

Final Report

VegPRO education and training initiative

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VegPRO education and training initiative (VG15028)

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Summary

About VegPRO

Veg PRO was a novel project for the vegetable industry. Its main objective was to provide targeted training aimed at effectively upskilling people at all levels in the vegetable industry.

The essential aspect of the initiative was a producer driven approach. Guiding principles for vegetable industry education and training and basic program and knowledge areas were identified, and current training gaps were determined previously via VG14061 - Vegetable Industry Education & Training Gap Analysis.

The training programs that VegPRO delivered, were mainly self-selecting based on demand and commitment by producers who requested training. This meant that there were no top down, predetermined 'training packages' or curriculum content. Training plans were developed with industry input. Training was funded via separate Hort Innovation contracts, if a sufficient number of levy payers requested training for themselves and or their staff and committed to participation in training that met their needs (timing, location, delivery style). This approach was important given the experience that many 'top down' training programs, with predetermined 'one-fits-all' content, had not been taken up by producers or their staff.

Training content in principle suitable for vegetable producers and their staff exists for many knowledge areas. However, training design and delivery (e.g. location, style, course length) do often not meet the criteria of relevance, ease of access, responsiveness, and flexibility which have been identified by numerous reviews and was summarised by VG14061. Design and delivery of training for VegPRO reflected the principles of adult / farmer learning and additional requirements identified by the vegetable industry via VG14061. Special attention was paid to the quality of training providers and training outcomes/impacts. Training providers for VegPRO all completed a train the trainer e-learning course.

Knowledge and skills areas as well as focus topics that would find levy payer support, if the training was designed and delivered according to the criteria set out in VG14061, were identified by VG14061 in the following knowledge principal areas:

1. **Technology**
2. **Production Environment**
3. **Field Production and Advanced Crop Management**
4. **Protected Production/Hydroponics**
5. **Postharvest Management**
6. **Managing the Vegetable Business**
7. **Products to Markets**
8. **People Management / Development**
9. **Information Transfer / Communication**

A dedicated VegPRO Coordinator looked after delivering the initiative to the vegetable industry. The Coordinator had a clear job role and had to deliver on 13 tasks that were identified in the service agreement with Hort Innovation. The full report describes delivery against tasks in detail.

VegPRO training

VegPRO and Hort Innovation had to develop a procurement process that suited Hort Innovation and the objectives of VegPRO training. This occurred in the first year of the project. Training delivery was hampered during this time by contracting trainers via the RD&E procurement process, which does not allow fast reaction to training needs. Once a more suitable procurement process and associated documentation were

established, a VegPRO training plan could be rolled out. The VegNet IDOs assisted in communicating training needs to VegPRO as well as promoting training and assisting trainers in the regions.

During the first year, the VegPRO brand and website hub were developed and a project reference group was formed to advise the VegPRO. VegPRO set up a web-based learning management system platform (via Talent LMS) that allows access to online courses and certificates (Training Passport) for all completed training, be it face to face or online. The VegPRO LMS is a legacy resource that should be maintained and used, especially to give growers and their staff access to training resources produced by any project, and to maintain certificates of successful training.

VegPRO developed a 'Train the Trainer' online course and 'Train the Trainer' guidebook to ensure trainers have a basic understanding of the industry and adult learning principles. VegPRO training providers had to compete this course as a condition of their contract. VegPRO developed a database of VegPRO approved training providers.

VegPRO coordinated and delivered 47 training events in the 17 months it could effectively be run from July 2017 to November 2018. A Train the Trainer online course was designed and delivered by VegPRO in 2017. VegPRO produced three major online courses for the industry in 2019; they are:

1. VegInduction, to be used to introduce staff to working in the vegetable industry, and
2. Fresh Produce Handling, a course supporting the safe handling of vegetables on farm and in the supply chain.

For 2019, a total of 18 already approved and VegPRO organised training events had to be cancelled due to lack of funding. A total of 8 training events were approved and organised but cancelled because a suitable training provider could not be identified.

In summary, VegPRO organised a total of 73 training events; of these only 47 events could be delivered, just under 3 events per month. Three online courses were designed and delivered during times when coordination of face to face training was not occurring.

VegPRO communication

Communication was a vital part of VegPRO delivery. The aim was to promote VegPRO and its courses as well as getting feedback on training needs and finding out about relevant training being delivered by other organisations. Communication occurred via newsletters, magazines, social media, and face to face at numerous meetings and events in all states. The VegPRO coordinator received many phone calls with enquiries and suggestions; these increased exponentially from the beginning of year 2 onwards, once the training plan was rolled out.

A key outcome of the coordinators communication and networking function was a high awareness of VegPRO and what the initiative can deliver, building of strong relationships and a good understanding of how the education and training sector works for horticulture, its challenges and opportunities.

Networks and relationships

VegPRO developed a good network with extension providers and staff delivering other projects, especially with VegNet IDOs, as well as with Charles Sturt University and UTAS.

The VegPRO Coordinator developed good relationships with TAFE colleges/ TAFE teachers who were interested in working with VegPRO on vegetable specific content and delivery within accredited courses. The shortfall of funding ultimately prevented these opportunities to come to fruition. Still, a strong rapport was developed with Skills Impact, the organisation in charge of developing and updating accredited training. This led to the VegPRO Coordinator participating in a review and relaunch of the protected cropping training package as well as an invitation to participate in the upcoming review of the production horticulture package. The Coordinator was also approached to nominate a representative to participate in the development for new training packages in agronomy and biosecurity. VegPRO had highlighted a lack of training in these knowledge areas in discussions with Skills Impact.

VegPRO maintained links to other industries to continue finding out about new approaches to improving

education and training in agriculture, especially the dairy and protected cropping industries. Relationships were developed with organisations that have ‘education and training in agriculture’ as a focus.

Linkages were also developed with labour hire companies to understand how they could be involved and be supported in the training of casual staff. The VegInduction e-learning resource is an output with relevance to these companies.

VegPRO legacy

VegPRO and VegPRO trainers developed a range of resources (legacy) that have relevance after the project has wound up; they should be maintained and made available to the vegetable industry and other projects as appropriate. Legacy resources are:

1. VegPRO branding (registered name and logo),
2. VegPRO website www.vegpro.com.au and social medial platforms
3. Introducing VegPRO (video) and flyer
4. VegPRO Information Postcard
5. VegPRO Glass Cleaning Cloth (promotion)
6. VegPRO Learning Management System (LMS) <https://vegpro.talentlms.com> (holding training passports)
7. Vegetable Industry Training Needs and Gaps Report
8. Database of VegPRO approved training providers
9. Horticulture Training Centres List
10. VegPRO – Belinda Adams Testimonial (video)
11. VegPRO – Adam Harber Testimonial (video)
12. VegPRO – Taylor Field Testimonial (video)
13. Train the Trainer for people working with the Vegetable sector (online course and booklet style guide)
14. VegPRO Coaching Information Sheet
15. Call for Ideas Survey
16. Delivery of training videos to support Veg WH&S
17. Veg Inductions online training course – released February 2019
18. Fresh Produce Handling online training course – released June 2019
19. Careers in the Vegetable Industry Flyer
20. Different Phases of a Career in the Vegetable Industry Flyer
21. Careers Pathways Plan
22. Careers and Pathways in the Vegetable Industry Guidebook
23. Well-developed networks nationally with formal and informal training providers and stakeholders
24. A range of training resources produced by trainers as part of their contracted training service were submitted to Hort Innovation as part of their individual reporting as per their contracts.

These valuable resources may remain available after VegPRO has wound up.

Lessons learnt

Industry Challenges

- Poor promotion of the industry
- Lack of a clear career pathway
- Frequent presentation of the industry in a negative light
- Lack of engagement with the education and training sector and promotion of training
- Industry Image, employment conditions including remuneration and skilled supervision, work place conditions (real or perceived)

Challenges in the Education and Training Sector

- Low number of people attaining specific horticulture qualifications
- Although packages have been developed for production horticulture the system of funding RTOs does not enable delivery of courses unless a minimum number of students apply

- Availability of training courses delivered by knowledgeable trainers accessible to all production regions that cater for all skill levels.

Lessons learned from VegPRO

VegPRO and the delivery of training services were new types of project approaches for Hort Innovation and the vegetable industry. It took several revisions of procurement and governance processes to 'get it right'. This took valuable time away from actual training delivery, which was disappointing for growers who expected training to be delivered, as well as others involved in the process. The required VegPRO training attributes of being responsive and flexible were hard to achieve. Still, VegPRO and Hort Innovation worked together to develop workable processes to ultimately deliver suitable training, requested by growers and in production regions.

The VegPRO brand is now well established with the vegetable industry and other stakeholders and linked to the delivery of quality training services via good service providers.

In our experience it typically takes two to three years of good work to establish a new brand and fill it with meaning. VegPRO has achieved this.

The VegNet IDO network became an important part of delivering relevant training in the right place, at the right time and via the best training providers. The VegPRO Coordinator engages with each individual IDO and reacted to feedback from individual sessions to enhance subsequent events, providing flexibility and continuous improvement.

The Monitoring and evaluation process (M&E) captured positive feedback on training events. In summary M&E established that VegPRO provided training growers wanted, where and when they wanted it, delivered by preferred training providers.

