9232 3088<br>F - 02 9223 3725<br><a href="http://www.yaa.org.au">www.yaa.org.au</a><br><br>State and regional contacts listed on website.   |

|                                    |  |  |  |         |  |
|------------------------------------|--|--|--|---------|--|
| <b>Young Rural Leaders Program</b> | For young people from rural areas who wish to make a difference to future sustainability, competitiveness and profitability of their industry. | <p>The Young People in Rural Industries Programme (YPiRI) exists to increase the profile and status of young women and men working in the agricultural, fisheries, forestry, natural resource management and food processing industries.</p> <p>Program consists of a number of initiatives:</p> <ul style="list-style-type: none"> <li>- Young rural leaders course.</li> <li>- Young people's rural development awards.</li> <li>- Young People's corporate governance scholarships.</li> <li>- Export market development training course.</li> <li>- Mentoring young leaders</li> </ul> | Industry Partnerships<br>Department of Agriculture, Forestry and Fisheries | Various | P - 1800 686 175<br>E - youngleaders@daff.gov.au<br>www.daff.gov.au/youngleaders |
|------------------------------------|--|--|--|---------|--|

## AUSTRALIA - GENERAL PROGRAMS FOR YOUTH

| Program                            | Target market  | Brief overview  | Conducted or sponsored by  | Time commitment | Further Information                         |
|------------------------------------|--|---|--|-----------------|---|
| <b>ABC Heywire</b>                 | Age 16 - 22 years and live or work in regional or rural Australia.   | Heywire is young people speaking out raising the issues and being heard on the important things for young people from regional and rural places.  | Justine McSweeney<br>Heywire Coordinator<br>ABC Southbank Centre |                 | P - 03-9626 1861                            |
| <b>Australian Rural Youth Inc.</b> | ARY aims to accurately represent the views of young rural Australians in government and business. Its primary function is to be a national, voluntary, apolitical, community service organisation that seeks to raise the concerns and issues of young people of rural and regional Australia. | <p>ARY is an independent youth organisation made up of affiliated rural youth and young farmer organisations from 5 states of Australia, namely:</p> <ul style="list-style-type: none"> <li>- Western Australia Federation of Rural Youth Inc (WAFRY)</li> <li>- Rural Youth Movement of South Australia Inc. (RYMSA)</li> <li>- Victorian Young Farmers Organisation Inc. (VYF)</li> <li>- Rural Youth Organisation of Tasmania Inc. (TASRY)</li> <li>- Queensland Rural Youth Organisation Inc. (QRY).</li> </ul> | C/- National Farmers Federation                                  |                 | M - 0407 356 257<br>E - ARY.Inc@telstra.com |
| <b>Duke of Edinburgh Award</b>     | The Duke of Edinburgh's Award is a self-development program available to young   | The Award is a "leadership in action program", being voluntary, flexible, non-competitive, balanced, progressive, challenging and most  | Operating in each State of Australia                             |                 | www.dukeofed.org.au                         |

| Program                                       | Target market   | Brief overview  | Conducted or sponsored by   | Time commitment   | Further Information  |
|---|---|---|---|-------------------|--|
|   | people aged 14 to 25 worldwide.   | of all enjoyable. It provides an opportunity for young people to achieve personal excellence and build self-esteem, self-confidence, self-reliance, self motivation and respect for others via their involvement in the four Sections of the Award: Service, Skills, Adventurous Journeys and Physical Recreation.  |   |                   |  |
| <b>Foundation for Young Australians</b>       | Young Australians aged 12 - 25 years.   | The Foundation for Young Australians is an independent national grant-making organisation, funding and working in partnership with youth-led initiatives which aim to positively contribute to young people and their communities   |   | Ongoing           | P - 03 9670 5436<br>F - 03 9670 2272<br>E - fya@youngaustralians.org   |
| <b>Lions "Youth of the Year" quest</b>        | The Quest is a community project designed to encourage, foster and develop leadership qualities in young Australians. More than 2,500 people compete in the Quest each year, with winners making their way through zone, region, district, state and national finals. | The Lions Youth of the Year Quest, is one of the largest Lions Youth programmes at Multiple District level. It has been running since 1966 and each year, more than two thousand five hundred students take part in the quest.  | Lions Australia   |                   | Quest Chairman for Australia, Ron Thomas<br>E - rlthomas@qonline.com.au  |
| <b>Helen Handbury Leadership Awards</b>       | The Awards recognise Year 12 students in rural & regional Australia who have shown outstanding community leadership.  | The Helen Handbury Leadership Awards mark the outstanding contribution that the late Mrs Helen Handbury has made to community development in rural & regional Australia. The winners of the award each receive a fully funded international trip to experience community development in another culture.  | Future Leaders. A National initiative about leadership and the future of Australia. It seeks to involve, inform and inspire young people. | Offered annually. | Dr Helen Sykes<br>P – 03 9699 9596<br>F – 03 9690 9740<br>E – Helen@futureleaders.com.au<br>www.futureleaders.com.au                                 |
| <b>Marcus Oldham Youth Leadership Program</b> | The program is open to young Australians aged between 17 and 24 and encourages a broad cross section of participants from all sectors of rural and regional communities   | An intense program that can be held in any regional or rural area. The program is conducted in partnership with the local community. This may be through the local shire council or youth workers of the region. The program concentrates on developing the participants' leadership skills, creating confidence and a greater awareness of the community in which they live. | Marcus Oldham College   | 3-days            | Sam Inglis<br>Marcus Oldham College<br>P – 0352 433 533<br>F – 0352 441 263<br>E –<br>ingliss@marcusoldham.vic.edu.au<br>www.marcusoldham.vic.edu.au |

