

**South Australian
citrus industry
leadership program,
2004**

Andrew Green
Citrus Board of South
Australia

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SOUTH AUSTRALIAN CITRUS INDUSTRY

LEAD ON CITRUS Training Program

EVALUATION REPORT

2004



**Prepared by:
Cheryl Phillips, Training Manager, Leading Industries**

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ACKNOWLEDGMENTS

The success of the Citrus Board of South Australia's second **Lead On Citrus** Leadership Training Program was the result of responding to an industry need. Support for the program ensured that the graduates are now more knowledgeable about their industry and equipped with the necessary skills to make a more effective contribution.

Therefore, I gratefully acknowledge:

Citrus Board of South Australia for their preparedness to invest in building the future leadership capacity of the Citrus Industry by forming a partnership with Leading Industries to make this program available to industry stakeholders, and in particular the Chairman, Mr Bernie Lange, Board Member Carol Walker and the Executive Officer, Mr Andrew Green.

Horticulture Australia Ltd., for their commitment to building the leadership capacity of the industry by providing support funding for this Leadership Program.

Berri Ltd. for their sponsorship and commitment to the future generation of industry leadership.

Farmbis South Australia for providing funding to subsidise the participants.

The **participants** for their commitment to the program, their preparedness to take risks and their willingness to learn. They demonstrated the benefits to industry of investing in the next generation of leaders.

The **mentors** who gave of their time, expertise, knowledge and contacts in order for the participants to maximise their learnings and achieve the desired outcomes from their industry projects.

Industry, business and political leaders for participating in the business dinners and industry panel sessions, in addition to supporting participants at the presentation of their project outcomes.

Cheryl Phillips
Training Manager
Leading Industries

1. EXECUTIVE SUMMARY

The 2004 **Lead On Citrus** Leadership Training Program successfully built on the inaugural program in 2003 by further enhancing the leadership capacity of the South Australian Citrus Industry. The South Australian Citrus Board was again pro-active in initiating this program to strategically invest in young people throughout the industry.

Horticulture Australia Ltd. and Farmbis SA became partners in this initiative. .

The program was conducted between August and December 2004 with eleven participants from South Australia and Victoria representing a range of sectors including; production, packing, processing, representative industry organisations, marketing and extension. The first session was conducted in the Riverland and the final session in Adelaide.

The intensive four month training program included two skill development sessions, industry dinners and panel sessions, together with participants undertaking an industry project with the support of a mentor. More specifically, the program facilitated the participants to increase their confidence, expand their networks, increase their industry knowledge and develop their skills to become more effective at a personal, enterprise and industry level.

The program is based on a premise that everyone has a contribution to make – it is about industry leadership rather than individual leadership.

Ten participants graduated from the **Lead On Citrus** program in December 2004. Graduates were presented with certificates from the The Hon. Neil Andrew, retired speaker of the House of Representatives and Carol Walker, Board Member of the Citrus Board of South Australia at the conclusion of their project presentations.

These graduates will now contribute to building an industry which is characterised by its professionalism, sustainability and progressive approach.

Outcomes:

- 1) Graduates with increased skills, knowledge, confidence and networks to enable them to participate more effectively in their industry.
- 2) Graduates who have planned, designed and implemented an industry project.
- 3) Profiling the industry and its leadership potential to 50 industry, business and political leaders who participated in various aspects of the program.
- 4) The creation of a mentoring program which is contributing to a learning culture.

1.1 RECOMMENDATIONS:

- 1) Offer the **Lead On Citrus** Leadership Training Program on an annual basis in order to build the leadership capacity of the industry.
- 2) Continue to structure the program around skill development; the building of confidence and industry knowledge; project planning and implementation; and mentoring.
- 3) Cap the number of participants at 15 to ensure each participant can be resourced and the group dynamics reflect that of industry committees.
- 4) Introduce a program fee for participants to increase their ownership of the program.
- 5) Position graduates to articulate into National programs.
- 6) Strategically consider graduates for involvement in industry organizations and project committees.
- 7) Include an informal session during the project implementation phase to ensure participants are encouraged, focused and resourced with the necessary support and information.
- 8) Encourage industry members to provide support to participants during and after the program.
- 9) Conduct the first session in the Riverland and the final in Adelaide to maximise exposure to industry, political and business leaders.
- 10) Provide opportunities for participants to attend industry forums as observers both during and after the program.
- 11) Strengthen the mentoring and participant team components to maximise support and learning.
- 12) Create opportunities for participants to visit each other's sector in order to increase their knowledge of the industry supply chain.

2. LEADERSHIP AS DEFINED BY THE PARTICIPANTS

“Leadership is the ability to unite ideas to achieve a common cause and maintain integrity to the initial purpose”.

Narelle Borgmeyer, Horticulture Manager, Fruit Doctors, Loxton

“Be an honest contributor. Give plenty of encouragement. Be an effective contributor. Work as a team to complete the common goal. Listen to the points of view of others. Don’t be afraid to take risks and show initiative”

Peter Mecurio, Bache Bros, Adelaide Produce Markets

“Be strong and assertive and also understanding of others. Be positive in what you do while being honest and treat everyone as equals.”

Craig Wooldridge, Horticulture Manager, Solora South, Loxton

“Be communicative, listen and encourage others.”

Linda Hausler, Grower Representative, Citrus Board of South Australia, Morgan

“Be true to myself.”

Sheridan Alm, Grower, Loxton

“A committed, optimistic, risk taker that commands attention, has initiative; trusts, encourages, listens and cares for team members and through communication allows co-operation to grow.”

Peter Morrish, Development Officer, Murray Valley Citrus Board, Victoria

“To lead by example, look at the big picture, encourage team work and bonding and when the going gets tough must remain positive and motivated.”

Andrew Christophides, State Sales Manager, Chiquita Trading, Adelaide

3. BACKGROUND

The South Australian Citrus Industry is operating in an environment of unprecedented change. There is a plethora of associations, committees and consultative forums which industry must understand and be involved in.

Issues such as succession planning and leadership training have been identified as priorities if the Citrus Industry is to operate effectively in this complex environment of continuing change. This finding is reinforced by Horticulture Australia Ltd., which has identified leadership and human capital development as a priority area for funding and development.

In April 2003, Leading Industries commenced work with the Citrus Board of South Australia on a project to develop and deliver a leadership development program for the South Australian citrus industry. A training needs analysis was undertaken, involving discussions with both young members of industry and existing industry leaders.

Results of the training needs analysis indicated that many young members of the industry held a more optimistic view of the industry than senior leaders and did see opportunities but that they were looking for support and skills to take advantage of these. In fact many of the young people consulted had made conscious decisions to work within the industry because they believed in its future and the potential opportunities that exist.

The majority of people consulted identified that opportunities for their involvement in industry leadership were currently limited, with most associations, committees and boards taking membership from a very limited number of core industry representatives.

The qualities that were deemed most important in effective industry leaders were:

- Understanding how the system works,
- Building industry support,
- Developing relationships.

The skills which are required to complement these qualities and which should form the basis for a leadership development program, are the ability to effectively:

- Communicate,
- Build and sustain a team,
- Listen, and
- Set personal and professional goals.

In order to meet these challenges, the Citrus Board of South Australia make a commitment to form a partnership with Leading Industries in order to provide a leadership training program to enhance the skills, knowledge, networks and confidence for potential leaders and representatives of industry.