Key points on what learners were looking for are:

- Better timing of courses to fit in with the production schedule
- Content specific to what they wanted to learn
- Focused short courses and workshops were preferable to full VET certificates
- Trainers skills, knowledge and aptitude were more important than a VET trainer accreditation
- Practical, current information was preferred over rather than theoretical knowledge; theoretical topics have to be brought into context of vegetable production
- Preferences were for 1-day workshops with time available at the beginning or end of the day so that urgent work tasks could be attended to on the day
- Courses delivered locally not in major urban areas
- There was a demand for courses in languages other than English (L.O.T.E)
- Not everyone likes online training but feedback from those who took VegPRO courses online was positive. They saw the benefits of being able to take their time completing the course and thus making it easier to fit it around their work.

Key points to consider when dealing with trainers are:

- Trainers get booked out in advance very quickly and may not be available at short notice
- A lengthy clunky procurement and reporting process is off-putting to trainers
- Trainers expect to be paid on time

Trainers valued help with promoting the course, venues and catering from a local representative

Lessons learned about the formal education and training sector

The Coordinator received feedback from industry on why formal training may not be highly regarded and attended.

Many registered/accredited 'skill sets' and units of competency exist with relevance to production horticulture and the vegetable industry. The University and VET sector only deliver training relevant for production horticulture, if enrolments are sufficient to enable running a course. A reduction in enrolments

in production horticulture courses has led to the reduction in education and training delivery for the sector. Enrolments may be low due to the image of the industry and a lack of clear and attractive career pathways. A lack of promotion and information by training service providers is another reason for low enrolments. A lack of suitable, trained trainers compounds the issue.

The VegPRO career pathways guide provides a full picture of jobs and career opportunities in the vegetable industry. It describes the full set of jobs and career pathways, and it provides engaging case studies. It shows the industry as Professional, Proficient, Progressive, picking up on the VegPRO byline.

A key point is that abovementioned issues can only be fully addressed with a united approach across the industry and best of all of horticulture. The aim has to be to improve the perception of the industry as well as using active promotion of the sector as a career at all levels, starting in schools.

Unfortunately, the education and training issues, identified via many reviews and reports over the past 20 years will continue unless an entity takes ownership of resolving it. Dairy Australia provides a promising example on how to turn things around for their industry.

Recommendations

The Australian vegetable industry has identified training and people development as a significant priority. It recognised that a concerted approach is required to overcome or mitigate education and training challenges (refer to VG14061). This is documented in the Vegetable Strategic Investment Plan (SIP 2017-2021), by one of the five industry outcomes identified in the SIP:

“Improved capability of levy payers to adopt improved practices and new innovation through improved communication and extension programs, grower innovation support, professional development and workforce building programs, and through improved farm management and information systems.”

Relevant (to education and training) strategies to achieve the outcome include:

- Support innovation that advance and grow the vegetable industry
- Improve grower skills in all areas associated with commercial vegetable production
- Improve farm management practices and systems to assist growers in efficient and effective decision making
- Build skills in the vegetable industry workforce and attract new people to the industry

The development of attractive career paths and their promotion to schools and the general labour market has been identified by VegPRO as a major opportunity to support the strategies and to attract and retain skilled labour. VegPRO therefore developed a Career Pathways Guide and has commenced its distribution to schools, universities, employment agencies, peak bodies and other stakeholders.

VegPRO has produced a number of legacy resources listed in the final report, including e-learning courses and a go to website hub for training in the vegetable industry.

VegPRO makes the following recommendations:

Promote the industry as a professional career choice to students and people across other relevant sectors (Dairy Australia provides a good example of how to do this):

- Hort Innovation, AUSVEG, other state and regionally representative organisations and VegNET IDOs continue to distribute the Career Pathways Guide
- In-school delivery of the careers promotion at targeted priority schools, based in vegetable production regions, including vegetable business site visits, and visits to training institutions
- Sponsorship of targeted school programs
- Promotion of career opportunities beyond industry association and related websites, include skilled career opportunities on agricultural industry career pages e.g. Rural Skills Australia, MyCareer, Harvest Trail, and ensure that the sector and its opportunities are adequately described
- Prevent ‘negative press’ about the sector, push positive stories via a range of media
- Showcase skilled career opportunities at high profile industry events in horticulture and associated industries, attract students to Hort Connections via free entry and invite

- schools to regional industry events
- Share and promote employment industry information and resources with education and training providers, e.g. Primary Industry Education Foundation Australia
- Assist vegetable businesses in becoming ‘employers of choice’ via creating information sheets and templates for best practice human resource management to facilitate a consistent baseline of practice across the industry (a good example is available from Dairy Australia’s “People in Dairy” initiative). A toolkit could include information relating to:
 - Recruitment
 - Job descriptions / job roles
 - Induction and probation
 - Pay rates and award classifications
 - People and performance management
 - Dismissal and redundancy
 - Workplace health and safety
 - Cultural awareness

Continue to engage with the education training sector

- Engage with key training institutions in vegetable production regions, including universities, colleges and VET, for industry partnership collaboration on course delivery, course promotion, infrastructure availability, on-site content delivery and course content within and in addition to existing Training Packages
- Promote formal training opportunities, including tertiary sector and VET, within the industry amongst vegetable businesses
- The industry identifies from the AHC – “Agriculture, Horticulture and Conservation and Land Management Training Package” the skill sets, and competency units needed for the vegetable industry and actively engages with the VET sector e.g. via TAFE colleges to enable the delivery of training in the required skills and competencies; for this to happen the industry has to promote the training to ensure sufficient registration for a course to be funded and delivered
- Active participation in the review of the Production Horticulture Training Package by Skills Impact (this starts July 2019) to ensure Skills Impact is aware of skill set priorities and competency needs of the vegetable industry to be included in the revised AHC training package for production horticulture
- Collaborate with training service providers in the promotion of training programs as linked to career pathways as per the VegPRO career pathways guide.
- Support, foster and encourage apprenticeship and traineeship programs and placements
- Collaborate across horticulture and with the education and training sector about industry training and development needs and delivery

Maintain VegPRO resources and training approaches that worked well

- Hort Innovation, AUSVEG and other state and regionally representative organisations ensure that VegPRO legacy resources, especially a go to website and e-learning courses and Training Passports are kept accessible for the vegetable industry
- Building on the VegPRO a ‘train the trainer’ course and guide to ensure that those who provide training services to have a good understanding of the industry, new technologies and current principles of learning,
- Consider training of agronomists and other key influencers
- Support informal, regional training initiatives via engaging, skilled and knowledgeable trainers identified by industry for regional training and upskilling
- Provide engaging training for staff working in vegetable businesses that does is not overly time consuming for individual sessions; e-learning may be one suitable method (e.g. as per the VegPRO VegInduction resource)

Training support framework

- Advocate for government incentives and support for priority subsidised training placements in vegetable industry relevant training courses and content

- Advocate for apprentice and traineeship position funding to support the development of the vegetable sector.
- Promote and advocate the industry's economic, social and environmental contribution to commonwealth and state governments and other relevant associations to ensure continuity of support for skills and training initiatives as a foundational issue for the sector.

Maintain leadership and staff development initiatives

- Continue to support and promote participation in established leadership and development initiatives, e.g. the Young Growing Leaders Program, Masterclass in Horticultural Business etc
- Facilitate regional and international study exchange and networking opportunities for peer-to-peer learning.
- Continue to promote and support scholarships e.g. Nuffield, Churchill
- Continue internship programs as an introduction to the vegetable industry

The key recommendation is that an entity must have the mandate to look after the education and training interests for the vegetable sector, otherwise nothing will change for the industry and the situation may continue with the current downward trend.

Keywords

Education, training, training methods, e-learning, vegetable industry

Definitions

Education is commonly seen as a learning process that commences before a person enters the workforce. It is about learning new knowledge. Many people continue their education after entering the workforce e.g. going to the next level such as completing a Diploma, Masters or Post Grad degree or using education for entering a new field of work.

Training is usually associated with 'the world of work', i.e. training activities are mostly aimed at professionals or practitioners at any stage of their career. Training is about learning to apply knowledge and developing skills. It can be formal or informal, accredited or non-accredited. Informal training comprises courses or workshops delivered by subject specialists in a range of settings using a range of delivery methods. Good training uses a range of delivery methods that are customised for the trainees and topics. Informal training may include a continuous improvement process via feedback. 'Formal' VET training is usually delivered by registered training organisations (RTOs) and or adheres to registered VET training packages (www.education.gov.au/training-packages). Successful completion of VET training leads to a certification that is generally acknowledged by respective industries.

Extension is about building capacity, supporting people to assess and use information and technologies to solve problems and make good decisions. Extension is often used to introduce R&D outputs and new technologies. A range of extension approaches exist that can be applied to different situations (<https://extensionaus.com.au/>). Good extension programs use more than one method and include a continuous improvement process via feedback. Extension involves mutual engagement between the extension provider and user of the service. Effective extension requires a trusting relationship and mutual respect between both parties. It leads to changes in knowledge, skills, attitude and aspirations. Adoption of new practices occurs, if they are seen to provide advantages. Ideally, both the participant and the extension provider gain new insights and advance during the extension process. The ultimate aim of extension is to foster good economic, social and environmental outcomes.