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| <b>National Indigenous Youth Leadership Group</b> | Members are aged 18 to 24 years old, selected through a national nomination process.   | As the only Indigenous youth leadership group at national level, National Indigenous Youth Leadership Group (NIYLG) members are consulted directly by the Australian Government about their experiences and perspectives on issues important to young Aboriginal and Torres Strait Islander Australians.                                    |  | Ongoing   | P – 1800 624 309<br>E - niylg@thesource.gov.au  |
| <b>National Youth Round Table</b>                 | Age group 15 – 24 years  | Forum created to provide young people with the chance to discuss their opinions on Government policy. Fifty young people met twice a year. State workshops held.  |  |           | 1800 624 309<br>Or<br>www.thesource.gov.au/involve/NYR/Default.asp                    |
| <b>Red Cross Youth</b>                            | Youth and Education Services provide opportunities for young people, (8 to 25 years) across Australia to participate in volunteer community programs, events, and activities that are of benefit to their local community. | National Youth and Education Services programs promote cultural understanding, maintain community awareness of the role of the Red Cross and ensure continued understanding of the importance and value of protecting the Movement's independence and emblem use.   |  |           | P - 03 9345 1800<br>F - 03 9348 2513<br>E - redcross@redcross.org.au                  |
| <b>Rotary International Exchange programs</b>     | Every year approximately 7,000 students ages 15 to 18 go abroad under the auspices of the Rotary Youth Exchange program for one academic year  | Rotary Youth Exchange students live with a host family in a country other than their own. They may learn a new language; they will learn a new way of living and a great deal about themselves. Exchange students are part of the ambassador team of Rotary International. The object of the program is to bring the world closer together. | Rotary Australia   | 1 year    | E - youthexchange@rotaryintl.org  |
| <b>Rotary National Youth Science School</b>       | The target candidate is in a Year 11/12 science student who has shown outstanding potential in a field of science. There are over 200 positions each year, for all Australian students.                                    | The purpose was to introduce the scientists of the future to Australia's most distinguished scientists of the present and provide opportunities for participation in open and group discussions and forum sessions. In 1996 the name of the program was changed to the National Youth Science Forum.  | Convened in Canberra it was the joint initiative of a number of Rotary clubs, the Canberra Development Board and a large number of scientific institutions around Australia. | Two weeks | P – 02 6125 2777<br>F – 02 6125 8015<br>E - nysf@nysf.edu.au<br>www.nysf.edu.au       |
| <b>The Australian Youth Affairs Coalition</b>     | The Australian Youth Affairs Coalition (AYAC) is Australia's non-government youth affairs peak body.   | AYAC's formation is the result of several years of work by state and territory youth affairs peaks and a number of national youth sector organisations.   |  | Ongoing   | T – 02 6247 3540<br>F – 02 6249 1675<br>E: info@youthcoalition.net<br>www.ayac.org.au |
| <b>Young Endeavour Youth scheme</b>               | Age group 16 - 24  | Aims to provide young Australians with a unique, challenging and inspirational experience on the Young Endeavour.   |  |           | P - 1800 020 444<br>F – 02 9359 3591<br>E - yeys@ozemail.com.au                       |

|                      |   |   |  |  |   |
|----------------------|---|---|--|--|---|
| <b>Youth 2 Youth</b> | Youth 2 Youth run skills-based workshops and programs for schools, universities, colleges, councils, gov't, corporates & youth organisations, equipping young people with the necessary career skills needed today while learning from successful, enterprising young people. | Youth 2 Youth focuses on:<br>* Enterprise Education<br>* Career and Business skills<br>* Entrepreneurship<br>* Life Passion and Purpose<br>* Turning Ideas into a Reality<br>* Community Projects<br>* Empowerment & Goal-setting<br>* Youth Council Set-up |  |  | P - 02 8437 3578<br>F - 02 8437 3579<br>E - info@youth2youth.com.au<br>www.youth2youth.com.au |
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## AUSTRALIA - GENERAL

| Program   | Target market  | Brief overview   | Conducted or sponsored by                 | Time commitment                    | Further Information  |
|---|--|--|---|------------------------------------|--|
| <b>AIM - Company Directors courses</b>  | For intending or current Board members   |  | Australian Institute of Company Directors | Dependant upon program             | www.companydirectors.com.au                                  |
| <b>AIM - Various programs relating to leadership</b>  | Managers and intending managers  | Dependant upon program   | Australian Institute of Management        | 1 – 5 days dependant upon program  | www.aim.com.au and then relevant state for more information. |
| <b>Churchill Fellowships Jack Green Fellowship is available for dairy industry members.</b> | For Australians to undertake a period of overseas study or investigative study into a project that usually cannot be undertaken in Australia   | Individually designed program  | Winston Churchill Memorial Trust          | Dependant upon individual program. | P – 1800 777 231<br>www.churchilltrust.com.au                |
| <b>Oxfam – Community Leadership Program</b>   | The Community Leadership Program (CLP) is an initiative of Oxfam Australia and is part of their thrust to build a strong and effective supporter base in Australia and to be an integral part of a global movement for social justice. | The vision for the Community Leadership Program not only encompasses a combination of workshops and project visits overseas but is hopefully an ongoing process of building effective community involvement in Australia around issues of human rights, international justice and sustainable development. To this end, participants will be encouraged to give some voluntary time in the 12 months following their return to become involved in locally based social justice issues. |   |                                    | P - 07 3637 4635<br>www.oxfam.org.au                         |
| <b>The Cyber Institute - On line learning programs related to leadership and management</b> | Established in 2000, The Cyber Institute is a wholly owned subsidiary of the Australian Institute of Management  | The Cyber Institute offers over 60 online management and leadership courses.   | The Cyber Institute a subsidiary of AIM   | Dependant upon program             | www.thecyberinstitute.com                                    |