Hence, the Leading Industries *Lead On Citrus* program was designed to reflect the competencies and skills identified as current gaps in the industry and offered them in an experiential learning environment suited to members of this industry. Furthermore, the program was linked to the Horticulture Industry Training Package and the specific elements of competency in the area of leadership in a business management context to enable graduates to be assessed and gain credit toward a formal qualification.

4. PROGRAM:

4.1 Mission

Build the leadership capacity within the Citrus Industry in order to create a professional, sustainable and profitable industry.

4.2 Aim

Provide experiential learning which will enable stakeholders within the Citrus Industry to reach their potential and become empowered to impact positively on the industry's future.

4.3 Objectives

- Create a learning environment which enables the extensive practical knowledge of young citrus stakeholders to be complemented with the skills, confidence, knowledge and contacts needed to impact positively on industry decision making.
- Increase the participation of stakeholders across all sectors of the citrus industry in the decision making processes.
- Provide opportunities for citrus industry stakeholders to develop their skills, in order that they can become a role model in their chosen area of involvement within the industry.

4.4 Strategies

- Implement a training program for young people involved in all parts of the citrus supply chain which combines skill development, networking and knowledge of the decision making processes within the industry.
- Create a 'pathway' for young industry stakeholders to ensure their learning continues, together with their active involvement in the industry.
- Gain the support and involvement of industry leaders as presenters and mentors to the participants of this program.

4.5 Lead On Citrus: Program Overview

Time	Day 1	Day 2		Day 3 Follow-up (4 months after the first session)
8.30 - 9am		Debrief on Day 1		
9am –9.15	Learning Context: Build awareness of your personal learning needs and the process of continuous improvement.	Industry Panel: Gain insight into the structure, issues and opportunities for involvement.	9am	Reconnecting: provide an update on the professional practice you have worked on.
9.15-10.30	Introductions / Public speaking: Commence the process of getting to know other participants by practicing the art of conveying your message with impact.		9.30	Leadership: everyone has a contribution to make. Identify personal leadership characteristics, styles and definitions.
Morning Tea			10.30	
10.45 - 12.30	Personality styles: understand your style, build on under-developed areas and become aware of the impact it has on others.	Planning: Design a project and present a proposal to the group.	10.45	Effective meetings: structuring and contributing to meetings to benefit your enterprise and your industry.
Lunch			12.30	Preparing for project presentations
1.30 – 3pm	Skills Audit: identify your strengths and the areas you need to work on.	Communication: a tool to improve your effectiveness at a personal, business and industry level.	3pm	Presentation of project learnings and outcomes.
Afternoon Tea			4pm	Graduation
3.15 – 4.15	Mentoring: forming a learning partnership.	* Evaluation	4.30	Celebration
4.15 – 5pm	Dinner Briefing/ Networking/ Professionalism		5pm	* Next steps. * Evaluation
7pm	Dinner with industry guests			

5. PRE-PROGRAM

All known industry organisations were informed of the Lead On Citrus program and encouraged to nominate or inform potential participants of the opportunity.

Industry leaders were approached to participate in the program by presenting at an industry panel, attending the industry dinner and being available to participants as members, members of their project team or for general discussion.

Sponsors were also sought at this time and the program was also registered with Farmbis for funding.

Recommendation:

- 1. Promote the program at least three months prior to its commencement to ensure participants have the necessary time to organise time away from their enterprise.**
- 2. Inform industry organisations of the program and seek their support of the program, in terms of funding, participation and support for participants.**
- 3. Register the program with Farmbis.**

5.1 Selection Process

The selection process was aimed at selecting young people already involved in the industry and with the potential to contribute to leadership of the industry into the future. The participants who applied were diverse in terms of their level of self awareness, background and industry experience.

Selection Criteria

- Participants need to reflect the diversity of industry in terms of age, experience and sector.
- Participants need to demonstrate their commitment to contributing to the industry.
- Participant's abilities are to be matched to the requirements of the program.

The aim was to select up to 15 participants reflecting the diversity within the industry.

The program was advertised through the Citrus Board's newsletter, industry networks and enterprises representing all sectors of industry. All applicants were required to complete an application form.

The 11 participants selected represented a wide cross section of citrus sectors within South Australia and the Murray Valley Citrus Board sponsored their development officer to attend as part of the preparation for conducting a **Lead On Citrus** Program in Victoria in 2005. They reflected the diversity within the industry and had the potential to make a long term contribution to the industry.

This program has an emphasis on personal development and support, therefore it is believed that the number of participants should be capped at 15.

Recommendations:

- 3. Follow the selection process specifications for future training programs.**
- 4. Cap the number of participants at 15.**

5.2 Logistical Arrangements

The logistical arrangements were designed to create a positive learning environment from the time of acceptance into the program. Hence, a briefing package was provided to participants prior to their attendance at the first session to ensure they were clear about the expectations and responsibilities.

The Barmera venue and accommodation provided a professional environment in which to operate. The final session was conducted in Adelaide to provide access to additional industry and political leaders and again the facilities created a professional atmosphere.

The travel arrangements were left to the participants and this enabled maximum flexibility and car pooling.

Recommendations:

- 5. Provide a briefing package to participants approximately three weeks before the program commences.**
- 6. Actively involve industry organisations by encouraging them to provide identify guest speakers, dinner guests and mentors.**
- 7. Ensure venues are accessible to both participants and guests.**
- 8. Brief the venue provider to ensure the following:**
 - **Large conference room with space to work in both the large group and smaller groups or to have break out rooms.**
 - **Conference room with windows to provide natural light.**
 - **Continuous tea and coffee facilities , in addition to water on the tables and morning and afternoon tea.**
 - **A board room style set-up with one end free to ensure access to audio visual equipment.**
 - **Equipment including: overhead projector, screen, flip chart, textas, television, video player and whiteboard.**
 - **Communal areas for participants to meet informally with each other and industry guests.**

6. PROGRAM

The **Lead On** Citrus Program was developed around a philosophy of “industry leadership” rather than “individual leadership”. This philosophy is underpinned by a belief that industry requires leadership rather than leaders and that this can best be brought about by involving members of the industry in the leadership process by providing them with skills, confidence, contacts and knowledge to be an effective member of their industry.

6.1 Structure:

The program uses adult learning principles to ensure participants identify and progress their own learning needs through experiential learning. The program took into account the diversity of participants in terms of their varying levels of education, experience and time in the industry. Facilitators challenged participants to work on their skill levels and encouraged a supportive environment in which participants could take risks.

The four month program included a two day residential session and a one day follow-up session which took into account the seasonal and employment demands of the industry.

On-going work is required to ensure employers understand the value of such programs to the industry and support employees to participate in order to create a culture of continuous improvement and professionalism.

Four months provides a realistic timeframe for participants to complete their industry project and refine their skills in their work environment, before continuing this process within an industry context.

Support during the program is provided by the facilitators, mentors and industry leaders involved in the program.

Recommendations;

- 9. Conduct the program over four months and include two skill development sessions; the design and implementation of an industry project, a session focused on progressing projects, and a mentoring program.**
- 10. Underpin the program with adult learning principles.**
- 11. Resource the participants with facilitators and mentors throughout the duration of the program.**

6.2 Program Content:

The *Lead On Citrus* Program had three key components, these being:

- Skill Development.
- Information provision.
- Expansion of networks.

