

SEARCH CRITERIA

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| Model | Model B: Programmed learning Model |
| Industry | Beef |
| Focus/Level | Industry |
| Delivery Mode of Learning | Adult learning, Action learning |
| Outcomes | Business Development, Personal capacity building training |
| Special Interest Groups | Other |

1. PROJECT TITLE:

Workshops: Grazing Land Management and Northern Nutrition

2. FUNDERS:

Meat and Livestock Australia

3. PROVIDERS:

The Queensland Department of Primary Industries
Alliance Consulting

South Queensland Institute of TAFE

Others to be interviewed for Grazing Land Management

4. KEY CONTACTS:

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5. INDUSTRY/ISSUE/GEOGRAPHY:

These workshops are offered in Queensland, Northern Territory and the Kimberley/Pilbara region of Western Australia. There is also potential for these to be offered in western areas of NSW and northern SA, with some modifications, if necessary.

6. PROJECT CONTEXT:

The Northern Beef Program (NBP) manages Meat and Livestock Australia's (MLA) investment in research, development, education and training in the northern Australia.

There has been widespread criticism of the effectiveness of much of this effort with a general acceptance that adoption of new techniques, processes and products among beef producers has been disappointing. This criticism applies not only to NAP and projects within it, but also to R, D & E in the agricultural sector in general.

Nationally MLA is addressing this deficiency through the EDGENetwork® project to provide an information and training program, developed by and for the meat industry and subject to rigorous quality assurance. EDGENetwork is preparing training and information packages for livestock producers, covering all aspects of managing the farm business, and will provide an opportunity to benchmark the performance of individual farm businesses against similar enterprises at the local, regional and national level. It has close links with other industry programs such as CATTLECARE, MSA, Beef Net, Prograze and NAP. Producer participation in EDGENetwork will recognise prior learning and can lead to formal recognition through the education sector by linkages to the National Training package qualifications.

Through EDGENetwork the nutrition education and the grazing land management package will be linked and integrated with a number of other education packages, to cover key aspects of managing a beef enterprise or property in Australia.

All packages are developed using the same core criteria and development framework. Against this background, MLA commissioned a project to assess the market requirements for nutrition management and grazing management education within the beef production sector in northern Australia. The nutrition package is the first attempt at the coordinated development and delivery of education in a technical discipline oriented towards the northern beef industry.

Development of the packages utilised the Quality Function Deployment (QFD) technique, a recognised methodology for determining market requirements and expectations and designing appropriate products that will deliver superior value to customers.

This process involved detailed and extensive market research to provide qualitative and quantitative data on producer's requirements with regard to beef cattle nutrition management education. The research involved:

- Defining customer outcomes for the learning content and the learning process
- Capturing statistically valid data on customers' priorities for different outcomes
- Identifying the desired outcomes of operatives and stakeholders
- Incorporating added value and excitement; and
- Avoiding possible sources of failure and rework.

The market research provided a clear understanding of the needs of beef producers with regards to beef cattle nutrition education. It also provided insights into the needs of those who may be involved in delivering the product to the end customer.

Following the market research the QFD process determined the market positioning for the product under development. That is, the changes required in external and internal customer perceptions to deliver the overall outcomes of improved understanding of and increased confidence in beef cattle nutritional management.

The process then focussed on strategies to put the market positioning in place. The final stage in the process translated these strategies into specific action plans.

7. PROJECT NICHE (SPECIFIC OBJECTIVES):

The project has the following goal:

To improve the responsiveness and profitability of beef production enterprises in northern Australia, through application of appropriate nutritional and grazing land management strategies within a whole property context.

Improved responsiveness implies an ability to adapt to and benefit from changing business conditions, be they driven by variations in market, climate, production or community expectations.

The primary goal will be addressed through the following objectives:

The development of education packages which will improve the competence of participants in beef cattle management.

This improved competence will be manifest through participants' capacity to seek appropriate advice on nutritional and grazing land management matters and then to make sound judgement on the value of that advice in relation to their business.

Specifically, the project aims for 500 to 1000 beef businesses to have participated in the education program within its first two years of operations, commencing 1 January 2002. This falls within an overall target for the EDGENetwork program of 5000 producers nationally by 30 June 2003.

8. PHILOSOPHY/APPROACH:

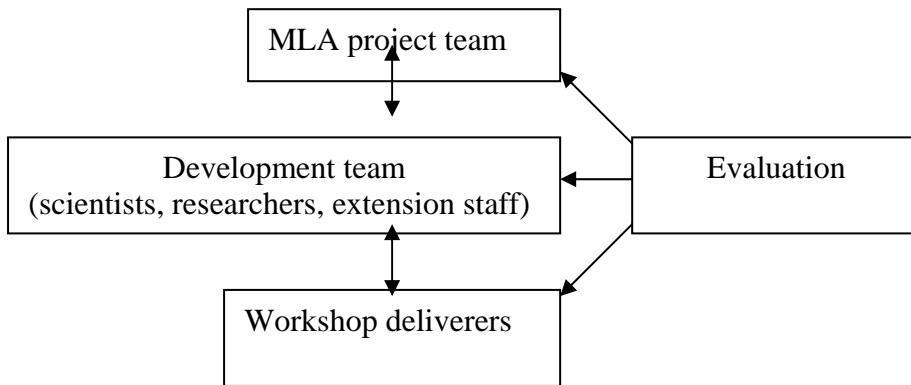
The approach adopted for the delivery of these packages is one of adult learning and action learning. Adult learning takes into account principles such as ensuring that the learning environment is safe, learners need to meet their own learning goals, the learning must build on the learners' experiences. Adult learning also takes into account the learning and personality styles of the learners.