## VICTORIA - CURRENT DAIRY PROGRAMS

| Program  | Target market   | Brief overview   | Conducted or sponsored by  | Time commitment | Further Information  |
|--|---|--|--|-----------------|--|
| Advanced Diploma in Agriculture (Dairy)            | A full-time training program designed to produce highly skilled dairy people.               | Program combines theoretical and practical skill development. Placements with leading farmers, mentors and exposure to industry organisations and community groups are key components of the program.                    | NCDEA Gippsland.   | 2.5 years       | Luke Prime<br>Course Co-ordinator<br>P – 0356 22 6022<br>F – 0356 22 6028<br>E – lprime@ncdea.edu.au<br>www.ncdea.edu.au |
| Bega Ltd – Future Farmers                          | Victorian Bega Ltd suppliers  | Established in 2004 the network provides a range of activities range from tours, discussion groups, dinners with invited guest speakers or members who have attended external programs.                                  | Bega Cheese Pty. Ltd.<br><br>Participants contribute to costs of events. | Ongoing         | Ken Garner<br>P – 02 6491 7777<br>F – 02 6491 7700<br>www.begacheese.com.au  |
| Bonlac Supply Company Leadership Program           | New program for interested suppliers in leadership of the Bonlac Supply Company.            | A multi faceted program incorporating company induction, participation in the Advance In Leadership program, New Zealand tour and Australian dairy conference.   | Bonlac Supply Company  |                 | Neil Webster<br>P – 03 8541 1800<br>M – 0418 530 052<br>E – neil.webster@fonterra.com                                    |
| Cows Create Careers – Mentoring component.         | School based program designed to introduce the dairy industry to secondary school students. | Each school participating in the program is assigned a young industry mentor with vision and dairy industry knowledge to encourage and support the students. To date 68 mentors have contributed to Cows Create Careers. | Dairy Australia and Strzelecki Lions Club                                | 1 school term   | Deanne Kennedy & John Hutchinson<br>P – 0356 59 4219<br>E – jaydeeevents@dcsi.net.au                                     |
| Dairy Farmers Ltd – International Exchange Program | 3 young suppliers.  | Overseas exchange program where 3 young people live and work on dairy farm for 3 months.   | Dairy Farmers Ltd  | 3 months        | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au  |
| Dairy Farmers Ltd – Young Farmers Program          | Young farmer's representatives on the Dairy Farmers Ltd Area Representative groups.         | The program is designed to meet the specific needs of the individual. A typical program covers company induction, industry knowledge, farm visits and personal development.  | Dairy Farmers Ltd.   | Ongoing         | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au  |
| Diploma of Agriculture, Flexible Delivery          |   | Diploma of Agriculture (Dairy) is conducted on a flexible basis in Gippsland, Western Victoria and Northern Victoria.  | NCDEA  | Flexible        | NCDEA<br>P – 1300 062 332<br>www.ncdea.edu.au  |
| Don Campbell Memorial Study Tour of Tasmania       | Young dairying people aged 18 – 40 years.   | Study Tour initiated in 1997 to provide young dairying people with an opportunity to explore the Tasmanian dairy industry  | GippsDairy   | 5 days          | Danielle Auldish<br>P – 0356 22 6014<br>F – 0356 23 4671<br>E – gippsdairy@dcsi.net.au                                   |
| Murray Goulburn Cooperative                        | 20 – 25 Potential Murray Goulburn directors   | Annual workshop designed to explain the responsibilities of a company director and   | Murray Goulburn  | 1 day           | Ross Greenaway<br>P – 03 9387 6211   |

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| “Briefing Future Directors”                                     |   | overview MG   |                        |         | E – ross.greenaway@mgc.com.au  |
| Murray Goulburn Supplier Development Program                    | Open to all Murray Goulburn suppliers             | Program designed to encourage suppliers to explore other dairy businesses in other regions, interstate or overseas.   | Murray Goulburn        | Ongoing | Ross Greenaway<br>P – 03 9387 6211<br>E – ross.greenaway@mgc.com.au                                      |
| Tatura Milk Industries – Associate Director Development Program | Potential Tatura Milk Industries (TMI) directors. | A development program including <i>Effective Company Directors</i> program, company overview, attendance to industry functions, ADIC AGM and TMI board meetings as observer.                                | Tatura Milk Industries | Ongoing | Ian Bertrum<br>P – 0358 24 6200<br>F – 0358 24 2534<br>www.tatmilk.com.au                                |
| UDV Building Capacity of Younger People in Dairying Communities | Young dairying people aged 18 – 35 years.         | The project aims to develop a whole of industry provision of a supportive learning environment to build the capacity of younger dairying people.  | Dairy Industry funded  |         | Jenny Frederiksen<br>P – 1300 882 833<br>F – 03 9207 5611<br>E – jfrederiksen@vff.org.au                 |
| UDV Central Councillor Training                                 | UDV Central Councillors                           | Induction program for new central councillors covering roles and responsibilities and introduction to corporate governance.   | UDV                    |         | Jenny Frederiksen<br>P – 1300 882 833<br>F – 03 9207 5611<br>E – jfrederiksen@vff.org.au                 |
| UDV Dairy Trainees New Zealand Study Tour                       | Finalists in the Dairy Apprentice of the Year.    | Study tour for finalists focuses on production practices on New Zealand dairy farms.  | UDV                    | Annual  | Jenny Frederiksen<br>P – 1300 882 833<br>F – 03 9207 5611<br>E – jfrederiksen@vff.org.au                 |
| Young Dairyfarmer Development Program                           | Young dairying people aged 18 – 40 years.         | A multi faceted program designed to offer a range of activities to meet the development needs of young farmers in Gippsland. Activities range from seminars, field days, discussion groups and study tours. | Dairy Industry funded  | Ongoing | Simon Finger<br>YDDP Project Officer<br>P – 0356 22 6022<br>F – 0356 22 6028<br>E – sfinger@ncdea.edu.au |

## VICTORIA - GENERAL AGRICULTURE

| Program                       | Target market  | Brief overview  | Conducted or sponsored by                  | Time commitment | Further Information  |
|-------------------------------|--|---|--|-----------------|--|
| DPI Graduate Program          | The Graduate Program is a two-year training and development program open to recent graduates of science, ag., NRM and related professions. | During the two year program graduates undertake specific training and development activities alongside normal project work and have the opportunity to work at two or more DPI locations around Victoria. | Department of Primary Industries, Victoria | 2 years         | P – 03 9296 4603<br>E – Graduate.Program@dpi.vic.gov.au<br>www.dpi.vic.gov.au        |
| RASV Youth Ambassador program | Young people in Agriculture aged 20-30 years.  | Conducted annually the awards identify and encourage enthusiastic, industrious and skilful young people providing them with a forum to express their views through education and experience.              | Royal Agriculture Society of Victoria      |                 | P – 03 9914 2426<br>F – 03 9914 2492<br>E – education@rasv.com.au<br>www.rasv.com.au |