Communication refers to providing information either to a mostly passive, often broad, not clearly defined audience, or it can be targeted to a well-defined audience. Targeted communication can include two-way engagement. Communication can occur via magazines, newsletters, websites, email, podcasts, social media or directly amongst people. Good communication programs use more than one method and include a continuous improvement process via feedback. Communication usually is an important part of education, training and extension. However, its effectiveness in changing skills and practices on its own is limited.

Introduction

Overview

The Vegetable Industry Education and Training Initiative (VegPRO) provided targeted training programs aimed at effectively upskilling people at all levels in the vegetable industry.

The essential aspect of the initiative was a producer driven approach. Guiding principles for vegetable industry education and training and basic program and knowledge areas were identified, and current training gaps were determined previously via VG14061 - Vegetable Industry Education & Training Gap Analysis.

The training programs that VegPRO delivered, were mainly self-selecting based on demand and commitment by producers who requested training. This meant that there were no top down, predetermined 'training packages' or curriculum content. Training was funded via separate Hort Innovation contracts, if a sufficient number of levy payers requested training for themselves and or their staff and committed to participation in training that met their needs (timing, location, delivery style). This approach was important given the experience that many 'top down' training programs, with predetermined 'one-fits-all' content, had not been taken up by producers.

Training content in principle suitable for vegetable producers and their staff exists for many knowledge areas. However, training design and delivery (e.g. location, style, course length) do not meet the criteria of relevance, ease of access, responsiveness, and flexibility which have been identified by numerous reviews as summarised in VG14061. Design and delivery of training for VegPRO considered the principles of adult / farmer learning and additional requirements identified by the vegetable industry via VG14061. Special attention was paid to the quality of training providers and outcomes/impacts. Training providers for VegPRO all completed a train the trainer e-learning course.

Knowledge and skills areas as well as focus topics that would find levy payer support, if the training was designed and delivered according to the criteria set out in VG14061, were identified by VG14061 in the following knowledge principal areas:

1. **Technology**
2. **Production Environment**
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4. **Protected Production/Hydroponics**
5. **Postharvest Management**
6. **Managing the Vegetable Business**
7. **Products to Markets**
8. **People Management / Development**
9. **Information Transfer / Communication**

The identified needs often related to training that covered cutting edge and new information, not training packages that were put together many years ago.

Given the dynamic nature of the vegetable industry, rapid advance in technology, price pressures and increasing climate variability, new training gaps and topics were identified and addressed as possible during the VegPRO training delivery phase. The VegNet extension providers were an important source of information on immediate, regional and common, industry wide training needs.

VegPRO had three processes to delivering training that met identified gaps and requirements, especially relevance, ease of access, responsiveness, flexibility.

1. Identifying relevant, **Accessible Training** that was offered already and promote it to vegetable

producers – ‘Training Brokering Service’.

2. Coordinating **Customised Training**, the re-delivery or re-design of relevant training, focussed on vegetable industry needs. This potentially involved an update of content and / or delivery mechanism or delivery at a suitable location.
3. Designing and delivery of **Inaugural Training** as newly developed, targeted training programs

Processes 1 & 2 could be used to react to immediate training needs. This may be required in response to sudden changes to policies or compliance requirements (labour, WHS, Food Safety, Biosecurity) or changes in production conditions due to unforeseen events (floods, fires, storms).

VegPRO developed procedures to coordinate the delivery of existing, customised, and inaugural training. A project coordinator kept vegetable businesses informed about of VegPRO specific and other formal and informal training opportunities and fostered initiatives leading to new services that efficiently met identified needs. This included engagement with Skills Impact, the organisation that determines certified training packages for RTOs.

Vital to relevance, ease of access, responsiveness and flexibility of training and thus the success of VegPRO was speedy contracting of suitable service providers to deliver training. VegPRO developed a process for setting up and maintaining a panel of pre-qualified, approved training providers. This occurred for the main knowledge areas identified by VG14061. These providers could then be contracted promptly to react to training needs. The speed of contracting via the Hort Innovation system could not fully meet the requirement of responsiveness and flexibility vegetable growers had asked for.

Project background

In Australia, vocational rural training for horticulture is organised under the AHC10 Agriculture, Horticulture and Conservation and Land Management Training Package. The AHC10 package was developed by Rural Skills Australia / Agrifood Skills Australia following a review of rural education in 2006. AHC10, based on now 10 year old data, has a ‘top down’ approach providing predetermined content that is essentially based on three older, prior packages: RTD02 Conservation and Land Management; RTE03 Rural Production and RTF03 Amenity Horticulture.

The current AHC10 packages cover production horticulture at five levels:

- Certificate II in production horticulture (AHC20310) covers tree crops, mushrooms and grapes. Although several of the competencies included in this Certificate are relevant to vegetable production, *there is no evidence of targeted delivery for the vegetable industry.*
- Certificate III in production horticulture (AHC30610) covers general pest and disease management, postharvest and mechanical harvesting. While general topics like tractor driving, OHS, etc., are included, *there is nothing tailored specifically for vegetable production; vegetable production has different challenges and needs compared to fruit crops, combining them is not necessarily a good approach.*
- Certificate IV in production horticulture (AHC40310) covers irrigation and harvesting of horticultural crops with a focus on mushrooms, olives, grapes and biodynamic farming. *Again, nothing specific to vegetables and their needs is included.*
- Diploma in Production Horticulture (AHC50310) includes marketing, hydroponics and irrigation, chemical use, machinery operation etc. *While not specific to vegetable crops, some of these modules may be relevant, especially at a management level.*
- Advanced Diploma in Horticulture (AHC60210) includes agribusiness and business management, machinery operation and maintenance, sales and marketing, project management, leadership and safety. *While not specific to vegetable crops, some of these modules may be relevant, especially at a management level.*

As shown above and previously pointed out in the VG14061 “Vegetable Industry Education & Training Gap Analysis” final report, the AHC10 units of study have very limited content that relates specifically to vegetable production.

The education and training database provided with VG14061 and the database summary in the report for that project, explained the shortcomings of current training packages in more detail and compared services offered to vegetable industry needs. It also evaluated university and on-line training against a set of relevant criteria. In summary, guiding principles established by VG14061 are:

- a) The most important attributes of training delivery and content for the vegetable industry are relevance, ease of access, responsiveness and flexibility.
- b) A further imperative is that delivery and content are driven by the needs of those who want or need to learn, i.e. producers and their staff, and not by the needs of education and training providers or top down approaches that do not sit well with adults, in general, and producers in particular, or the learning styles of the younger generation.
- c) Industry ownership and oversight of an education and training initiative (*e.g. by a peer group of producers*) is a key to its success.

A review of other RDCs’ and organisations’ education and training initiatives conducted as part of VG14061 provides important guidance on the principles that should underpin levy funded investment in education and training for the vegetable industry. Those relevant to training and eventual certification are:

- Maintain ownership of the initiative and IP, use branding if possible
- Do not formalise training contents and delivery mechanism (e.g. as accredited course) too early, if at all
- Seek feedback and react to it to maintain relevance and flexibility
- React to specific needs quickly (i.e. *consider regional needs, timing, business sizes or business focus, prior knowledge and skills*)
- Engage high quality, committed coordinators and trainers (who understand the industry), maintain freedom of choice of trainers; seek feedback on their quality
- Train trainers or facilitate their professional development
- Assess training outcomes and adapt as required to maintain relevance and impact
- Consider a ‘knowledge and training passport’ for vegetable industry members to allow for recognition of participation in informal training (e.g. under the Targeted Training Initiative or of other quality courses that are not certified).

Continue to communicate with formal education and training providers to assist them in being relevant and providing ‘industry ready’ people (*one of the main criticisms of current formalised training is the lack of industry readiness of graduates*)

Methodology

Task 1. Project inception, establishing a project reference group and planning

A start-up meeting with Hort Innovation took place on date month year following engagement to discuss and agree on project activities to be undertaken during the project. A Program Logic (Appendix 31) was developed for the project during the meeting and the members of the Project Reference Group (PRG) were determined. The Terms of Reference for the PRG, naming members, are attached as (Appendix 15). An important PRG task was to review and approve expressions of interest from producers and/or producer groups for training and education initiatives in their region or on farm.

The project team developed a detailed work plan that included stakeholder engagement, communications and project evaluation, individual training course assessment as well as an overall education and training impact assessment. The background information, context and risk management strategies considered during planning are comprehensive and available on request.

VegPRO engaged with other relevant projects to ensure the most relevant, effective and adaptive delivery of training. Other projects included regional capacity building projects (especially VegNet), extension projects or extension components of research projects as well as projects delivered under Hort Innovation Pool 2, the Leadership & Development Fund.

Task 2. Developing a vision and brand for the initiative

Brand development was an important first step and a recommendation of the advisory group that reviewed VG14061. It was delivered as part of the initial communication and engagement activity. We used AUSVEG and Hort Innovation communication channels as well as social media to engage industry in developing a brand for the initiative, a positioning statement, name and logo to encourage ownership of the program by the vegetable industry. The vision and brand were launched at the Horticulture Convention 2016. Testing the effectiveness of the brand was included in the MERI plan.