6.2.1 Skill Development

This section of the program aimed to offer opportunities for the participants to develop the necessary skills for effective participation in industry. These included:

- Effective presentation and communication skills,
- Self Awareness,
- Project Planning and Management.
- Networking

In all cases the sessions were designed to provide opportunities for participants to learn through involvement in real situations. Therefore:

Presentation and communication was linked to participants presenting themselves in a way that would facilitate networking; communicating a message; and through the involvement with guest speakers undertake the roles of introducing the speaker, facilitating the question and answer session or thanking the speaker on behalf of the group. Guests and presenters also provided a range of styles and levels of effectiveness from which to learn.

Self Awareness was associated with participants firstly understanding their individual personality style and then developing an awareness of the impact they have on others and how their style can contribute to a group situation. Participants were also assisted to identify areas they could invest in for the future. Other sessions which aimed to increase self awareness were the preparation of a skills audit, taking a professional approach and the debriefing sessions.

Project planning and management related to the industry project and provided a practical opportunity for participants to develop skills and make a contribution to the industry.

Networking skills were provided and participants were then provided with opportunities to develop these skills at business dinners, while undertaking their project, when forming a mentoring relationship and when industry guests made presentations.

Learning Context:

It has become important to provide a context for the program and emphasise that the aim is for each participant to identify their learning needs and strive for continuous improvement. Hence, we explore values, adult learning principles and the learning zones.

The participants identified the following learnings from the session:

- We remember 90% of what we say and do x 2
- Need to move out of the comfort zone to gain experience and learn x 2
- How the group will operate
- Gained consensus on how group will operate
- Need to operate in our *learning zone* x 3
- I have capacity and the want to learn but need to be more flexible in how I hear and use information
- Learn to listen to others' point of view about the industry

6.2.1.1 PRESENTATION AND COMMUNICATION:**Public Speaking**

Public speaking is required by all industry stakeholders if they are to effectively articulate their point of view in a variety of situations. This session aimed to encourage participants to benchmark against themselves while refining their current skill level.

The diversity of participants was clearly evident during this session, with some being reasonably confident public speakers and others having had little or no experience resulting in high levels of anxiety.

The key learnings identified by participants included:

- Better to stand - people are willing to pay more attention this way
- If no planning or practice is used – speaking lacks impact
- Centre yourself in a room and speak clearly
- How to be a better public speaker through watching others
- Have a catchy introduction and a memorable conclusion
- I have a long way to go but made some small improvement
- Be clear, confident and make eye contact
- Slow down
- Confidence in public speaking
- Statistics show that you have more impact if you stand to present
- Preparation is essential
- Eye contact and a strong voice are important

Recommendations

- 12. Continue to program the public speaking session on the first day so the learnings can be integrated into the remainder of the program.**
- 13. Provide opportunities for participants to practice these skills throughout the program in the form of – chairing dinners, introducing guests, profiling the industry, facilitating question and answer sessions, thanking guests and chairing meetings.**

Professionalism:

The session on professionalism aimed to raise awareness of the characteristics and behaviour of a professional, together with providing practical skills and opportunities to operate effectively in a professional environment. The focus was on what you say, how you appear and what you do.

The key learnings identified by participants were:

- How to project myself in a professional manner
- Professionalism is important in the management of invited guests at a business meeting
- Professional networking
- Communication
- Be confident enough to ask
- Say what you need to say.

Communication:

Communication is an essential tool in building relationships and articulating a position. This session focused on specific skills to resource participants in their future roles in industry activities.

Key learnings identified by the participants included:

- The importance of listening
- Ask open style questions to keep conversation flowing
- People pay more attention if the message is relevant to their own ideas and points of view
- This is a problem area for me and I believe the skills gained will be of great benefit
- Develop an opener you can use to get desired information from the person with whom you are communicating
- I do not say everything that is in my head and hence give an incomplete story which is difficult to understand – need more planning
- The art of verbal communication depends a lot on ones ability to listen
- How to do it, connect with people and start talking
- Styles and impact of effective communication
- How to speak to growers/packers

Meeting Procedure:

Productive meetings which have a clear direction and progress issues require a high level of skill. Participants in this session gained insights into how to plan, structure, chair and contribute to meetings. Conducting effective meetings is a challenge and a skill which needs to be developed by all industry stakeholders.

The key learnings identified by participants were:

- Be positive
- Plan ahead
- Have an agenda

- Listen to everyone
- The group needs to be united, focused and have a set agenda
- Invest in the task, group maintenance and future development through unity, focus and mobilisation of the group
- The importance of including everyone at a meeting
- Make meetings short and to the point.

6.2.1.2 SELF AWARENESS:

Personality Types:

It is important to have a balance of all personality styles in work teams and committees to achieve the best outcomes. However, it does mean you need to be committed to working with diversity. This session assisted participants to identify their style and become aware of working with other styles, together with the challenges and benefits.

Key learnings identified by participants included:

- I am a *now* person - need to develop *competence* and *duty* styles x 2
- Need to involve people from all styles to create a more rounded project team
- I am an *introvert* and a *duty* style
- *Introvert* – this sums me up in one word
- I am a *duty* person, need to focus on another style to improve ie. Try some *now* characteristics
- I initially came up as *duty/extrovert* but had very close scores to *now/people/introvert*. I think I switch in different situations. The first where I am comfortable and the second when I am not
- I have a *duty* personality but am aware of other styles
- I am a *competent introvert*, how can I use this to my advantage?
- Reinforces style with previous evaluations
- There are four different personality styles: *duty, now, person, competence*

Skills Audit:

Participants undertook a skills audit in order to identify the skills they are competent in and the ones that require further development. This enables them to be intentional about working on their weaknesses. A group audit is provided to participants so that they can negotiate with each other to learn new skills. As part of this session participants work in teams to achieve a task which highlights their skills.

Key Learnings identified included:

- How to identify skills I need and currently lack
- Team work in planning and achieving a goal by using skills within the group
- Highlighted areas requiring development
- Need to develop skills that are not frequently used like public speaking
- When making a statement be clear and precise so the group understands
- A lot about myself and the areas I can improve upon
- I can improve on all areas, but mainly need to become better at all parts of communication
- I am aware of my skills that are lacking and this emphasised them
- I need to develop my public speaking skill

Debriefing Sessions

The debriefing sessions conducted at the beginning of each day are an important component of the program, as they provide an opportunity for; reflections on the performance of guests and participants, questions to be raised; learnings to be integrated and planning to occur for the following sessions.

The key learnings were identified as (session 1):

- Good to see where the changes could have been made
- Planning makes events run smoothly rather than leaving it to chance
- Don't presume people know who you are
- The skills learnt and put in place from other participants
- Helped reflect on doing several things better - better planning of who to network with
- Thought more about focusing the process/outcome of my project
- Talk about everything that happened
- Changing seats is a good way to network
- Be prepared to debrief
- How everything worked well by being in a team
- Importance of preparation and teamwork
- Remembering what we went over yesterday

The key learnings identified at the second session focused on an area of professional practice each participant worked on and all due to the intentional approach taken by participants all acknowledged improvement in the specific area on which they worked:

- Public speaking
- Take time to sit back and reflect on whether you are achieving your goals
- Listening
- Business writing
- Expanded citrus network
- Ensure pickers are aware of whole farm process – not just picking

Leadership:

Leadership introduces the concept of everyone having a contribution to make in order to enhance team/industry outcomes. The characteristics of leadership were identified by the group and each participant created their own definition of leadership (See page 6).