|   |  |  |   |                         |  |
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| <b>The Victorian Agribusiness Network (VAN)</b> | VAN provided funding for community organisations called Agribusiness Forums.   | The role of the forums is to contribute strategic agribusiness development in their areas.<br><br>Funding for this program ceased June 2006  | Department of Primary Industries, Victoria                          |                         | Kate Stoney<br>DPI Rutherglen<br>P – 02 6030 4565<br>E – kate.stoney@dpi.vic.gov.au  |
| <b>VFF – Young Agricultural Professionals</b>   | New committee launched June 2006   | Aims to identify areas that need to be pursued as policy for creating the right profitable environment for new entrants into the Agricultural and Agribusiness sector, and<br><br>Looking for ways to provide a structure within the VFF to facilitate policy initiatives and provide an organisation that was relevant to our younger farmer members. | Victorian Farmers Federation  | Ongoing                 | Jodi Milne<br>P - 1300 882 833<br>F - 03 9207 5500<br>E – jmilne@vff.org.au<br>www.vff.org.au  |
| <b>Young Irrigators Network</b>                 | Focuses on young people in irrigations areas from farms, agribusiness, government departments and related organisations<br>Focussed around Murray Goulburn regions | Assists in leadership skill development, understanding of relevant issues, networking and informal mentoring. Members identify activities which may range from field trips, social activities, education and training plus industry forums. Bi- annual conferences   | Initially sponsored by AFFA Young People in Rural Industry Networks | Depends upon individual | Catherine Norwood<br>Secretary<br>Murray Young Irrigation Network<br>P – 0358 81 9339<br>F – 0358 81 9317<br>E – cathernen@murrayirrigation.com.au<br>www.youngirrigation.org.au |

## VICTORIA - GENERAL

| Program                                  | Target market   | Brief overview   | Conducted or sponsored by                   | Time commitment   | Further Information   |
|--|---|--|---|---|---|
| <b>Alpine Valleys Leadership program</b> | People from a range of business and community backgrounds from north eastern Victoria | Program will foster the development of a vigorous network of community and business leaders by:<br><br>- Offering intensive annual program that explores the major challenges and opportunities within our regional community<br><br>- Providing an opportunity to develop mutual understanding and respect in stimulating, supportive environment<br><br>- Interact with and learn from today's leaders<br><br>Enhancing leadership skills and region wide networks | Alpine Valleys Community Leadership Program | 2 days per month plus weekend retreats, visit to Melbourne and skills development | www.avclp.org.au  |
| <b>Board Orientation Series</b>          | The series is part of Leadership Victoria's commitment to encouraging community       | The series provides a range of speakers who are CEOs, board chairs or governance professionals to address participants on the  | Leadership Victoria                         |   | <a href="http://www.leadershipvictoria.org/bo_s_regional.htm">http://www.leadershipvictoria.org/bo_s_regional.htm</a> |

| Program   | Target market  | Brief overview  | Conducted or sponsored by                  | Time commitment  | Further Information   |
|---|--|---|--|--|---|
|   | leadership with the aim of teaching people the art of becoming an effective member of a not-for-profit board.  | various legal and non-legal responsibilities of boards. These responsibilities include: <ul style="list-style-type: none"> <li>• policy making</li> <li>• advocacy</li> <li>• fundraising</li> <li>• strategic planning</li> <li>• decision making</li> </ul> |  |  |   |
| <b>Cranlana program</b>   | Provide a forum at which business, government and community leaders come together to reflect on the underlying values of contemporary society and continue the liberal tradition of education. | Colloquium<br>Symposium<br>Policy seminars  | The Cranlana Programme                     |  | <a href="http://www.cranlana.org.au">www.cranlana.org.au</a>  |
| <b>Fairley Leadership program</b>   | Community members in the Goulburn Valley region who hold a decision making role in employment; with five to seven years work experience and a genuine interest in community affairs.           | Aims to encourage and enhance qualities of leadership for the benefit of the regional community. About 28 participate each year meeting 120 leaders from all sectors.   | Fairley Leadership Program                 | 3 retreats and 20 program days over 10 months. Individuals contribute to costs.. | <a href="http://www.fairleyleadership.com.au">www.fairleyleadership.com.au</a>  |
| <b>Gippsland Leadership</b>   | Gippsland residents  | Series of seminars, visits to Gippsland business and organisations, personal skills development.  | Gippsland Community Leadership Program     | About 20 days over 10 months including 2 weekend retreats                        | P – 03 5135 4304<br><a href="http://www.gclp.asn.au">www.gclp.asn.au</a>  |
| <b>Leadership programs including programs developed by the Centre for Creative Leadership USA</b> |  | Leadership programs have their focus on changing mindsets and thinking and developing competencies and skills.  | Mt Eliza Centre for Executive Education    | Dependant upon program   | <a href="http://www.mbs.edu/go/executive-education/executive-development-programs">http://www.mbs.edu/go/executive-education/executive-development-programs</a> |
| <b>Loddon Murray Leadership program</b>   | 22 - 24 enthusiastic women and men, from a broad range of backgrounds, are brought together from across the region   | The leadership program builds leadership skills, explores the major issues facing the Loddon Murray region and facilitates change. Plus develops a network of skilled people to lead change in the region.  | Loddon Murray Community Leadership Program |  | P - 03 5442 9868<br><a href="http://home.vicnet.net.au/%7EIm2000/leaders.htm">http://home.vicnet.net.au/%7EIm2000/leaders.htm</a>                               |

| Program  | Target market   | Brief overview  | Conducted or sponsored by  | Time commitment   | Further Information   |
|--|---|---|--|---|---|
| <b>Murray Darling Basin</b>                    | Fifteen members of the Murray Darling Basin community.  | Personal development topics including leadership, values, ethics, change management, community engagement, negotiation and teamwork. Knowledge about the Murray Darling Basin from biophysical, social and cultural nature and natural resource management. MDB Agreement and Integrated Catchment Management.  | Murray Darling Basin Commission<br>Australian Rural Leadership Program | 22 days over 6 months including 3 x 1 week sessions.  | <a href="http://www.rural-leaders.com.au/mdbl.html">http://www.rural-leaders.com.au/mdbl.html</a> |
| <b>Williamson Community Leadership Program</b> | Residents of Victoria with 10 - 15 years work experience. Mixture of not for profit and profit organisations. | Participants become more informed, active citizens and better-rounded employees and managers, and build strong support networks. They provide community services beyond the Program year and are able to help the community in a more intelligent and balanced way.<br>Expected to contribute through Skillsbank to wider roles of Leadership Victoria. | Leadership Victoria  | over a 10 month period:<br>two Retreat weekends each year,<br>three Wednesday events each month, and<br>two overnight field trips to regional Australia | <a href="http://www.leadershipvictoria.org">www.leadershipvictoria.org</a>                        |