Task 3. Establishing systems to deliver relevant training in a timely fashion

Systems to deliver relevant training were based on principles and criteria from VG14061 and Hort Innovation requirements. The aim was to deliver training to address gaps already identified by VG14061:

1. **Technology** - *Information Technology, Machinery & equipment, Precision horticulture, Spatial technology, Remote sensing, GPS/GIS, Vision/sensing technology (e.g. for grading or in the field), Robotics, Irrigation technology, Spray application technology, Waste management, Energy efficiency*
2. **Production Environment** - *Climate / Climate change, Landscape / Land capability / site selection, NRM / sustainability, Water resources / quality, Resource use efficiency, Emission management, Carbon Farming, Environmental sustainability, Site selection*
3. **Field Production and Advanced Crop Management** - *Soil management, Crop nutrition / fertilisers, Plant health and crop protection, Machinery & equipment, Irrigation management, Integrated crop management, Agronomy, Sustainable production, Variety selection, on farm trials*
4. **Protected Production/Hydroponics** - *Structures / crop covers, Hydroponics, Greenhouse soil / substrate management, Nutrition management / fertilisers, Plant health and crop protection, Climate and atmosphere control, Machinery & equipment, Irrigation management, Integrated crop management*
5. **Postharvest Management** - *Grading, Cool chain management, Post-harvest physiology, Packaging,*

Storage, Temperature and atmosphere control, Logistics, Transport / shipping, Distribution, Food safety, Waste management

6. **Managing the Vegetable Business** - *Strategy, Financial management, Business planning / management, Cost of production, Record keeping, Data management, Investment decisions, Commercialisation, Managing growth, Compliance (legislative / regulatory), Quality systems, Managing risks*
7. **Products to Markets** - *Understanding markets and consumers, Marketing / promotion / selling, Exporting, Product development, Supply chain management, Product development*
8. **People Management/Development** - *Leadership, Conflict management / Negotiation, WH&S, Managing staff, Mentoring, Managing apprentices / new staff, Labour management, Communication*
9. **Information Transfer/Communication** - *Adult learning, Consulting, Extension, Facilitation, Communication e.g. via public media, public speaking.*

Further training needs could be established in several ways :

- A. The VegPRO Coordinator identified new training needs in consultation with individual producers, VegNet, Hort Innovation staff, state and federal peak industry bodies, RD&E and training providers, and others providing services to the vegetable industry
- B. A Strategic Hort Innovation Advisory Panel (SIAP) could develop and approve new training concepts using the same process as used for RD&E projects
- C. The PRG would provide advice on training needs.

Of these three approaches, approach A and B were mainly utilised to identify additional training needs not identified by VG14061. These were included in training plans and delivered via accessible training (brokerage of existing courses), customised training (redesigned for vegetables) or inaugural training (new training design).

Requests for training delivery

The VegPRO Coordinator prepared requests for quote (RFQ) or requests for proposals (RFP) which were made available to service providers via Hort Innovation systems (emails to subscribers and Tenderlink).

Quotes and proposals were reviewed by the PRG and, once approved, contracted via Hort Innovation, using the same approach as for RD&E projects. Smaller size projects, i.e. one off delivery of training were contracted by Hort Innovation as a consultancy.

Reporting

Reporting for VegPRO training services was changed from the usual Hort innovation requirements for RD&E projects to reduce the costs associated with intensive reporting and have a sensible approach that fitted the services being delivered.

The redesigned VegPRO reporting used from year two differed depending on the type, content development requirements and duration of a training service. Reporting on training involved, at a minimum, submitting the following to Hort Innovation via the VegPRO Coordinator:

1. The training plan(s) and or session plan(s) used for the training.
2. Training aids and resources specifically developed for VegPRO using VegPRO funding.
3. An evaluation report on each training session and, if several sessions were involved, an overall evaluation. The evaluation of training services was driven by the need to comply with the VegPRO M&E Plan.

Detailed milestone or final reports as used to report on RD&E projects were not applicable to VegPRO. The VegPRO Coordinator ensured that RFQs and RFPs included a listing of reporting requirements.

The VegPRO Coordinator role in establishing systems to deliver relevant training

The VegPRO Coordinator kept the vegetable industry informed of available, relevant formal and informal training programs to be delivered by VegPRO or other providers via the VegPRO website and project communications. Details on this activity are included in the 'Outputs' section of this report.

The coordinator organised all aspects of VegPRO training delivery, apart from Service Provider Agreements, contracting and payment, which were managed by Hort Innovation via the relevant Program Manager. Coordinator activities included:

- Establishing a panel of pre-qualified, approved training service providers with Hort Innovation (refer to Task 4 for details)
- Preparing briefs to initiate training delivery where training needs and gaps had been identified, starting with those summarised and identified by VG14061
- Identifying training gaps as an ongoing activity which may have been 'missed' by VG14061 or driven by changes in the training landscape (elimination of training services) or industry needs (e.g. due to technology advances, changes in markets / supply chains, regulation/compliance needs or unforeseen events)
- Prioritising training needs, mainly based on demand and expected impact, in consultation with the PRG
- Checking quotes and proposals against RFP and RFQ criteria and presenting compliant proposals and quotes to the PRG for selection of preferred training providers, and providing PRG recommendations to Hort Innovation for contracting
- Inviting suitable pre-qualified service providers (refer to Task 4) to deliver training to fill identified needs / gaps and ensure that providers meet needs in content and delivery and adhere to a budget
- Initiating requests for proposals or quotes (RFP, RFQ) for Inaugural Training through the Hort Innovation tender process, when a training need could not be addressed by pre-qualified providers (Customised Training)
- Identifying 'key multipliers' e.g. advisers to vegetable producers and including them in relevant training to allow them to use and pass on the acquired knowledge. Coordinating coaching support for key multipliers if a clear benefit was identified
- Attending industry events and meetings that dealt with education and training relevant to the vegetable industry
- Identify and follow up on opportunities for developing or customising certified courses (via RTOs and Skill Impact) for the vegetable industry.
- Organising PRG and regular project team meetings (RMCG and AHR staff) to ensure good project governance.
- Reporting to and communication with Hort Innovation and training organisations or service providers.

Task 4. Establishing a panel of pre-qualified, approved training service providers

Speedy access to suitable training providers was seen as critical to VegPRO's success. The project coordinator therefore set up and maintained a panel of pre-qualified, Hort Innovation/PRG approved training providers. Panel members were pre-engaged according to rules established as part of this task (Task 4).

There were two ways for a service provider to become a pre-qualified, approved panel member:

1. Service providers registered on the project website; followed by review against a set of criteria, and acceptance or rejection by the PRG (see below)
2. Service providers submitted a proposal in response to a “Request for Tender to participate in a panel arrangement for provision of training services to the levy vegetable industry” from Hort Innovation; this applied in cases where a specific skill set was required and the project had no suitable pre-qualified service providers or registrations via the project website that could be submitted to the PRG for approval.

The VegPRO coordinator invited potential training providers to register for pre-qualification on the VegPRO website. The website registration as training service provider asked for the following information which constituted **selection criteria** for approval of pre-qualified training service providers – that the service providers:

- were a single legal entity or recognised firm of partners (or employed by one of these)
- were financially viable
- had adequate insurance (public liability, professional indemnity, workers’ compensation)
- complied with the current Workplace Gender Equality Act
- had no conflict of interest
- had relevant qualifications and or experience (technical qualification and or training qualifications) or
- had a track record of providing effective training in the area of expertise the project requires or positive feedback from previous training delivery to the vegetable industry; this applies to content and delivery methods
- had a track record of providing effective training in any of the areas of expertise VegPRO may require (refer to training needs identified by VG14061); this applies to content and delivery methods
- provide information on training services they have available already which could be delivered as is or as Customised Training
- had completed the project’s trainer training course
- had provided hourly rates and estimates of disbursement rates

The PRG (which included the Hort Innovation Program Manager) reviewed registrations against the selection criteria and approved suitable training providers.

Hort Innovation then set up a **Pre-qualification Agreement** with PRG approved trainers, making them 'pre-qualified' to deliver VegPRO training services as and when required. This **Pre-qualification Agreement** did not promise that the service provider would be contracted. It however allowed for more speedy contracting when the provider was required.

Hort innovation had the option to not pre-qualify a training provider even though his /her organisation met the above criteria and other PRG members had approved the organisation or person(s).

After the first year of VegPRO, where training services had to be contracted as per RD&E projects, training providers who had a VegPRO Pre-engagement Agreement with Hort Innovation (pre-qualified training service providers) could be contracted directly by Hort Innovation via a consultancy agreement, as soon as their quote or proposal was accepted by the PRG (refer to Task 3). Together with the contract detailing the conditions of the specific engagement, the provider received a purchase order from Hort Innovation and then was paid on invoice according to the schedule set out in the contract. Invoices were approved by the VegPRO Coordinator once the service provider had submitted training evaluation forms and training materials as per the contract.

Training service providers could be de-registered from the panel of pre-qualified providers if they failed any of the above criteria due to a change in their business status or negative feedback from a majority of training participants.

The project coordinator maintained a list of approved, pre-qualified training providers.

Task 5. Maintaining links with RD&E providers so the industry can benefit from synergies

Throughout the project, the team stayed connected with extension providers and current research projects to ensure research outcomes were incorporated into VegPRO training programs, and extension activities were well communicated and co-ordinated. The VegPRO website Hub (Task 9) was a key tool in setting up and maintaining this network. The team engaged with APEN (the Australia Pacific Extension Network) and developed 'train the trainer' events and resources for those working with the vegetable industry (Task 7). The aim was to increase linkages and build capacity and efficiencies.