The key learnings identified by participants included:

- How to organise a project to benefit industry
- There are many different kinds of leaders x 3
- A leader needs to be versatile and able to change style for the benefit of the team
- Be direct, committed and be able to listen
- Must be motivated
- Lead by example

- Making people feel like they are working as a team

Characteristics of Leadership identified by the participants were:

- Communication
- Wisdom
- Trust
- Passion
- Risk taking
- Co-operation
- View things from another perspective
- Optimistic
- Courage to stand up for what you believe in
- Listen
- Joining together
- Encourage others
- Committed
- Silently direct
- Spirited
- Inner directed
- Command attention
- Initiative
- Courage
- Growing together
- Love
- Care
- Ability to always find a way through
- Helping each other out
- Balanced life
- Willingness to change
- Lead by example
- Many paths to take and you can change along the way
- Planning

6.2.1.3 PROJECT PLANNING AND IMPLEMENTATION

The identification, design, implementation and presentation of a project are integral and important parts of this training program. The project brief requires participants to work on an industry project during the four months of the training program, with the support of industry stakeholders, a mentor, other participants and facilitators. The project is expected to contribute to the future development of the industry.

The project provides participants with a practical opportunity to enhance their skills, confidence, knowledge and networks.

First Name	Company	Sector	Project
Narelle Borgmeyer	Fruit Doctors	Extension	Reduce the citrus industry's reliance on residual chemicals. Assisting in the improvement of biological activity and orchard health.
Linda Hausler	Citrus Board of SA	Industry Development	Develop a maturity indexing system to result in higher returns for growers.
Peter Mecurio	Bache Brothers	Marketer	Develop and market a snack pack for children.
Peter Morrish	Murray Valley Citrus Board	Industry Development	Increase the accuracy in crop forecasting and factual standards for budgeting, showing earlier yield returns than current anecdotal information, in order to prove the citrus industry more attractive to investors.
Andrew Christophides	Chiquita Trading	Marketing	Maximise market share blood oranges and increase grower returns.
Grant King	Kangara Orchards	Grower	Ensure the crop is harvested at the time that will result in optimum returns to growers - picker shortages will be addressed.
Sheridan Alm	Family Business	Grower	Develop a succession planning model for family enterprises.
Marcus Scott	Yandilla Park Ltd.	Grower/Packer	Estimate returns for early, mid and late season navel varieties for Riverland based growers.
Tony Owen	Berri Ltd.	Processor	Increase awareness amongst 250 staff of both current and future industry directions to promote broader industry.
Craig Wooldridge	Solora South Pty. Ltd.	Grower	Educate pickers of the process of which they are one part to make them feel a more valuable part of the enterprise and broader industry.
Ryan Arnold	Pyap Produce Pty. Ltd.	Grower	Develop a package to inform growers of their obligations when employing staff.

Project Planning:**The key learnings included:**

- Research, goals, objectives (measurable)
- If you fail to plan you plan to fail
- Define objectives
- Be specific and set time frames
- Still need a bit of help in this area
- Pick something that relates to your job
- More time and help will pull it together
- Have an aim, objectives, strategic plans
- Not as easy as first thought
- Identify and explain fear factor
- Different things that can be changed to improve the outcome

Project Design & Presentation of Proposal:**The key learnings included:**

- Know your topic
- Need to simplify strategies and no rambling
- Set obtainable objects
- Have not fully understood the expectations
- Need aim, objectives, strategies
- Got the feeling my project was worthwhile. Once again did not say everything I needed to, left out key points and rambled about insignificant ones
- Be prepared
- Need to define objectives, as against strategies
- Having confidence in an idea made the presentation flow
- Importance of planning
- Getting more comfortable with public speaking

Project Implementation:**The key learnings included:**

- The possibility of making my project available to other citrus packers
- Rely on others and accept assistance
- More research and funding needed to progress my project further
- Scoping the project, planning and time management are the key
- Small contributions from others are appreciated
- Make sure you are targeting the right customer base

Presentation of Outcomes:**Key learnings included:**

- Make sure you have all the facts
- Simple take home message most important
- Relax and acknowledge the audience
- Be concise with what you are trying to say
- Prepare and practice
- Be prepared – it is nerve racking and enjoyable in one

Recommendations:

- 14. Ensure the project remains an integral part of the program.**
- 15. Facilitate the provision of support from a wide range of stakeholders.**
- 16. Promote project outcomes throughout the industry.**

See attachments for participants' project presentations.

6.2.2 INFORMATION PROVISION

The aim of the information provision segments is to assist participants to understand how the industry operates and understand their issues in a broader context. Many young people have limited access to the thinking, issues and leaders of the industry at a state level and hence, continue to operate within a limited sphere.

Much of the information provided by speakers was valuable, although the styles of some presenters detracted from the content. This in fact provided more opportunities to learn from presentation styles during the debriefing sessions.

6.2.2.1 Industry Panel:

This session aimed to provide participants with a range of perspectives and provide an overview of the structure, issues and opportunities for involvement.

Panel Members:

Judy Ingerson, Grower and Women in Horticulture Member.

Judy spoke about the process of lobbying.

Samantha Rogers. Plant Supervisor, Quality Control Manager, Riverfresh and former participant.

Sam presented her industry project and the process of industry adopting the initiative.

Ted Angove, Tangelo Grower, Industry Leader and former member of the Citrus Board of SA.

Ted provided an overview of the industry and described the 'Tangelo story'.

Ben Haslett, Haslett Holdings, member of the Citrus Board of SA implementation committee and former participant

Ben spoke about being prepared to take a role on a formal industry committee.

Learnings from this session included:

- Take a chance and give chairing a panel session a go
- Different presentation styles ie standing behind lectern vs standing out in front – out front feels more accessible
- Don't be afraid
- You need to make things happen - get out off your butt and do it
- Be enthusiastic, positive, proactive – share
- Practiced my question asking/networking/LISTENING
- One person can make a difference
- Heightened my public profile
- Make time to become involved
- How to tap energy into a useful tool
- Opportunity – don't criticize if you're not prepared to get involved
- The youth need to stand up and play a part

Recommendations:

17. Continue to brief speakers prior to the session, reinforcing the time allocations and support the chair in effectively managing the session to ensure the participant's needs are met.

18. Allocate time for debriefing after the session with speakers.

19. Provide an organisational structure of the industry.

6.2.3 NETWORKING

A range of networking opportunities were provided to participants throughout the training program. It is clear that the skill of networking needs to be refined to ensure participants are intentional in both who they invest in and what information they access. These opportunities included business dinners with industry stakeholders; industry panel sessions, working with a mentor to implement the project and presenting the final outcomes of the projects.

5.2.3.1 Dinner Briefing and Intentional Networking

The key learnings from this session included:

- Planning is essential x 3
- Plan for all eventualities
- Keep conversations going, plan before the event
- Organisation is an important ingredient to a successful dinner
- It is great to see what can be achieved when everyone works as a team
- Building relationships with industry people,
- How to offer drinks to guests and correct conversation etiquette
- Networking in a social/business situation.
- In relation to introducing the Mayor, I needed to listen better to instructions and plan more
- Organisation & planning
- People are interested in what I am doing and keen to talk
- Opportunity to improve skills requiring development
- Working with people from other sectors of the industry

5.2.3.2 Industry Dinners:

Young people rarely attend industry dinners in their own right, hence the aim of these dinners was to ensure an exchange of views between leaders and potential leaders.

Industry dinners have proved to be one of the most effective learning tools in the program.