## VICTORIA - YOUTH

| Program                                   | Target market  | Brief overview  | Conducted or sponsored by                     | Time commitment | Further Information   |
|---|--|---|---|-----------------|---|
| <b>Gippsland Youth Leadership program</b> | Year 10 students from Gippsland region   | Learn communication, conflict resolution, public speaking, interviewing and planning skills. Work with a mentor usually past participant.   |   |                 | <a href="http://www.latrobe.vic.gov.au">www.latrobe.vic.gov.au</a>  |
| <b>Tall Poppies Project</b>               | A youth leadership and mentoring program aimed at young people aged 16-22 years operating in the Bendigo region. | The program aims to develop the inter-personal, leadership and vocational skills and provides resources and support to encourage participants to make a positive and ongoing contribution to their community. | Conducted by volunteers with various funding. | 4 months.       | M – 0432 405 160<br>E - tall@tallpoppies.org.au<br><a href="http://www.tallpoppies.org.au">www.tallpoppies.org.au</a> |
| <b>Victorian Youth Round Table</b>        |  |   |   |                 | <a href="http://www.youth.vic.gov.au">www.youth.vic.gov.au</a>  |

## NEW SOUTH WALES - CURRENT DAIRY PROGRAMS

| Program   | Target market   | Brief overview   | Conducted or sponsored by  | Time commitment | Further Information   |
|---|---|--|--|-----------------|---|
| Bega Ltd – Future Farmers                               | Bega Ltd suppliers  | Established in 2004 the network provides a range of activities range from tours, discussion groups, dinners with invited guest speakers or members who have attended external programs.  | Bega Cheese Pty. Ltd.<br><br>Participants contribute to costs of events. | Ongoing         | Ken Garner<br>P – 02 6491 7777<br>F – 02 6491 7700<br>www.begacheese.com.au |
| Dairy Farmers Ltd – International Exchange Program      | 3 young suppliers.  | Overseas exchange program where 3 young people live and work on dairy farm for 3 months.   | Dairy Farmers Ltd  | 3 months        | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                   |
| Dairy Farmers Ltd – Young Farmers Program               | Young farmer's representatives on the Dairy Farmers Ltd Area Representative groups. | The program is designed to meet the specific needs of the individual. A typical program covers company induction, industry knowledge, farm visits and personal development.  | Dairy Farmers Ltd.   | Ongoing         | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                   |
| Murray Goulburn Cooperative “Briefing Future Directors” | 20 – 25 Potential Murray Goulburn directors   | Annual workshop designed to explain the responsibilities of a company director and overview MG   | Murray Goulburn  | 1 day           | Ross Greenaway<br>P – 03 9387 6211<br>E – ross.greenaway@mgc.com.au         |
| Murray Goulburn Supplier Development Program            | Open to all Murray Goulburn suppliers   | Program designed to encourage suppliers to explore other dairy businesses in other regions, interstate or overseas.  | Murray Goulburn  | Ongoing         | Ross Greenaway<br>P – 03 9387 6211<br>E – ross.greenaway@mgc.com.au         |
| South Coast & Highlands Young Farmer Network            | Young dairy farmers.  | A small group of young dairy farmers meets monthly, identifying activities that suit their own needs. Have conducted study tours and more recently linked up with Holstein Youth to run a photo training day for showing cattle. | DIDCO, Dairy Industry Group  | Ongoing         | Vicky Smart<br>Group Facilitator<br>DPI NSW                                 |
| SubTropical Dairy – Young Farmer Activities             | Young dairyfarmers in Northern NSW and Queensland                                   | Various programs targeted at younger farmers. Active young farmer network within Far North Coast & Mid North Coast, NSW.   | SubTropical Dairy  | Ongoing         | Janine Teese<br>P – 07 5462 2281<br>E – Janine@dairyinfor.biz               |