Task 6. Building relationships with formal and informal training providers; communicating opportunities to vegetable businesses, providing a 'Training Brokering Service' and pathway to accreditation

The project team strengthened ties with formal and informal training providers, by initiating contact and through participatory activities. The team encouraged and assisted providers to develop training programs that met industry needs and promoted relevant services. Existing education and training opportunities were promoted through the Hub (Task 9), and AUSVEG, Hort Innovation and VegPRO communication channels, and directly at industry events. This effectively constituted a training brokerage service, that was conducted cooperatively with providers.

The following guiding principles were used to establish a pathway to accreditation of training for the vegetable industry. A prerequisite was that the pathway to accreditation aligns with the guiding principles established by VG14061.

1. First, design training (e.g. in content, delivery format, location) that fills identified gaps and meets the needs of industry. It requires building in flexibility to adapt courses to regional/changing needs and to include new knowledge e.g. from R&D and technology advances
2. Determine required trainer competencies and maintain flexibility in using the best trainers who bring results
3. Identify where training aligns with existing AHC10 competencies to not double up
4. Seek feedback from participants on whether they want accredited delivery (e.g. under AHC10)
5. Based on the feedback from participants, assess demand for:
 - i. accreditation of specific vegetable competencies
 - ii. separate vegetable course(s) (e.g. Cert IV in vegetable production)
6. Assess whether new competencies are warranted within the existing Cert courses e.g. a new competency specifically for vegetables e.g. managing irrigation, nutrition, and soils management, integrated crop protection, precision agriculture, managing labour, postharvest management and food safety, new technologies, etc., in vegetable crops (i.e. filling gaps)

Based on the above analysis, assess the medium to long-term demand for accreditation of specific vegetable competencies or new courses as well as criteria for the selection of trainers.

Task 7. Growing professionals and champions (coaching programs)

VegPRO planned to foster professional and personal development through establishing and overseeing a coaching program for vegetable levy payers that worked in spite of the competitive nature of the industry. Coaching is an approach that combines mentoring and technical support. VegPRO identified coaching needs in key areas including crop production, technology and innovation, business management, supply chain management, consumers and marketing and export. The feasibility of a Group Coaching approach was assessed as a cost-effective methodology, using the power of peer relationships. Coaching had to be project focused i.e. learners chose what they want to achieve during the process and implement learnings in their vegetable business; linkages with alumni of the leadership program were explored. Vegetable farm advisers could receive coaching, if a clear benefit for vegetable levy payers (multiplier effect, also refer to Task 3) could be established.

The first step for the establishment of coaching programs was scoping and defining the needs via delivering to a couple of pilot coaching groups in Victoria. An outline of the pilots is attached as Appendix 7.

The project supported Hort Innovation scholarship programs by actively encouraging vegetable producers and staff to participate in existing and new programs and by communicating opportunities to Hort Innovation (e.g. Nuffield, Churchill, Career Harvest). VegPRO also promoted Horticulture Innovation's training opportunities such as the Global Masterclass and the Growing Leaders Program via VegPRO communications.

Task 8: Establishing trainer training programs

Trainers had varying backgrounds including working for a registered training organisation, as VegPRO registered individuals or predominantly in an advisory/constancy capacity. All had the ability to deliver training or amplify uptake of relevant training (e.g. VegNET, advisers). VegPRO identified key people to receive or deliver 'trainer training' to increase the impact of VegPRO and provide legacy from the project.

A focus for trainer training was on the principles of adult and "Next Gen" learning as well as engaging delivery methods rather than 'classroom' styles.

The project team developed an e-learning resource and booklet type guide on training for trainers working with the vegetable industry. Apart from relevant learning principles and delivery styles, trainer training areas depended on needs identified by VegPRO and available funding. Over time, VegPRO aimed to build skills and capacity. VegPRO aimed to create networks between trainers working in different fields and/or regions. It wanted to achieve training programs that are somewhat consistent in their approach and delivery style and to make use of existing services and resources as appropriate e.g. through the APEN Education Training and Accreditation sub-committee and/or the formal educators such as TAFE, other RTOs and universities.

Task 9: Investigating and, if feasible implementing a Vegetable Industry Training Passport

We investigated a vegetable Industry Training Passport that would allow training participants to keep records / evidence of training attended, especially of training not delivered by an RTO. This would help employers and staff to meet training objectives and potentially support certification schemes relating to food safety or farm biosecurity, supplier requirements and environmental programs.

The 'passport' records the provider, title, content and length of training, results of assessments and course evaluation. Only training programs recommended by the PRG and project team and then approved by Hort Innovation ('preferred provider') were to be included. To determine whether such a scheme was feasible, we drew on the findings of previous investigations into agricultural training passports, and the experiences of organisations such as Rural Skills Australia and Tocal College (NSW DPI).

Task 10: Creating and maintaining a VegPRO web Hub

We developed a web based, easy to navigate, smart phone and tablet suitable *VegPRO Hub* with links to Hort Innovation, AUSVEG and other websites relevant to education and training (www.vegpro.com.au). The Hub is a one stop go-to place for education and training opportunities relevant to the vegetable industry. The Hub and all communications carried the VegPRO brand name & logo to clearly identify them and distinguish them from other services. The Hub was one method of inviting people to get involved in the Australian vegetable industry.

The Hub was used as a portal for E-learning and webinar opportunities as well as a place to build networks and share information. It includes self-assessment tools and pathways to help users explore and plan for employment opportunities in the vegetable industry. The hub assisted brokering by linking to relevant formal education and training services for 'Growing Professionals'. Mentoring schemes and Scholarship opportunities were advertised and links provided to key extension materials.

A major focus when designing and creating content for the Hub was for it to showcase opportunities and create excitement about prospects and pathways in the industry. Social media was used to direct people to the Hub website.

Legacy and ownership of the Hub site was negotiated with Hort Innovation at project inception with the outcome of that Hort Innovation has ownership of the Hub. Ongoing maintenance and extension of the Hub is unclear at the stage of preparing this report.

Task 11: Maintaining links with similar industry initiatives and the formal agricultural education sector

We strengthened connections made during VG14061 and built on the teams' existing links with the formal education sector. Not only did this allow us to explore synergies and opportunities, but also to learn from any issues encountered. This included continued dialogue with industry bodies such as DairyTas, APAL, NGUA, MLA, etc., as well as universities, colleges and TAFE (refer to Task 5). The project team provided advice on vegetable industry needs, particularly gaps in existing training programs, as well as effective ways of working with producers and their staff to formal training providers. We encouraged providers to offer relevant training and especially short courses, courses that fill gaps and to use project based learning methods rather than 'top down' teaching in these courses (refer to Task 7).

Task 12: Project management and evaluation

These included but were not limited to:

- Annual work plans, including schedule of costs and priority programs
- Subcontractor management (the subcontractor was part of the PRG and delivery team, and was assigned distinct project tasks or sub tasks as well as providing input into other VegPRO activities as required)
- PRG formation and PRG meetings
- Communication with Hort Innovation
- Delivery team meetings
- Evaluation of the overall initiative and individual training programs
- Changes to VegPRO and or training programs based on feedback and coordinator assessments
- Milestone reports (six-monthly) and final report.

Task 13: Evaluating training programs and impact assessment

We used SMART measurement metrics (specific, measurable, achievable, realistic, time bound) wherever possible, for the MERI of our performance, the evaluation for individual training events and the Initiative's Impact Assessment. This took into consideration the program logic / KPIs for this project developed at project initiation and reviewed, which provided a framework for each type of evaluation.

VegPRO evaluation considered the following stages and questions

- Design: Does the project meet the needs of the vegetable industry?
- Implementation: Have targets (KPIs) been set and are they being achieved? ii) Are the project objectives still relevant? Are they likely to be met? If not, what can be done?
- VEGPRO Impact: Was the project completed? Were training participants and providers satisfied? Did the initiative meet its objectives? What are the medium and longer-term impacts? Did it provide value for money? Was there a reasonable return on investment?

Outputs

Overview

The VegPRO project delivered to 13 key tasks. It designed and delivered outputs to complete these key tasks and thus deliver a successful the VegPRO project. The 13 key tasks were:

- Task 1. Project inception, establishment of a project reference group and planning
- Task 2. Develop a vision and brand for the initiative
- Task 3. Establish systems to deliver relevant training in a timely manner
- Task 4. Establish a panel of pre-qualified, approved training service providers
- Task 5. Maintain links with RD&E providers so the industry can benefit from synergies
- Task 6. Build relationships with formal and informal training providers; communicate opportunities to vegetable businesses, provide a 'Training Brokering Service' and pathway to accreditation
- Task 7. Grow professionals and champions (coaching programs)
- Task 8: Establish trainer training programs
- Task 9: Investigate and, if feasible implement a Vegetable Industry Training Passport
- Task 10: Create and maintain a Vegetable Industry Education and Training (VEGPRO) Hub
- Task 11: Maintain links with similar industry initiatives and the formal agricultural education sector
- Task 12: Project management and evaluation
- Task 13: Evaluate training programs and Impact assessment

Outputs addressing the key 13 tasks:

The following section lists the main VegPRO outputs.