The key learnings of participants in relation to networking included:

- Older experienced people genuinely want to assist and pass on knowledge
- Industry leaders/board members want more people to join and be involved
- Networked with people I normally wouldn't approach, for example the Mayor of Berri/Barmera Council – Margaret Evans
- Excellent opportunity to put the skills learnt into practice – I got past the nervousness and found out they are just normal people as well
- Intentional networking and being planned in our approach was essential
- Plan more in a focused situation
- People are willing to help, offer personal information as this encourages them to share
- Plan, know who you want to speak to and why
- With planning I have the ability to keep a conversation flowing
- People are interested in what I am doing, keen to talk

Recommendations:

20. Continue to conduct industry dinners as a key learning component of the program.
21. Provide participants with the opportunity to plan the dinners and undertake the key roles to ensure they refine both their public presentation skills and their intentional networking skills.



Some of *the Lead On Citrus* participants with Karlene Maywald MP, Minister for River Murray and Member for Chaffey

Back: Peter Morrish, Murray Valley Citrus Board, Peter Mecurio, Bache Bros., Andrew Christophides, Chiquita Trading, Marcus Scott, Yandilla Park,
Front: Sheridan Alm, Grower, Narelle Borgmeyer, Fruit Doctors, Karlene Maywald MP, Minister for River Murray and Craig Wooldridge, Solara South



Narelle Borgmeyer and Andrew Christophides at the Graduation Ceremony with Peter Walker grower and board member of Horticulture Australia Ltd.

6.2.4 LEARNING PARTNERSHIPS / MENTORING

Mentoring provides a further opportunity for participants to expand their thinking and gain support. Participants are encouraged to seek a mentor from outside of their existing circle of contacts.

Participants were provided with resource material and were required to identify and negotiate with a mentor immediately after the first session. The aim was for each participant to gain the support and guidance from a respected leader while undertaking training and implementing an industry project. It was also hoped that the mentor would 'open doors' for the participants and enable them to attend events and meetings not otherwise available to them.

Key learnings identified from the learning partnership/mentoring theory session:

- The potential to benefit both parties
- Pick someone who can help you with the underdeveloped areas of your personality style
- If people say no, most times it's because they don't have time
- It's great to bounce ideas off other people to obtain a common goal
- Get someone with a different personality style to yourself
- There are many people I feel who could help me inside and outside of the industry, currently known and unknown to me
- Identify what you need from them
- Be prepared to listen and work with your mentor
- Mentors do not need to be work related
- Changed who I was thinking about as a mentor as a result of the session - now will use a person to bring out the personality in me!
- Relationship with mentor – importance of regular meetings
- Make sure you choose the right person
- Ensure the mentor has the time. But more importantly is enthusiastic about working with you,
- Mentoring is designed to help you.

During the evaluation process participants identified the outcomes of their mentoring relationships:

- Direction
- Having another opinion outside of the citrus industry
- Choose a more appropriate mentor in future
- Don't be afraid to contact someone to ask them to be your mentor as they are more than willing to help
- Further network development
- Alternative research reports to source information
- Became aware of qualities which I can use and learn from
- Get outside of my comfort zone
- It is good to have a partner to bounce ideas off and push you to do more.

Skills developed through this process:

- Communication x 2
- Listening x 5
- Public speaking
- Doing presentations
- Effective questioning
- Business skills
- People skills
- Time management
- Report writing

Benefits of the mentoring relationship:

- Dedication.
- I do not think I would have gone through with the course if it had not have been for my mentor
- A younger person's insight
- Having someone to talk ideas through with
- Expanded my network
- Time management and keeping to a schedule

Participants identified what they would do differently next time they enter into a mentoring relationship:

- More regular face to face meetings x2
- Have the confidence to choose someone I didn't already know.
- More contact x 2.
- Choose someone who is committed and prepared to make time and invest in me.
- Nothing we were a good team.

Final comments:

- I was not confident at first but once I made the initial contact it was much easier.
- Lack of confidence to initiate contact.
- Concerned mentor was already busy and I was asking for more time.

Recommendations:

22. Position the learning partnership / mentoring session after the project planning session in the program.
23. Provide briefing material to participants to assist in the selection of a mentor and the management of the relationship.
24. Provide a briefing package to mentors on the role of a mentor, specific expectations during the program, the objectives of the program, an outline of the program and the expectations for the participant's project presentations.
25. Encourage mentors to assist participants with bringing their project together and preparing their presentation. Also encourage mentors to attend the presentations and graduation.
26. Encourage mentors to involve participants in meetings and events which they would not otherwise have access to.

7. POST COURSE

7.1 Evaluation

The evaluation was formulated by participants completing a questionnaire at the conclusion of each session of the training program. The principal facilitator also had contact with all participants between sessions to discuss their projects and their relationship with their mentor. Finally at the conclusion of the program the facilitator provided personal feedback to each participant and requested feedback from them.

Every opportunity was also taken to gain feedback from industry leaders and mentors participating in the program.

The facilitators and project team have undertaken an analysis of the program design and opportunities for improvement which are reflected in this report.

At the conclusion of the program 60% of participants rated the course as excellent, 30% rated the program as very good and 10% rated the program as good.

Key learnings for participants were:

- Communication x 2
- Time management x 2
- Listening x 3
- Public speaking x 4
- Power point
- Awareness of my own and other people's qualities
- Great feeling to do things for others
- Networking can help a lot more than we think x 3
- Be professional at all times
- Personality styles
- Team work / making meetings effective
- How to learn
- Move outside the comfort zone x 2
- Seek people with different personality styles to create a project team
- Improve self, don't wait until forced into a situation
- How to use my personality style
- Take the initiative to meet people and develop my skills
- There are resources out there to be used.

The professional practice participants will continue to develop:

- Communication and listening x 2
 - Family meetings and more communication
 - How to get the most out of a meeting
 - Networking with citrus industry people
 - Business writing
 - My people skills and keeping conversations moving
-

- Approach all tasks in a professional manner and instil a sense of professionalism into the rest of our team.

Participants identified what they had learnt about the industry:

- There are young leaders in the community – they just need some encouragement.
- Researchers don't like sharing information.
- There is a lot of improvement happening in every area.
- Very positive, innovative people to from.
- What is involved in different sectors
- Its diversity and flexibility.
- Want more people generally involved in the committees and boards.
- Older leaders are willing to change.
- There are a lot of people (young and old) with same feeling about Citrus Industry as mine.
- There are many aspects still to learn about.

Final Comments from participants:

“Sometimes it is very satisfying to step outside the square.”

Marcus Scott, Yandilla Park Ltd.

“The industry is full of very positive, innovative people to learn from.”

Sheridan Alm, Grower, Loxton.

“There are many potential young leaders in the industry/community – they just need some encouragement”.

Peter Morrish, Development Officer, Murray Valley Citrus Board.

“I enjoyed the course and would encourage other young people to participate.”

Linda Hausler, Grower Representative, Citrus Board of SA.

“The industry needs to continue with the Lead On Citrus Programs and I would be happy to assist and contribute.”

Andrew Christophides, State Sales Manager, Chiquita Trading.

“More young people need to be involved in the industry.”

Peter Mecurio, Bache Bros. Adelaide Produce Market.

Recommendations:

- 25. Map the progress of graduates and prepare a data base to encourage industry organisations to co-opt graduates onto project teams or committees.**
- 26. Collate a list of opportunities for young people to be involved in industry projects and organisations and add this to the work book.**
- 27. Organise a forum for participants 12 months after the completion of the program to further refine their skills, provide an update on progress and connect them with the new graduates.**



The Hon. Neil Andrew, Marcus Scott, Yandilla Park, Carol Walker, Member, Citrus Board of South Australia

8. CONCLUSION:

The **Lead On Citrus** Program identified and equipped 10 young industry stakeholders from throughout South Australia and Victoria to participate more effectively in the future development of the industry. Project outcomes will continue to make a contribution at an enterprise, regional and state level. Graduates have a new-found belief in themselves and are now more involved, both formally (on more committees) and informally (more effective in the areas they were already involved in).