## NEW SOUTH WALES - GENERAL AGRICULTURE

| Program   | Target market   | Brief overview   | Conducted or sponsored by  | Time commitment                                      | Further Information   |
|---|---|--|--|--|---|
| Agricultural Societies Council (ASC) Youth Group of NSW     | For young enthusiastic people who have a passion for agricultural shows.  | There are currently 20 Show Society Youth groups around NSW  | DAFF   |  | Ellen Downes<br>M – 0402 133 728<br>E – edownes@gmp.usyd.edu.au   |
| AgStart   | For young people wanting to pursue a career in agriculture  | A new scheme that aims to deliver practical tools and assistance to help young people break into the preferred farming field. Builds on the proposed FirstFarmer program.  | Rural Assistance Authority   |  | P – 1800 678 593<br>www.raa.nsw.gov.au  |
| Graduate Certificate/Diploma in Agriculture                 | Students from varied backgrounds to extend their knowledge in agriculture and related areas.  | Specialties include Agribusiness, Agricultural Economics and Sustainable Agriculture   | University of Sydney<br>Faculty of Agriculture, Food and Natural Resources | Ongoing  | www.agric.usyd.edu.au/future/postgrad   |
| Graduate Certificate/Diploma of Sustainable Management      | To develop young people to be inspirational managers in the future  | Focus on sound integrative management of all resources from global perspective including social, economic and environmental aspects  | Charles Sturt University<br>Faculty of Commerce                            | Distance education or full time study                | www.csu.edu.au/course/postgraduate  |
| Murray Darling Basin  | Fifteen members of the Murray Darling Basin community.  | Personal development topics including leadership, values, ethics, change management, community engagement, negotiation and teamwork. Knowledge about the Murray Darling Basin from biophysical, social and cultural nature and natural resource management.                    | Murray Darling Basin Commission<br>Australian Rural Leadership Program     | 22 days over 6 months including 3 x 1 week sessions. | http://www.rural-leaders.com.au/mdblp.htm   |
| <i>Shaping our future together</i> NSW Rural Womens Network | Rural women   | The RWN aims to provide an interface between the government and the community on priority issues affecting rural women and works in partnership with individuals and agencies (non-government and government) to share information and promote action on rural women's issues. | NSW Department of Primary Industry   |  | P - 02 6391 3620<br>E - rural.women@dpi.nsw.gov.au<br>www.dpi.nsw.gov.au/rwn  |
| Young Farmers Forum   | Annual forum conducted for 50 young rural people aged 18 – 35 years.  | Forum held in conjunction with NSW Farmers Federation Annual conference.   | NSW Farmers Federation   | One day.   | P - 02 8251 1700<br>F - 02 8251 1750<br>E - emailus@nswfarmers.org.au<br>www.nswfarmers.org.au  |
| Young Irrigators Network                                    | Focuses on young people in irrigations areas from farms, agribusiness, government departments and related organisations.<br>Focussed around Murray and Murrumbidgee irrigation region | Assists in leadership skill development, understanding of relevant issues, networking and informal mentoring. Members identify activities which may range from field trips, social activities, education and training plus industry forums. Bi- annual conferences             | Initially sponsored by AFFA Young People in Rural Industry Networks        | Depends upon individual                              | Carla Armytage<br>Secretary<br>Murrumbidgee Y.I.N<br>P – 0269 50 2832<br>F – 0269 50 2814<br>E – carmytage@colyirr.com.au<br>www.youngirrigation.org.au |

## NEW SOUTH WALES - GENERAL

| Program   | Target market   | Brief overview   | Conducted or sponsored by                            | Time commitment   | Further Information   |
|---|---|--|--|---|---|
| <p><b>"Growing Regions" conference</b><br/>July 25 – 27, 2006</p> | <p>The Conference will be attended by:</p> <ul style="list-style-type: none"> <li>- senior members of governments</li> <li>- leading researchers executives from international agencies</li> <li>- consultants</li> <li>- regional development practitioners</li> <li>- representatives of the private and non government sectors.</li> </ul> | <p>This event will draw together leading contemporary regional policy experiences and research from across the globe to present on key themes, including:</p> <ul style="list-style-type: none"> <li>• Regional and national development best practice</li> <li>• Maximising economic and socio-cultural opportunities in rural and remote regions</li> <li>• Improving opportunities and outcomes for indigenous communities</li> <li>• Regional governance</li> <li>• Regional youth leadership</li> <li>• New trends and approaches in regional and territorial development.</li> </ul> | <p>Department of Transport and Regional Services</p> | <p>3 -days</p>  | <p>P - 02 6274 7126<br/>E – growingregions.dotars.gov.au</p>  |
| <p><b>"Pay it Forward" Community Leadership Program</b></p>       | <p><i>Pay it Forward</i> brings together leaders from a range of programs, localities and communities to develop their leadership skills, share knowledge and ideas and promote collaboration.</p>  | <p>This program engages participants in the practical challenges of creating change in communities through experiential learning, site visits and collaborative group work. Pay it Forward aims to develop a network of people who have the understanding, skills and passion to exercise leadership in the most challenging and complex community environments.</p>   | <p>Community Builders NSW</p>                        | <p>6 days, consisting of three two-day sessions held over several months.</p> | <p>John Macmillan<br/>P – 02 9716 2849<br/>E – john.macmillan@community.nsw.gov.au</p>                      |
| <p><b>AIM - Various leadership and management programs</b></p>    | <p>Intending and current managers</p>   |  | <p>Australian Institute of Management</p>            | <p>Dependant upon the program</p>   | <p><a href="http://www.aim.com.au">www.aim.com.au</a></p>   |
| <p><b>Community Builders NSW</b></p>                              | <p>An interactive website for everyone involved in community level social, economic and environmental renewal including community leaders, community &amp; government workers, volunteers, program managers, academics, policy makers, youth and seniors.</p>   | <p>This site aims to help local communities across the State share ideas on how to enhance and strengthen their community.</p>   | <p>NSW Government</p>                                |   | <p>Ros McDonald<br/>Project Officer<br/>P - 02 9716 2846<br/>E - webkeeper@communitybuilders.nsw.gov.au</p> |

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| University of New England - Graduate Certificate/Diploma in Management |  | Can select from broad management topics or specialise in Marketing or Human Resource Management o | University of New England Graduate School of Business | Distance education | <a href="http://www.une.edu.au/gsb/">http://www.une.edu.au/gsb/</a> |
|--|--|---|---|--------------------|---|

## QUEENSLAND - CURRENT DAIRY PROGRAMS

| Program  | Target market   | Brief overview   | Conducted or sponsored by                                | Time commitment | Further Information   |
|--|---|--|--|-----------------|---|
| Dairy Farmers Ltd – International Exchange Program | 3 young suppliers.  | Overseas exchange program where 3 young people live and work on dairy farm for 3 months.   | Dairy Farmers Ltd  | 3 months        | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                     |
| Dairy Farmers Ltd – Young Farmers Program          | Young farmer representatives on the Dairy Farmers Ltd Area Representative groups. | The program is designed to meet the specific needs of the individual. A typical program covers company induction, industry knowledge, farm visits and personal development.  | Dairy Farmers Ltd.                                       | Ongoing         | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                     |
| Darling Downs Young Dairyfarmer Network            | Young dairy farmers within Condamine Catchment                                    | To provide capacity building opportunities for young dairy producers through the establishment of a young farmer network to improve their skills and decision-making ability. Also aims to foster a change management paradigm amongst young dairy producers regarding profitable sustainability and the triple bottom line. | Condamine Alliance, Dairy Australia & Sub Tropical Dairy | Ongoing         | Bronwyn Ford<br>P – 07 3236 2955<br>E – Bronwyn@dairyinfo.biz                 |
| Parmalat – Young Farmer Network                    | Young dairy farmers located Central Queensland                                    | New group aimed at providing various activities for young Parmalat suppliers.  | Parmalat Queensland                                      | Ongoing         | Charlie Ernst<br>Parmalat Rockhampton<br>P – 07 4931 7616<br>F – 07 4922 1301 |
| SubTropical Dairy – Young Farmer Activities        | Young dairyfarmers in Northern NSW and Queensland                                 | Various programs targeted at younger farmers. Active young farmer network within Far North Coast & Mid North Coast, NSW.   | SubTropical Dairy  | Ongoing         | Janine Teese<br>P – 07 5462 2281<br>E – Janine@dairyinfo.biz                  |