Project Management outputs

- Project logic
- Project plans (overall and annual work plans for years 1, 2 and 3 in 'Smartsheet', communication and engagement plan, M&E plan)
- Design and execution of VegPRO name, logo and website Hub
- Development of social media pages; Facebook, Twitter and LinkedIn page
- Coordinator employment
- Development of procurement of training documentation including design of the Request for proposal and quote documentation (guide) versions 1 and 2
- Proposal / Contract review and update with Hort Innovation and then Subcontractor (AHR)
- PRG member selection and Terms of Reference (ToR)
- Meeting agendas and minutes (PRG and project team)
- Training plans (2018 and draft 2019)
- Investigation and installation of a Learning Management System (LMS)

- Milestone and final reports
- Quarterly project updates for AUSVEG’s ‘Vegetables Australia’
- Regular project updates for AUSVEG’s Weekly Update
- Participation in Hort Connections 2017, 2018 and 2019
- Training needs analyses at events organised by VegNet, AUSVEG and other organisations involving the vegetable industry in different states
- Participation in and presentation VegNet meetings
- Development of an evaluation framework, M&E design and execution.

Training Events Planned and Delivered

The project commenced 1 July 2016.

2016/17

The first-year activities included foundational project management work. Training delivery was hampered by the cancellation of the delivery of a food safety training course (the 1st VegPRO course) by Hort Innovation. This occurred after the standard Hort Innovation procurement process had been completed.

The standard procurement process used for training services meant that there could be a gap of two to three months before training could be delivered. Each training service was treated like a new project involving all the associated administrative tasks by Hort Innovation and the service provider.

Due to the above-mentioned foundational activities and issues, only two training recourses and 2 training events were produced by VegPRO in the 2016/17.

- 1) Train the Trainer for people working with the Vegetable sector (online course and booklet style guide delivered by VegPRO)
- 2) Delivery of training videos to support WH&S (via cooperation with VG16031 a VegPRO sub-project)
- 3) VegInnovations – How to Develop new value for vegetable producers
- 4) Negotiations – How to communicate successfully within the vegetable sector
- 5) Investigation (by VegPRO into Business Management training (BizCheck) based on feedback from VegNet NSW.

2017/18

An update of the procurement process commenced in the first months of the 2017/18 financial year. The aim was to streamline the process to be able to react more quickly to training requests from growers and reduce administration time for Hort Innovation, RMCG and service providers. A variation agreement to the original contract between Hort Innovation and RMCG from June 2016 was executed by Hort Innovation on 28 September 2017, nearly 15 months after project commencement. This variation allowed for more speedy contracting of VegPRO sub-projects to deliver training services. Appendix 28 illustrates the updated procurement process.

In parallel to developing a new procurement process, VegPRO developed a 12 months training plan in cooperation with VegNet IDOs to further streamline the process of receiving requests for training and training delivery to production regions. The training plan is attached as Appendix 14.

VegPro developed specific promotional flyers for each event. These were promoted via VegPRO, VegNet and AUSVEG communications. Events were advertised and managed via Eventbrite.

23 training events were coordinated and delivered by VegPRO in 12 months from July 2017 to June 2018. They are listed below.

- 6) Negotiations + Influencing Course - VIC Melbourne 25th & 26th July 2017
- 7) Negotiation + Influencing Course - QLD Gatton 11th & 12th October 2017
- 8) Chemical Handling for Vegetable Growers – TAS Richmond 13th February 2018
- 9) How to Communicate- Negotiations + Influencing Course – SA Poorka 19th & 20th February 2018
- 10) Chemical Handling for Vegetable Growers in Vietnamese – NT Darwin 22nd & 23rd February 2018
- 11) Chemical Handling for Vegetable Growers – QLD Bowan 22nd & 23rd February 2018
- 12) Chemical Handling for Vegetable Growers – SA Virginia 6th & 7th March 2018
- 13) How to Communicate- Negotiations + Influencing Course – QLD Bundaberg 14th & 15th March 2018
- 14) Chemical Handling for Vegetable Growers in Cambodian – NT Coolalinga 15th & 16th March
- 15) Horticulture Code of Conduct Information Session for Vegetable Growers – VIC Lindenow 22nd March 2018
- 16) Horticulture Code of Conduct Information Session for Vegetable Growers – VIC Maffra 22nd March 2018
- 17) Chemical Handling for Vegetable Growers – TAS North West Forthside 26th & 27th March 2018
- 18) Horticulture Code of Conduct Information Session for Vegetable Growers – NT Coolalinga 27th March 2018
- 19) Horticulture Code of Conduct Information Session for Vegetable Growers – NT Humpty Doo 27th March 2018
- 20) Chemical Handling for Vegetable Growers – TAS North Bishopbourne 28th & 29th March 2018
- 21) How to Communicate- Negotiations + Influencing Course – WA Perth 4th & 5th April 2018
- 22) Irrigation Basic Skills Workshop - VIC Newry 12th April 2018
- 23) How to Communicate- Negotiations + Influencing Course – TAS Launceston 9th & 10th May
- 24) Irrigation Basic Skills Workshop – SA Angle Vale 17th May 2018
- 25) How to Communicate- Negotiations + Influencing Course – VIC Sale 31st May & 1st June 2018
- 26) Horticulture Code of Conduct Information Session for Vegetable Growers – TAS Elizabeth Town 1st June 2018
- 27) Chemical Handling for Vegetable Growers – VIC Wonthaggi 5th & 6th June 2018
- 28) VegInnovations Roadshow – TAS Elizabeth Town 7th June 2018

2018/19

A total 24 training were coordinated and delivered by VegPRO in the five months from July 2018 to November 2018. Two major online courses were delivered in 2019. Events and online courses are listed below.

- 29) VegInnovations Roadshow – WA Canning Vale 10th July 2018

- 30) Chemical Handling for Vegetable Growers – QLD Applethorpe 12th July 2018
- 31) Chemical Handling for Vegetable Growers – SA Mount Barker 24th & 25th July 2018
- 32) VegInnovations Roadshow – QLD Gatton 25th July 2018
- 33) Irrigation Basic Skills Workshop – NT 31st July 2018
- 34) VegInnovations Roadshow – VIC Sale 2nd August 2018
- 35) VegInnovations Roadshow – VIC Epping 3rd August 2018
- 36) VegInnovations Roadshow-SA Mawson Lakes 9th August 2018
- 37) Irrigation Basic Skills Workshop VIC Clyde 15th August 2018
- 38) Irrigation Basic Skills Workshop VIC Wemen 16th August 2018
- 39) Chemical Handling for Vegetable Growers – TAS Forthside 3rd September 2018
- 40) Chemical Handling for Vegetable Growers – TAS Hagley 5th September 2018
- 41) Pest & Disease ID Workshop - VIC Lindenow 20th September 2018
- 42) How to Communicate- Negotiations + Influencing Course – WA Carnarvon 13th September 2018
- 43) Chemical Handling for Vegetable Growers – VIC Lindenow 20th September 2018
- 44) Chemical Handling for Vegetable Growers – VIC Werribee 24th September 2018
- 45) Chemical Handling for Vegetable Growers – VIC Cranbourne 26th September 2018
- 46) Pest & Disease ID Workshop – VIC Werribee South 23rd October 2018
- 47) Irrigation Basic Skills Workshop – TAS Cambridge 24th October 2018
- 48) Irrigation Basic Skills Workshop – TAS Cressy 25th October 2018
- 49) Irrigation Basic Skills Workshop – TAS Forthside 26th October 2018
- 50) Pest & Disease ID Workshop – VIC Clyde 30th October 2018
- 51) Pest & Disease ID Workshop – VIC Cambridge 20th November 2018
- 52) Veg Inductions online training course – released February 2019
- 53) Fresh Produce Handling online training course – released June 2019

A training plan for the remainder of 2018 and 2019 to the end of May (when the project had to wind up) was developed in November and December 2018, based on requests from growers. However, it was not implemented due to lack of levy funding for training.

Training Events organised but cancelled due to lack of funding

A total of 18 already approved and VegPRO organised training events had to be cancelled due to lack of funding.

- 54) Chemical Handling for Vegetable Growers – NT Darwin September 2018
- 55) Chemical Handling for Vegetable Growers – WA April 2018
- 56) Chemical Handling for Vegetable Growers – WA April 2018
- 57) Post Harvest Management for Vegetable growers – TAS North West 26th July 2018
- 58) Post Harvest Management for Vegetable growers – VIC Wonthaggi 1st September 2018

- 59) Post Harvest Management for Vegetable growers – VIC Lindenow 27th June 2018
- 60) Post Harvest Management for Vegetable growers – NSW Sydney markets 10th May 2018
- 61) Post Harvest Management for Vegetable growers – QLD Bowen 22nd May 2018
- 62) Post Harvest Management for Vegetable growers – QLD Bundaburg May 2018
- 63) Post Harvest Management for Vegetable growers – NT Darwin November 2018
- 64) Post Harvest Management for Vegetable growers – VIC Werribee 7th August 2018
- 65) Coaching - Biz Check – NSW June 2018- December 2018
- 66) Coaching – How to make a new food idea a reality – TAS North June 2018 - September 2018
- 67) Coaching – Youth Development in the Vegetable sector – NT Darwin April 2018 – September 2018
- 68) Coaching – Managing Human Resources – QLD Gumalu February 2018 – April 2018
- 69) Rural First Aid and Mental Health 1 -QLD Bundaberg July/August 2018
- 70) Rural First Aid and Mental Health 2 -QLD Bundaberg July/August 2018
- 71) Rural First Aid and Mental Health 3 -QLD Bundaberg July/August 2018

VegPRO developed an online training evaluation questionnaire. All participants in VegPRO training had to complete the questionnaire (Appendix 32).