The program has demonstrated the value of such an investment within the citrus industry. The participants' commitment to the industry reinforces the need to provide development opportunities for all stakeholders.

It is clear that this program needs to complement an overall strategy of investing in the human resources of the citrus industry. People on committees and boards must be supported to develop their effectiveness to participate and those already participating, must be supported to fully develop their skills and potential.

To maximise the value of this program, the industry must be prepared to support those graduates who have demonstrated a desire to become actively involved and make a difference. There now needs to be a mechanism for including their enthusiasm, energy and new found skills into the industry at an enterprise and organisational level. Furthermore, graduates need to be supported to take up future leadership development opportunities in order for continuous improvement within the industry to be sustained.

“It was a great course for me. It took me to places I thought I would not venture to – you certainly learn about yourself with this type of program.”

Marcus Scott, Yandilla Park Ltd.

“I have attended many courses in my life, only now have I witnessed how a professional course should be run. So well done and thank-you.

Andrew Christophides, State Sales Manager, Chiquita Trading.



The Hon. Neil Andrew, Andrew Christophides, Chiquita Trading and Carol Walker, Board Member, Citrus Board of South Australia

Appendix 1

PROFILE OF PARTICIPANTS

Participant's Place of Residence	Number
Citrus Property	4
Small Town (less than 500)	1
Regional Centre	4
City	2

Participant's primary responsibilities within their enterprise

Responsibility	Number
Pruning	3
Irrigation	3
Fertilizer / Nutrient application and Timing	4
Machinery Maintenance	2
Grafting and Top Working	2
Finance	3
Staff Management	7
Strategic Planning	4
Office Management	2
Record Keeping	3
Quality Control	3
Marketing	2
Grading	0
Packing	1
Other	4
Occupational Health & Safety	1
Extension	1
Sales	1
Public Relations	1
New citrus development, farm management	1
Liaison between packers and growers	1
Pest & disease monitoring	1
Field Representative (estimates maturity sampling, instrumental sphere	1
	1

Participants are members of the following organisations

ORGANISATION	NUMBER
Citrus Growers SA	1
CitGroup	6
Landcare / Environment Group	0
Other Horticultural Organisation	2
Women in Horticulture	2
SA Citrus Estimate Committee	1
SA – No-Till Farmers Association	1
Citrus Board of SA - Regional Liaison Officer	1
Australian Blood Orange Group	1
Murray Valley Citrus Board – staff	1
Loxton Dry Land Ag Bureau	1
Community Organisation	4
Sporting Organisation	6
School Committee/Board	2

Participants with a profession or qualification in a field other than horticulture.

YES / NO	NUMBER
<ul style="list-style-type: none"> • Produce Management & Operations Diploma USA • Bachelor Agricultural Science Major in IPM • Bachelor Applied Science in Environmental Management • Diploma in Frontline Management • Staff management in a factory • Salesman at Adelaide Markets 	6
No	5

PROJECT SUMMARIES



Increase access to pickers during harvest

Aim:

Identify picker shortages on our property and in the Riverland. Come up with a solution to attract pickers into the area to avoid shortages for the oncoming seasons.

Objectives:

- a) To raise the profile of the Riverland to attract pickers into the area.
- b) Work with Madec and the Harvest office in Mildura to come up with a strategy to bring pickers into the area.

Strategies:

- a) Get Kangara's name out and around the Australian picking regions to draw pickers onto our property through some form of communication.
- b) Talk to pickers about what makes our farm good to work for and how we can get our name out into other picking areas to lure them over to our farm.

Conclusion:

Work with Madec and Harvest office to build profile of the farm and surrounding areas to overcome the problems of picker shortages for the on coming seasons.

Progress to date:

Initially made arrangements for Peter Angel from Madec harvest office at Berri to be my mentor to help me out with any past harvest employment details that he knows of. We went through what he and his employment office have done in the past. For example:

- Peter informed me of the harvest trail. This is a route that people take that follows the different varieties of fruit around Australia at different times of the year.
 - Any advertising material that has been used in the past.
 - How the Madec and Harvest office work hand in hand.
-

We went through some of these issues and how we can adapt some of my ideas with what they have done in the past. The following is a list of a few of the ideas and some of the responses from Peter:

- Posters up in pubs, clubs or around towns. In the past when posters have been put up, they have been ripped down, vandalized, etc. The hardest part of using posters are:
 - a) Putting them up initially. More than likely you would have to put them up yourself as it is too hard to get people to put them up if there is nothing in it for them. If we are advertising interstate it is even harder as you have to fund the labour to put the signs up.
 - b) When the signs are up, controlling the vandalism or even if they are kept up. You have to actually see if the signs are up as if you ring and ask the people, they could just say yes they are up just to shut you up. Once again if they are interstate it is very costly to check up on these signs.
 - c) Getting people to actually look at the poster in the first place. You need some sort of gimmick to attract people to the poster to get up and read it.
 - d) Turning over of the posters after a certain period. Next year going around changing over the posters to make them up to date.
- Making up brochures of Kangara and what the property has to offer. This idea needs financial backing and also where do you put the brochures same as above.
- Word of mouth, with other pickers letting people know what is available to them. Not very reliable source of advertising for the amount of pickers that we require.
- Asking at Charles Sturt University at the next residential school what the students and I.T. section thought about advertising. The last residential school that I attended I was asking around to the students and the response was good. There were a lot of students that would be interested in harvest work. The only problem is the traveling to Renmark from Wagga Wagga, but they said that Griffith is closer and would have a look around there, which does not help me. The other option is to try Adelaide University which Madec already does.

With this initial talk to Peter Angel and residential school coming up I was still keen to get the project up to scratch. So I talked to Uni students, other growers about their concerns about the picking future and pickers themselves. The response that I received was quite good but without solutions.

I have given the pickers a questionnaire about the property and what there views and concerns are about the property so I can use this information to send out (some how) to other pickers. It is just to let them know what we have to offer to them. Questionnaire is on the next sheet.

To all pickers
From Grant King

As a part of a South Australian Citrus Industry Lead On training program, I am doing a project on bringing more pickers onto this farm and into the area. As our property is doubling in size in the next 12 months and picker shortages in the future will be a considerable problem. Can you please fill this form out and return to either Ken or Robert, so I can get some idea of your thoughts of the property and how I can tell other pickers of the advantages of working on this block. Many thanks Grant.

Out of 1-10 how would you rate this farm (1 bad 10 excellent)

- | | |
|--------------------------------|--|
| Fruit size | Being forced to take days off |
| Fruit Quantity..... | Tractor operators moving bins..... |
| Bin Rates..... | Days off for bad weather..... |
| Communication..... | Easy access from local town..... |
| Picking stability | |

Kangara has adapted a benchmark of pruning every tree on the block. We do this for light into the tree, ease of spraying and better access for the pickers to get to the inside fruit.

Do you see this as an advantage for you? Y or N

SMS messages in the morning to let you know what time to start, is a benefit to us, but do you think it is to you? Y or N.....

Do you think this system could be improved?

How.....
.....

Comments.....
.....