## QUEENSLAND - GENERAL

| Program  | Target market   | Brief overview   | Conducted or sponsored by                | Time commitment | Further Information   |
|--|---|--|--|-----------------|---|
| Queensland Community Leadership                    | A workshop designed at enhancing your leadership skills in community non-profit organisations and groups. | Key topics include: <ul style="list-style-type: none"> <li>- Examine your learning style.</li> <li>- Develop a leadership learning plan</li> <li>- Examine new approaches and thinking about effective community and non-profit leaders</li> <li>- The power of leverage</li> <li>- Manage groups and teams using structure</li> </ul> | Volunteering Qld                         |                 | Education Unit<br><br>P – 07 3002 7600<br>E - education@volqld.org.au |
| Leadership Development - part of Leadership Series | Middle to senior managers who want to address personal leadership styles while becoming more strategic.   | Covers practical ideas, models and tools of leadership and strategy.   | University of Queensland Business School | 5 days          | www.business.uq.edu.au/executive-education                            |



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|--|--------------------------------|--|------------------------------------|----------------------------|----------------|
| AIM - Various leadership and management programs | Intending and current managers |  | Australian Institute of Management | Dependant upon the program | www.aim.com.au |
|--|--------------------------------|--|------------------------------------|----------------------------|----------------|

## QUEENSLAND - GENERAL AGRICULTURE

| Program   | Target market   | Brief overview   | Conducted or sponsored by   | Time commitment                         | Further Information                               |
|---|---|--|---|---|---|
| Building Rural Leaders                                    | Current and intending leaders of rural communities.   | Aims to assist individuals deal with change affecting rural people at the business, industry and community levels. | Queensland Department of Primary Industries   | 6 x 4 day modules over a 9 month period | P - 1800 356 621<br>www.dpi.qld.gov.au/community  |
| Covey Agribusiness Course                                 | Members of rural industries and businesses  | Introduces the principles of Covey's 7 Effective habits  | Agforce   | 3 days                                  | P - 07 3236 3100<br>E - agforce@agforceqld.org.au |
| Graduate Certificate of Agribusiness and related programs | For those working in agribusiness or new graduates looking to further their knowledge of agribusiness management. | Specialised knowledge of agribusiness management and business and communication skills                             | University of Queensland Natural Resources Agriculture and Veterinary Science Faculty | Flexible delivery                       | P - 1800 671 980<br>www.uq.edu.au/study           |

## TASMANIA & KING ISLAND - CURRENT DAIRY PROGRAMS

| Program                                     | Target market   | Brief overview   | Conducted or sponsored by                         | Time commitment  | Further Information   |
|---|---|--|---|------------------|---|
| Bonlac Supply Company Leadership Program    | New program for interested suppliers in leadership of the Bonlac Supply Company.                | A multi faceted program incorporating company induction, participation in the Advance In Leadership program, New Zealand tour and Australian dairy conference.   | Bonlac Supply Company                             |                  | Neil Webster<br>P – 03 8541 1800<br>M – 0418 530 052<br>E – neil.webster@fonterra.com   |
| King Island Dairy Bursary                   | Residents of King Island wishing to undertake formal tertiary study in dairying or agriculture. | The \$5,000 bursary aims to assist King Islanders to access the latest developments in innovation and training in the dairy and broader agricultural industries. | King Island Dairy                                 | Offered annually | Debbie Denby<br>P – 03 6462 1348<br>www.kidairy.com.au                                  |
| TFGA Councillor Training                    | New TFGA councillors  | Program introducing corporate governance, roles and responsibilities of TFGA councillors.  | Tasmanian Farmers and Graziers Association (TFGA) |                  | TFGA Dairy Council<br>P – 1800 154 111<br>F – 03 6331 4344<br>E – tfgafiona@bigpond.com |
| TFGA Dairy Trainee - New Zealand Study Tour | Trainee selected to join UDV Study Tour.  | One high achieving dairy trainee is selected to join the UDV tour.   | TFGA  | Offered annually | TFGA Dairy Council<br>P – 1800 154 111<br>F – 03 6331 4344<br>E – tfgafiona@bigpond.com |

## TASMANIA - GENERAL

| Program  | Target market                  | Brief overview | Conducted or sponsored by          | Time commitment            | Further Information |
|--|--------------------------------|----------------|------------------------------------|----------------------------|---------------------|
| AIM - Various leadership and management programs | Intending and current managers |                | Australian Institute of Management | Dependant upon the program | www.aim.com.au      |

## TASMANIA - GENERAL AGRICULTURE

| Program  | Target market  | Brief overview  | Conducted or sponsored by            | Time commitment           | Further Information                                   |
|--|--|---|--------------------------------------|---------------------------|---|
| Rural Youth Organisation - Study tours<br>International exchange programs<br>USA, UK, NZ, Canada, Switzerland, Norway and Sweden | Young people living in rural regions aged 15 – 30 years. | Sixteen clubs throughout Tasmania.<br><br>The organisation provides its members with opportunities to travel interstate and overseas, enter State and National competitions, including the Young Farmer of the Year, learn new skills and explore individual talents. | Rural Youth Organisation of Tasmania | Dependant upon individual | E – ruralyouth@vision.net.au<br>www.ruralyouth.com.au |