Training plans developed but not delivered due to lack of funding

Two further training plans were developed in the last three months of 2018, before VegPRO was informed about the funding shortage. One plan was for the last months of the project until June 2019. Another was for the year of 2019 and based on the number of requests for training already received by VegPRO. This full year training delivery would have depended on a successful extension of VegPRO to the end of December 2019. Both abandoned training plans are included as Appendix 14 & 33.

Training Events organised but cancelled due to lack of interest by growers or due to not finding a suitable trainer

A total of 8 training events were approved and organised but cancelled for reasons other than lack of funding.

- 72) Fresh Produce online induction – cancelled due to issues with one of the trainers who applied
- 73) Chemical Handling for Vegetable Growers – QLD Bowen 22nd and 23rd February 2018 (lack of interest)
- 74) Chemical Handling for Vegetable Growers - QLD Ayr 8th & 9th March 2018 (lack of interest)
- 75) Chemical Handling for Vegetable Growers - QLD Stanthorpe 9th & 10th July 2018 (lack of interest)
- 76) Pest & Disease ID Workshop – TAS North 14th November 2018 (no trainer available to cover the crops required)
- 77) Pest & Disease ID Workshop – TAS North West 15th November 2018 (no trainer available to cover crops required)
- 78) Pest & Disease ID Workshop – NT Darwin June 2018 (no trainer available to cover crops required)

- 79) Horticulture Code of Conduct Information Session for Vegetable Growers - TAS Richmond 1st June 2018 (low number of registration)

VegPRO coordinated 73 training events to be delivered during the 17 months of July 2017 to November 2018. This is on average more than 1 event per week over the period when VegPRO was able to operate under a training plan. 47 training events were delivered, just under 3 events per month. Four online courses were designed and delivered during times when coordination of face to face training was not occurring.

Maintain Links to extension and other projects (Tasks 5 and 11)

- 1) VegPRO Presentation at the VegNET Conference – QLD Townsville 11th September 2016
- 2) VegNET Survey as per of a VegNet meeting in Sydney, on what extension staff saw as the gaps to training in the vegetable sector October 2016 (Appendix 8)
- 3) Presentation on VegPRO at Farm Walk Fresh Select – VIC Werribee 8th March 2017
- 4) Presentation on VegPRO at the Gippsland Growers Forum – VIC Sale 9th March 2017
- 5) Presentation on VegPRO at the Gippsland Growers Forum - VIC Korumburra 27th July 2017
- 6) Presentation at the Post Harvest Management of Vegetables Roadshow – SA Nairne 1st August 2017
- 7) Attend the QWARN teleconference and present on VegPRO – October 2017
- 8) VegPRO Presentation at the Post Harvest Management of Vegetables Roadshow – SA Gawler River 2nd August 2017
- 9) VegPRO Presentation at the BFGV/Hort Innovation Special Event for Growers in the Bundy Region – QLD Bundaberg 17th November 2017
- 10) Create training plans for all VegNET representatives – September – December 2017
- 11) VegPRO Presentation at the VegNET Conference – TAS Devonport 18th September 2018
- 12) 829 email communications to VegNet and other relevant project staff about training opportunities

VegPRO developed a good network with extension and other projects, especially via VegNet.

Communicate with stakeholders (Task 6)

- 1) Introduction to VegPRO Video to explain what VegPRO is and does.
- 2) Establishment and management of the VegPRO website (over 2200 views)
- 3) A current Facebook page with 208 followers
- 4) An active Twitter page with 443 followers
- 5) 12 Bi-Monthly articles in the AUSVEG Vegetables Australasia Magazine
- 6) Regular articles and updates in AUSVEG Weekly Newsletter
- 7) Regular updates in AUSVEG SA newsletter
- 8) Regular updates in the VegNET Newsletter and at several VegNet meetings (by invitation)
- 9) Regular updates in Growcom Newsletter

- 10) 3 articles in Vegetables WA magazine
- 11) Regular updates in VegNET Victoria and VegNet Gippsland Newsletters
- 12) Updates in various other newsletters; Fresh Plaza, BFGV Blog, Good Fruit and Vegetables, Small Farm Living NRM
- 13) Regular 6 monthly PRG meetings; 13th September 2016, 21st November 2016, 24th April 2017, 19th October 2017, 28th March 2018, 26th November 2018
- 14) 32 x 3-weekly updates to PRG members
- 15) “Call for Ideas survey” from the industry – October 2016
- 16) Meeting with Australian College of Agriculture and Horticulture – VIC Werribee 8th March 2017
- 17) Meetings with Bulmers, Bonnacord and Riviera Farms – VIC Gippsland 10th March 2017
- 18) VegPRO booth at Hort Connections - SA Adelaide 15th – 17th May 2017
- 19) Vegetable Soil Workshop with NRM – TAS Deloraine 25th May 2017
- 20) Vegetable Soils Workshop with NRM – TAS Scottsdale 26th May 2017
- 21) Stand at Roberts Potato/Vegetable Industry Trade Expo and Forum – TAS Ulverstone 27th July 2017
- 22) Meeting with Simplot to discuss training requirements and options – TAS Ulverstone 23rd August 2017
- 23) Presenting and Networking at the Soilborne Disease Masterclass – TAS Devonport - August 2017
- 24) Teleconference with Gippsland Food Cluster to discuss induction training – 15 September 2017
- 25) Meeting with Simplot Grower Managers for Vegetables – TAS Devonport 10th November 2017
- 26) Stand at the Forthside Research Facility Open day – TAS Forthside – 14th November 2017
- 27) Teleconference with Tim Neale around training for Precision Agriculture – 21st November 2017
- 28) VegPRO Podcast for InfoVeg Episode 14 – 17th December 2017
- 29) Syngenta Spray Application Workshop represented VegPRO – TAS Forthside 13th March 2018
- 30) TFGA Inspire, presentation and networking – TAS Launceston 22nd March 2018
- 31) Stand at the Precision Ag Expo – TAS Hagley 19th April 2018
- 32) Meeting with EE Muir – Paul Yates about training around biological products for growers and agronomists – TAS 2nd June 2018
- 33) Attendance of the TIA (Tasmanian Institute of Agriculture) Research Forum – June 2018
- 34) Stand at the TIA Forthside Research Facility Open Day – TAS Forthside 10th October 2018
- 35) Presenting and Networking at the Soil Wealth Nutrition Masterclass – QLD Brisbane 17th & 18th October 2018
- 36) VegPRO representation at the Cover Crop Field Walk for the use of Biofumigants in Vegetable Production – TAS Sheffield 28th January 2019
- 37) Attended the Hort Innovation Strategy Workshop - Tas Devonport 15th February 2019
- 38) Attended the Inspire Ag Event – TAS Launceston 13th March 2019
- 39) Stand at the Precision Ag Expo – TAS Hagley 17th April 2019

Communication was a vital part of VegPRO delivery. The aim was to promote VegPRO and its courses as well as getting feedback on training needs and finding out about relevant training being delivered by other organisations. Communication occurred via newsletters, magazines, social media, and face to face at numerous meetings and events in all states. The VegPRO coordinator received many phone calls with enquiries and suggestions; these increased exponentially from year 2 onwards.

Develop relationships with formal and informal training providers (Task 6)

2017/18

- 1) Meeting with RTO “Doing Business Better” about Lean Process Management – VIC Melbourne 22nd December 2016
- 2) Meeting with 4 Up Skilling – VIC – Melbourne Brendon White – 12th October 2017
- 3) Skills Gap Workshop – NSW Riverina Yanco – 18th October 2017
- 4) Skills Gap Workshop – NSW Riverina Griffith – 20th October 2017
- 5) Skills Gap Workshop – NSW Riverina Batlow – 21st October 2017
- 6) Attendance of the University College showcase for training options – TAS Burnie – 23rd November 2018
- 7) Meeting with Safe Farming Tasmania – TAS
- 8) Meetings with Skills Impact and submission of feedback on potential training for agronomists and advisors – January 2019 – June 2018
- 9) Contact with APEN re their focus on education and training and what is available for extension professionals January 2018
- 10) Member of the TEAN – VegPRO also attended many events, workshops, meetings and forums where education and training were discussed to help understand the issues around overall declining training services and to build relationships with the educational bodies and training organisations. At these events, VegPRO provide representation of the vegetable sector.