Kangara also has ideas to put accommodation on the block which will in its self bring pickers in, as we are 25 kms from Renmark pickers do not like to drive. Labour hire companies also have been approached. It is just added costs that do not make this option financially viable. With the quantity of pickers that we require in the future some give and take may be required. We have experienced problems with harvest contractors before, therefore it is making us weary of this option.

In conclusion I have made some in roads into resolving this problem, even though there is still a lot of work to be done. This problem is not going to go away, so the process that I have been taught by you will still be put into practice. Peter Angel and myself will be working on this problem at the start of next year to get us set up for next years harvest. All the fruit blocks have flowered and dropped their petals. We have done some preliminary fruit counts and it is looking like it is going to be a heavy crop next season.

Skills learned:

Communication, teamwork, listening, problem solving, time management, goal setting, e-mail, networking, use of the media and public speaking.

Communication, listening, e-mail, networking, and public speaking. All of these skills were used in talking to Peter Angel, Uni students and giving a presentation to the class at residential school. Before the leadership course I would not be as forward as I have been with this project. I have also been networking regularly at any opportunity that has become available to me

Time management and goal setting are necessary to get day to day work done as well as different projects that I take on.

Use of the media was to highlight Kangara's profile when we won the packout of the year competition through the Citrus Growers of South Australia competition. The interview was for the local paper which I did the interview and a photo was taken. In the interview I talked about Kangara to raise its profile so later we can use this to circulate around to attract pickers to the property. There was also a photo of Max Burr and myself in the local paper to inform people about how Kangara sponsors the historical site of Olivewood. This article was to tell the people of the town and surrounding areas of Kangara's commitment to the community spirit. With both of these interviews I would let some-one else do them normally, but with my new networking skills I faced up to the challenge.

In conclusion the course has been beneficial to me in bringing out networking and communication skills.

Grant King

Supervisor Citrus

Kangara Foods

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Email: grant.king@chiquita.com.au

Phone: 0408 839744

Grower/Employer obligations and considerations to the employment of staff on citrus properties.

Introduction

Ryan Arnold, assistant manager of Pyap Produce, family run citrus, vines and cereal grain properties in Loxton area.

Project

Grower/Employer obligations and considerations to the employment of staff on citrus properties.

Aim:

To educate primary producers on the legal and moral processes of employing staff for their horticultural properties. To provide information on producing happy, safe and productive working relationships between employers and employees.

What did I hope to achieve:

At the completion of my project I hope to be able to provide growers with a general guide on employing new staff, plus a list of contacts for the specific areas of the employment process that growers could easily follow up. This guide may be distributed as a mail out to growers and then followed by an information session with a guest speaker on the topic.

Process and Outcomes

Steps taken:

Firstly I had to try to find all out what areas to address in the employment process. I knew virtually nothing and so had to research it extensively. Hours were spent on the net gathering information, plus ringing around various employment agencies gathering information in the industry awards and also occupational health, safety and welfare issues.

Next came absorbing the information my self and trying to collate into to some logical order. This took hours of reading plus a visit to Work Place services to try to simplify all the info.

Making the guide. This is as far as I have got! I now need to make a rough draft of a guide for the growers. I then need to work with an employment consultant and Workplace Services to proof read it and give me some feed back on how to refine it.

Where to from here:

Goals have changed slightly but I would like to have the guide finalized and mailed out by March-April, with an information session following soon after.

To reach these goals I still need to find a consultant that will suit my project and work further with Workplace Services. Following this I will require funding to publish, print and mail the guide out and hope to work with the Riverland Citigroup and its coordinator to achieve this. This relationship with the Citigroup will also be essential for the information session

Challenges faced:

The major challenge was time and time management. This has all coincided with the cereal harvest for the farm, which I am largely responsible for, plus the development of a new citrus and vine property. Plus the time I did get to spend on my project could have been better planned out.

I chose a topic that I had very little previous knowledge on. So I had to learn a lot before I could take much action in the collation of the info. This also ate up time. I found it also to be a very complex issue, which made it hard to simplify in some instances.

Felt like a football getting handballed around at times. When trying to get to talk to someone on the topic I would get given another number to call and this would happen again and again, until a dead end or I finally got a contact to talk to. People did not seem as helpful as I thought they would be.

Conclusion

Productive, happy, loyal and safe employees result from a logical well-communicated employment process. It is the employer's obligation to set this process in place.

People to Thank:

My mentor Bill Wilson for support, direction and enthusiasm for my project.

Carol McKendrick from Berri Workplace Services.

Andrew Christophides and Linda Hausler for their contact and support.

My family for their help and direction

Course facilitators, Cheryl Phillips and Martin Smallridge

Ryan Arnold

Assistant Manager

Pyap Produce Ltd.

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Loxton

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Reduce the citrus industries reliance on residual chemicals. Assisting in the improvement of biological activity and orchard health.

The citrus industries sustainability depends upon the co-operation of all sectors from the grower level through to processors, marketers and retailers.

I'm Narelle Borgmeyer a horticultural consultant with the Fruit Doctors Company in the Riverland region. My work entails facilitating information on pest, disease, nutrition and general management of citrus orchards to clients. Through this project I wanted to broaden that basis and work with growers outside of the clientele of Fruit Doctors.

The aim of my project was to reduce the citrus industries reliance on non-specific residual chemicals, by increasing knowledge of pest identification and pest management strategies. This would also assist in the improvement of biological activity and orchard health. Whilst this is a broad topic I focused on convening a Citrus Integrated Pest Management Workshop, which was held on the 27th October.

The workshop which myself and a colleague from Fruit Doctors Craig Swanbury and Rob Wepler from Biological Services presented was organized through the Riverland Industry Development Officer Kym Thiel.

The aim of this workshop was to convey pest identification and pest management strategies. This involved presenting information on descriptions and biology of main citrus pests, with optimal timings for their management.

Attending the workshop were growers new to the industry, established growers and chemical resellers from companies such as Elders and Landmark.

It is always good to see growers attend these sessions but one of the key points of this workshop was the attendance of chemical resellers. Often they are the first port of call for growers regarding the control of pests in their orchards. So if their attitudes can be changed as to their chemical recommendations and timings, the information that was presented at the workshop can be net-worked on to a bigger audience. I think this was a major success for this project.

The media coverage of this workshop from the newspaper articles to the television interview also highlights the agenda of this workshop to a bigger audience.

Assessing the workshops success was difficult as increasing a person's knowledge base was only part of the challenge. It is the way people use the information that they have been given. If more growers use a range of control

strategies, from biological, cultural to low residual or specific insecticides then this would be an immeasurable success for this project. Two participants from the workshop that I know of, who are new growers to the industry, are using the biological control agent *aphytis melinus* for their red scale control.

Another important learning outcome even if it wasn't an initial aim was to be flexible. Project proposals from the training workshop did not necessarily correlate to a feasible project once integrated into everyone's work schedule. Time management was a key issue. As well as organizing myself there were presenters and the participants to be accounted for. The timing of the workshop had to be before growers became busy and also it was important to involve presenters other than myself. One presenter would have made for a long day and participant interest would have fallen away.

We all focused on the local impacts of our projects but the ramifications can occur on an international scale. In reaching the conclusion of this section of the project I believe that if we continue to educate growers and industry in regard to insect identification, biology and optimizing timing for controls we can reduce the number of sprays required for the grower in a season of broad spectrum chemicals.