## SOUTH AUSTRALIA - CURRENT DAIRY PROGRAMS

| Program   | Target market   | Brief overview  | Conducted or sponsored by | Time commitment | Further Information   |
|---|---|---|---------------------------|-----------------|---|
| Dairy Farmers Ltd – International Exchange Program      | 3 young suppliers.  | Overseas exchange program where 3 young people live and work on dairy farm for 3 months.  | Dairy Farmers Ltd         | 3 months        | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                           |
| Dairy Farmers Ltd – Young Farmers Program               | Young farmer's representatives on the Dairy Farmers Ltd Area Representative groups. | The program is designed to meet the specific needs of the individual. A typical program covers company induction, industry knowledge, farm visits and personal development. | Dairy Farmers Ltd.        | Ongoing         | Lyn Bryant<br>P – 1800 627 624<br>www.dairyfarmers.com.au                           |
| Murray Goulburn Cooperative "Briefing Future Directors" | 20 – 25 Potential Murray Goulburn directors   | Annual workshop designed to explain the responsibilities of a company director and overview MG  | Murray Goulburn           | 1 day           | Ross Greenaway<br>P – 03 9387 6211<br>E – ross.greenaway@mgc.com.au                 |
| Murray Goulburn Supplier Development Program            | Open to all Murray Goulburn suppliers   | Program designed to encourage suppliers to explore other dairy businesses in other regions, interstate or overseas.   | Murray Goulburn           | Ongoing         | Ross Greenaway<br>P – 03 9387 6211<br>E – ross.greenaway@mgc.com.au                 |
| South East Women in Dairying                            | Open to dairying women in the South East of South Australia.                        | Originally part of a national project aimed at increasing the participation of women in the dairy industry.   | Dairy SA                  | Ongoing         | Virginia Ewing<br>P – 08 8739 3315<br>M – 0408 814 727<br>E – sjv.ewing@bigpond.com |

## SOUTH AUSTRALIA - GENERAL

| Program  | Target market                  | Brief overview | Conducted or sponsored by          | Time commitment            | Further Information |
|--|--------------------------------|----------------|------------------------------------|----------------------------|---------------------|
| AIM - Various leadership and management programs | Intending and current managers |                | Australian Institute of Management | Dependant upon the program | www.aim.com.au      |

## SOUTH AUSTRALIA - GENERAL AGRICULTURE

| Program              | Target market  | Brief overview   | Conducted or sponsored by           | Time commitment                   | Further Information  |
|----------------------|--|--|-------------------------------------|-----------------------------------|--|
| Future Leaders       | Young members of SAFF                                  | Provides an opportunity for young people involved in agriculture across South Australia to gain an insight into the agri-political side of the rural industry. | South Australian Farmers Federation | Ongoing                           | Adam Gray<br>SAFF<br>P - 08 8232 5555<br>F - 08 8232 1311<br>www.saff.com.au |
| Murray Darling Basin | Fifteen members of the Murray Darling Basin community. | Personal development topics including leadership, values, ethics, change management,   | Murray Darling Basin Commission     | 22 days over 6 months including 3 | www.rural-leaders.com.au   |

|  |   |  |   |                              |   |
|--|---|--|---|------------------------------|---|
|  |   | community engagement, negotiation and teamwork. Knowledge about the Murray Darling Basin from biophysical, social and cultural nature and natural resource management. | Australian Rural Leadership Program           | x 1 week sessions.           |   |
| <b>South Australian Rural Leadership</b>                                     | This Program targets individuals who have the potential to stimulate creativity, wealth, and business at the community level, and who are either already involved in activities relating to the development of their local community or rural industry. | The South Australian Rural Leadership Program provides training to assist future leaders to develop the skills they will require to be successful.                     | PIRSA   | 4-days<br>+ 2-day follow up. | Lib Hylton Keele<br>Manager, Rural Affairs<br>Primary Industries & Resources SA<br>P –08 8226 0245<br>F – 08 8226 0425<br>E -<br>hyltonkeele.lib@saugov.sa.gov.au |
| <b>University of Adelaide - Graduate Certificate/Diploma of Agribusiness</b> | For current and future managers of agribusinesses   | Covers current issues for Australian and international agribusinesses including management and marketing   | University of Adelaide<br>Faculty of Sciences |                              | P – 08 8303 5673<br>www.sciences.adelaide.edu.au  |

## WESTERN AUSTRALIA - CURRENT DAIRY PROGRAMS

| Program            | Target market                             | Brief overview   | Conducted or sponsored by | Time commitment | Further Information   |
|--------------------|---|--|---------------------------|-----------------|---|
| Young Farmer Group | Young dairy farmers and service providers | New group currently scheduling activities. Aiming to hold a big group activity every 2 months including a dinner. Focus on more about the industry and the transfer of knowledge through personal experiences rather than technical information. | Western Dairy             | Ongoing         | Esther Price<br>Western Dairy<br>P – 08 9525 2663<br>M – esther@estherprice.com.au<br>www.westerndairy.com.au |

## WESTERN AUSTRALIA - GENERAL

| Program  | Target market                  | Brief overview | Conducted or sponsored by          | Time commitment            | Further Information |
|--|--------------------------------|----------------|------------------------------------|----------------------------|---------------------|
| AIM - Various leadership and management programs | Intending and current managers |                | Australian Institute of Management | Dependant upon the program | www.aim.com.au      |

## WESTERN AUSTRALIA - GENERAL AGRICULTURE

| Program   | Target market  | Brief overview  | Conducted or sponsored by  | Time commitment            | Further Information   |
|---|--|---|--|----------------------------|---|
| Curtin Uni - Grad Certificate/Diploma of Agribusiness Agribusiness training program | Persons wishing to increase their knowledge and skills related to management of agribusinesses   |   | Curtin University Muresk Institute                                 | Dependant upon the program | <a href="http://muresk.curtin.edu.au/gradstudies">http://muresk.curtin.edu.au/gradstudies</a> |
| Esperance Rural Leadership Committee  | ERL started from the WA Rural Leadership program run under the previous state government. After a change in Gov't and a loss of funding, the group has managed to keep the momentum going. | Aims to provide training and development opportunities that encourage young people to get involved in improving the quality of life in rural Australia and to ensure the long term sustainability of rural communities. | Esperance Rural Leadership is managed by an eight member committee | Ongoing                    | Catherine Field<br>P – 08 9072 0295<br>E – cathncol@westnet.com.au                            |