Action learning uses the four part cycle of action, observation, reflection and change. It goes beyond experiential learning and looks at the effects and consequences of actions and what needs to be done to accommodate that. There is an expectation that participants from the workshops will use this four part cycle to review the activities on their properties.

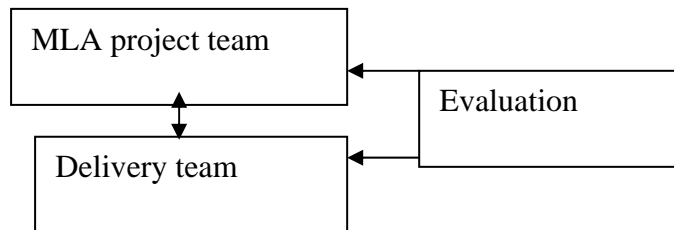
It also uses a benchmarking approach to learning by providing participants with the opportunity to benchmark their own property statistics and performance against similar enterprises.

9. RESOURCES, MANAGEMENT AND STAFFING STRUCTURES:

Development



Implementation



10. PROCESS/METHODS USED:

The process taken in the implementation of these packages is two fold. The first is the comprehensive development and trial of the package and the second is its implementation.

The development

Market research identified the critical elements needed to maximise the packages' effectiveness and prospects within the beef producer market. From the analysis of the market research data, the MLA project team determined that delivering a superior learning program should involve:

- Catering for different learning styles with a series of 'learning products'
- Meeting the needs of isolated producers
- Meeting other needs apart from learning

- Providing for local and regional special interests.

These link with the overall EDGENetwork strategic development and delivery principles, which are:

- EDGENetwork will be ongoing (ie self sustaining) and all education packages will be part of a continuous improvement process
- Delivery will involve public, private and education sector deliverers
- It will reach target participants
- It will satisfy standards set by industry and both packages and deliverers will be quality assured
- The real cost of delivery will be transparent
- The client will elect who delivers to them
- Group and State Coordinators will encourage a team approach to delivery, within a competitive environment

The development component of the project also considered the following:

Identifying the delivery mechanisms for the package

Delivery of the finished product to producers

Adaptation for distance education

Development and operation of the continuing education component

Alignment of the packages learning outcomes with ANTA competencies

Product accreditation within the Vocational Education Training Sector

Development of quality assurance measures and procedures.

EDGENetwork

EDGENetwork has developed development frameworks, templates, expected learning outcomes, piloting procedures, train the trainer processes and quality assurance procedures for training conducted within the EDGENetwork program.

The nutrition and grazing land management education package will be consistent with these guidelines and will be suitable for inclusion in the EDGENetwork program.

Implementation

Delivery of the material is done using four different methods:

- Field work
- Lecture style presentation using powerpoint or overhead projections to illustrate points
- Role play and interactive activities
- Case studies.

Participants are invited to present their views through answers to questions, solicited and spontaneous statements.

11. IMPACTS TO DATE (AND EVALUATION APPROACHES USED):

To date evaluations have been carried out at the pilot stages. Impact of the education packages on graziers has not been done, due to the time lag between interest in information, making a decision and adopting changes. End of workshop

evaluations have been done and follow up will be conducted 6, 12 and 24 months after completion of workshop via surveys and questionnaires (written and telephonically).

12. EFFECTIVENESS:

The rate of adoption and business changes, based on workshop content, will be monitored 6, 12 and 24 months to track effectiveness. There will also be regular contact with deliverers as to feedback for enhancements to content and delivery.

13. PROJECT DOCUMENTATION AVAILABLE:

Jeffrey, Michael and McIntosh 2000, *Northern Nutritional Update Workshop Technical Manual*, Queensland Department of Primary Industries.

Queensland Department of Primary Industries and Department of Business Industry and Regional Development 2002, *Grazing Land Management Education package Technical Manual*, Meat and Livestock Australia.

Paton, C. 2002, *Grazing Land Management Education Package Workbook*, Queensland Department of Primary Industries.

McIntosh, Felicity 2000, *Northern Nutritional Workshop Manual*, Queensland Department of Primary Industries.

14. ISSUES:

What are the issues with regard to:

Learning – meeting the needs of all participants and also seeking to offer a variable method of delivery to be more inclusive of all producers

Attendance – due to the tyranny of distance there is some difficulty in isolated areas in getting together groups of an economic size, which has an effect on costs

Intellectual property – these have been covered in contractual arrangements between, MLA, the developers and the delivery team

Impact – given the nature of these 2 topics there is a longer time lag between making the decision to change, adoption and traceability of impacts. The key is to remain inclusive of all participants to keep them interested and involved in tracking on-farm changes.

15. COMMENTS/CONCLUSIONS:

These workshop are aimed at livestock producers who are motivated about learning. There is an expectation that producers will learn from each other, that they are comfortable about sharing information and they find the workshop style learning environment invigorating.

16. REVIEW METHODS:

During the pilot phase, the workshops were evaluated using questionnaires, participant observation and critique from a representation of the target audience. The workshops were delivered to a small group of prominent graziers from one area

who were asked to critique the delivery and content. They were also asked to complete a questionnaire for each of the sessions of workshop. There was also a questionnaire for the deliverers. Participant observers from the Rural Extension Centre, University of Queensland and Roberts Research and Evaluation Pty Ltd looked at the delivery style to see if fitted in with the expected adult and action learning approaches.