Sustainability of the citrus industry is reliant on producing good quality marketable fruit. Through the reduction of chemical inputs fruit marketability will be better as more countries lower the maximum residue limits for the residual broad-spectrum chemicals. An exporting our fruit is essential to the Australian Citrus Industry viable.

**Narelle Borgmeyer,
Horticulture Manager,
Fruit Doctors
72 Bookpurong Terrace
Loxton
SA 5333**

Estimated returns for early, mid and late season navel varieties for Riverland based growers.

My name is Marcus Scott and I have been involved in the Citrus industry all my working life.

My earliest memories involving citrus was on my fathers' property where I learnt the age-old art of orange picking. Being the apprentice at the time I was given the duty of picking the bottoms of the tree while my father was ladder picking the tops. Around about the ripe of age of twelve my father graciously gave me a promotion to senior ladder picker and I remember at the time being as proud as punch, I also remember from that day I never saw my father up a ladder again – funny about that.

From orange picking to box stacking at a local packing shed after hours while at school, which in time proved a positive step as five years down the track I began permanent employment there as a marketing assistant.

From marketing assistant to production manager then to marketing manager and onto my current position as grower liaison officer for one of Australia's largest citrus packing companies, Yandilla Park Limited. Yandilla Park prides itself as being an industry leader in the areas of growing, packing, marketing, and farm management and is synonymous with the word citrus.

I have certainly seen a vast amount of changes in our industry over the past fifteen years from old arcade machinery to state of the art sorting and grading equipment, from having four varieties of citrus to choose from to now having a list as long as your arm and then some. And I believe it to be the extremities, which makes the citrus stand out from others.

Three years ago a good friend and myself purchased a 22-acre citrus property located at Loxton North and as in any business budgeting is crucial to its success. When it came to budgeting for estimated returns I assumed my knowledge of the industry would hold me in good stead – how wrong this proved to be.

And with this in mind it is exactly what I have planned my project around – Estimated returns for early, mid and late season navel varieties for Riverland based growers. I am sure every grower has done a projection and I hope this to be only a source of reference for any points they may have missed as I had when I did my first budget.

Projections

Prices are per delivered tonne to the Packing shed

Early Varieties	2005	\$530	2006	\$440	2007	\$520	2008	\$400	2009	\$470
Mid Season	2005	\$450	2006	\$400	2007	\$450	2008	\$400	2009	\$450
Late Season	2005	\$550	2006	\$500	2007	\$550	2008	\$490	2009	\$400

Have assumed a 16-carton pack out per 20-liter bin with 7 cartons first grade, 6 cartons second and 3 cartons third grade. Have also assumed peak size to be count 88 or 78 mm in diameter.

Have manipulated prices on expected crop load and size.

To arrive at these numbers I have had made contact with a lot of people and some have asked to keep some information confidential which has partially blocked the next part of the project which was to elaborate on how I arrived at my predictions.

What I can elaborate on are the following pros and cons obtained from professional marketers and packers, which hold the key to the above returns.

Pros

1. Australia still holds a clean and green image in most markets of the world and demands a premium price for this.
 2. The consumption of fast foods is on the decline as our population ages and consumers are shopping healthier and paying more for quality fruit and vegetables.
 3. Markets, which will become important in the future to be China, Europe and Northern Hemisphere countries.
 4. The Riverland produces possibly the best navel oranges in the world.
 5. Supermarket domination and consolidation is inevitable and packing sheds aligned with major chains will demand premium returns.
 6. The production of citrus both in the packing shed and orchard are becoming more automated, which will lesson production, costs.
 7. Plantings in the field are closer together enabling more trees per acre and hence increased tonnages per acre.
 8. Knowledge of growing practices has decreased our biannual bearing and now becomes more annual with consistent crop load.
 9. The Riverland is continuing to gain access into new markets eg Taiwan and Korea.
 10. Close to Asian markets
-

Cons

1. Freight and insurance have increased significantly in the past two years and look like continually to grow decreasing grower returns.
2. The plantings of easy peel mandarins is significant and may detract from navel sales.
3. Labor cost is ever increasing and committed staff our becoming harder to find.
4. Other low cost growing areas around the world are also increasing production which will inevitably eat into our existing markets.
5. Our strengthening dollar has a negative effect on marketing and grower returns.
6. Markets such as Europe are demanding strict protocols and certified accreditation which is another expense born by the grower.

In conclusion orange growing can be a profitable business and as in any type of fruit growing there are a few major points to remember

- Big is Beautiful and larger sizes continually return premium prices.
- The product must be cosmetically clean, prices are dramatically reduced as the grades are lessened
- Supply and demand rules the world - pick when asked to pick today's marketers are very professional.
- Yield must be at its premium but not as to jeopardy the size of your product (you need to find the balance).

In closing perhaps the most important thing I have learnt during my project is people are only too willing to lend a hand and provide as much information as possible. There are some very knowledgeable people out there and all you need to do is ask and listen to them.

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Work to assist pickers to understand the whole on farm process and ensure they are aware of their importance as part of the team.

My name is Craig Wooldridge and I am Horticulture Manager at Solora South. Just to give you a brief introduction about Solora South which will help you understand the direction I took in my project.

Solora south is owned by three local families which started back in the 1960s. We have 800acres of Citrus which consists of 400acres of mature citrus ageing between 15 to 40 years old and 400acres of citrus ageing from 1 to 7 years. We also grow all our own trees in our own nurseries.

In the peak season JUNE, JULY, AUGUST we can have up to 120 pickers at one time. So as you can see we rely on people that travel and are seasonal workers and without these people we would be in a lot of trouble.

This is why I have chosen to EDUCATE the pickers to learn more about how Solora south works.

MY AIM in this project was to help the pickers understand what Solora South is about; why their job is as important as anyone elses, and also making the pickers feel they are a part of the team at Solora just like any of our packers, blockhands, nurserymen.

The 1st part of the project was to take them through the process after the picking of a bin of oranges and how do they end up with money in the bank. So to do that I worked with my Admin Officer Lisa Brinkley and we came up with a few steps that Lisa could take them through without making it too complicated. (The steps are show on Handout #1).

The 2nd part was to take them through the packing shed and explain to the pickers what happens to the fruit once it is picked. I did this with the help of the Shed Supervisor, Phyllis Watkins. (The steps are shown on Handout #2). This was the easier part of my project for myself as it was more familiar to me.

Overall the 4 pickers John, John, Tom and Chris were very pleased to be shown the two different areas. They showed an interest in both areas by asking questions as we went along. On the 3rd Handout you can see some comments written by the pickers.

One of the main challenges I found was to keep it simple but also showing them as much as I thought would be useful without giving them to much information that they would they forget it.

It worked very well which could help Solora South as a company become more of a team. It also helps me in my job to keep everyone on the same level which is a challenge to me every single day as a Manager.

I have found in the Citrus Industry some people treat pickers like they are 2nd class and this really annoys me. We have got many descent pickers ranging from husband and wife teams to backpackers, Indians and many other pickers from other countries. Also just to add that many of these pickers make more money than any of us do and only work 9months of the year (SO HOW SMART ARE WE?).

What I learnt in the project is that pickers are interested in the packing shed and where the fruit is being sent.

In the future I would like to take more pickers through the two processes to help Solora and the pickers work as a team and help both parties to understand and appreciate each others roles.

In conclusion I would like to say I really enjoyed teaching the pickers the different processes and also having some feedback from the pickers which helps getting a different perspective. This project shows me that everybody is equal and everybody has their own job or as they say everybody is just a small link in a chain.

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