2018/19

- 11) Request for feedback from educational bodies on the status of horticulture training – February 2018
- 12) Review on Industry training requirements for improving efficiency within agriculture for an RTO specializing in Business Process Optimisation – March 2018
- 13) Member of the Agribusiness Associate Degree Advisory Group – April 2018
- 14) Meetings with Robert Mann (TAFE-NSW) to discuss collaboration with VegPRO – May 2018
- 15) Participation as subject matter expert in the redesign (by Skills Impact) of the protected cropping training package (as SME representative) – 2018/19
- 16) Discussions around the Training/Employment and emerging leaders program for Tasmania (already delivered as Shaping Futures in Mildura) – July 2018
- 17) SME (subject matter expert) for Review of Nursery Industry Career Pathways – July 2018
- 18) Review of “Agriculture Centre of Excellence Freer Farm, Burnie” discussion Paper – August 2018
- 19) Charles Sturt University Industry Workshop “Horticulture why bother?” – August 2018
- 20) TIA professional learning workshop for STEM – 1st & 2nd September 2018
- 21) Attended “Rethinking Education” an industry forum in Tasmania about training gaps in Tasmania – November 2018

- 22) Discussions with TAS TAFE on collaboration with VegPRO 2018-2019
- 23) Meetings with Brendan White from 4 Up Skilling about gaps and collaboration – 2018-2019
- 24) Delivery of Soils component of the Diploma in Agriculture TAS TAFE
- 25) Delivery of Soils component of the Diploma in Agriculture TAS TAFE – 5th June 2019
- 26) Several meetings with Skills Impact about relevant training packages, skill sets and units of competency for the vegetable industry

The VegPRO Coordinator developed good relationships with TAFE colleges/ TAFE teachers who were interested in working with VegPRO on vegetable specific content and delivery within accredited courses. The shortfall of funding ultimately prevented these opportunities to come to fruition. Still, a strong relationship was formed with Skills Impact, the organisation in charge of developing and updating accredited training. This led to the VegPRO Coordinator participating in a review and relaunch of the protected cropping training package as well as an invitation to participate in the upcoming review of the production horticulture package. The Coordinator was also approached to nominate a representative to participate in the development for new training packages in agronomy and biosecurity. VegPRO had highlighted a lack of training in these knowledge areas in discussion with Skills Impact.

The VegPRO Coordinator built relationships with Charles Sturt University and UTAS.

Links to other Industries (Task 11)

- 1) Protective Cropping Workshop – TAS North West 23rd May 2017
- 2) Attended Soil First Tasmania Cover Crop Field day – TAS Premium Fresh 15th December 2017
- 3) Presenting in webinar “Using Composts in Commercial Vegetable Production” – 21st March 2017
- 4) Delivery of a compost workshop for dairy farmers to the S.O.I.L.S group in Tasmania – TAS 19th April 2017
- 5) Meeting with Casual Labour provider Dimitri Roumpos about induction training – TAS Deloraine 25th May 2017
- 6) Involved in the CSIRO project looking at trees on farms – what is the interest, knowledge and is training required – TAS North West June 2017
- 7) Delivery of the soils unit for TAS TAFE Diploma in Agriculture – TAS Deloraine – 16th August 2017
- 8) Meeting with Organic Farming Systems about what products are available and what training is needed for organic/biological products – TAS Devonport 25th August 2017
- 9) Assisting in the planning of an education component and representing VegPRO at the TAPG Precision Ag Expo – TAS Hagley Farm School -April 2018
- 10) Attendance of the Employment and Emerging Leaders Program Tasmania – TAS Burnie 24th July 2018
- 11) Workshop at Charles Sturt University representing the vegetable industry on “Horticulture – Why Bother?” NSW Wagga – 9th August 2018
- 12) Tasmanian Leaders Information Day – TAS Burnie 13th August 2018
- 13) NRWC (National Rural Woman’s Coalition) e-skilling course – July – August 2018
- 14) STEM in Agriculture representation for the vegetable industry – TAS 31st August to 1st September 2018

- 15) Meeting with TFGA (Tasmanian Farming and Graziers Association) about training gaps – TAS Launceston – 18th February 2019
- 16) Attending the TAPG Board meeting to contribute to the discussion about education and training needs – TAS – February 2019
- 17) Ag-Fest liaison with Dairy TAS, TAS TAFE and Worksafe – TAS Carrick 3rd April 2019
- 18) Assisting in the planning of an education component and representing VegPRO at the TAPG Precision Ag Expo – TAS Hagley Farm School -April 2019
- 19) Delivery of the soils unit for TAS TAFE Diploma in Agriculture – TAS Deloraine

VegPRO maintained links to other industries to continue finding out about new approaches to improving education and training in agriculture, especially the dairy and protected cropping industries. Relationships were developed with organisations that have 'education and training in agriculture' as a focus.

Linkages were also developed with labour hire companies to understand how they could be involved and supported in the training of casual staff. The VegInductions e-learning resource is an output with relevance to these companies.

VegPRO Legacy and Resources

- 1) VegPRO branding (registered name and logo),
- 2) VegPRO website www.vegpro.com.au and social media platforms
- 3) Introducing VegPRO (video) and flyer
- 4) VegPRO Information Postcard
- 5) VegPRO Glass Cleaning Cloth (promotion)
- 6) VegPRO Learning Management System (LMS) <https://vegpro.talentlms.com> (holding training passports)
- 7) Vegetable Industry Training Needs and Gaps Report
- 8) Database of VegPRO approved training providers
- 9) Horticulture Training Centers List
- 10) VegPRO – Belinda Adams Testimonial (video)
- 11) VegPRO – Adam Harber Testimonial (video)
- 12) VegPRO – Taylor Field Testimonial (video)
- 13) Train the Trainer for people working with the Vegetable sector (online course and booklet style guide)
- 14) VegPRO Coaching Information Sheet
- 15) Call for Ideas Survey
- 16) Delivery of training videos to support Veg WH&S
- 17) Veg Inductions online training course – released February 2019
- 18) Fresh Produce Handling online training course – released June 2019
- 19) Careers in the Vegetable Industry Flyer
- 20) Different Phases of a Career in the Vegetable Industry Flyer

- 21) Careers Pathways Plan
- 22) Careers and Pathways in the Vegetable Industry Guide
- 23) Well-developed networks nationally with formal and informal training providers and stakeholders
- 24) A range of training resources produced by trainers as part of their contracted training service were submitted to Hort Innovation as part of their individual reporting as per their contracts.

VegPRO and VegPRO trainers developed a range of resources (legacy) that have relevance after the project has wound up; they should be maintained and made available to the vegetable industry and other projects as appropriate.

Outcomes

How VegPRO met the outcome objectives and lessons learnt

The broader goal of VegPRO was set via 13 key outcome objectives that were reflected in 13 key tasks. Specific outputs are listed in the 'Output section above. This section provides a discussion of how these were achieved, the challenges, highlights and lessons learnt. This is valuable information should similar projects be proposed both within the vegetable sector or the wider horticulture sector.

Task 1. Project inception, establishment of a project reference group and planning

Effective, adaptive project management and delivery based on communication and feedback (M&E) with HIA, the PRG, stakeholders, the wider vegetable industry and those who participate in the program (e.g. as trainees, trainers). Efficiencies and amplification of impact will occur through engagement with other projects as appropriate.

The coordinator was the central facilitator between Hort Innovation, a PRG (made up of 7 industry members, the project team and Hort Innovation representative), the subcontractor, the various trainers, educational and training bodies, VegNet staff, state and federal peak industry bodies other stakeholders and the industry. Through the coordinator VegPRO communicated with the PRG by 6-monthly meetings and 3-weekly updates as well as ad hoc meetings at events such as Hort Connections and other industry events around the country. Contact with Hort Innovation was through Bianca Cairns who was also a PRG member. This was carried out by email and phone as well as face to face meetings at industry events. The coordinator made sure that all relevant persons and organisations received relevant information about VegPRO activities and events and responded to feedback.

A key outcome of the coordinators communication and networking function was a high awareness of VegPRO and what the initiative can deliver, building of strong relationships and a good understanding of how the education and training sector works for horticulture, its challenges and opportunities.

The VegPRO project had its share of challenges, Bianca, the Hort Innovation Program Manager, was a great support throughout, always approachable and passionate about what VegPRO was trying to achieve. Commitment from the PRG was great; they attended meetings and provided feedback to the regular updates. However, although out of everyone's control, four changes to the Hort Innovation Industry Relationship representative on the PRG did mean that we lost some continuity. It felt that consecutive representatives may not have been as fully invested in the project as if they had been involved from the start.

Over the first months of the project (2016), during the inception and planning stages, a considerable amount of time was spent establishing the required foundational documents and templates for the procurement process of trainers and getting approval of these from Hort Innovation. Unfortunately, all these documents were then not used due to a later change in procurement procedures imposed by Hort Innovation. All VegPRO procurement documentation then had to be redeveloped to fit the standard Hort Innovation processes. A third change had to be made in the second half of 2017, when the VegPRO procurement process was revised to allow a speedier delivery of training via contracting of pre-qualified trainers. This was frustrating for all due to the loss of valuable time that could have better been spent on procuring training and delivering for the industry. It led to a very slow start of training delivery and damaged the VegPRO image during the first year of the project.

VegPRO and the delivery of training services were new types of project approaches for Hort Innovation. It took several revisions of procurement and governance processes to ‘get it right’. This took valuable time away from actual training delivery, which was disappointing for growers wanting training as well as others involved in the process. The required VegPRO training attributes of being responsive and flexible were hard to achieve.

Task 2. Develop a vision and brand for the initiative

The Vegetable Industry identifies with the VegPRO and owns it.

VegPRO – Professional, Proficient, Progressive was established as a brand for the project in the early stages to provide a name that could be identified with education and training in the vegetable sector. This brand was trademarked; Hort Innovation has ownership of this brand.

A VegPRO website hub was set up to provide information to the industry on what training, tools and resources were available as well as providing access to the VegPRO LMS, (learning management system). The website also offers a platform to promote careers in the industry and to highlight the various interesting types of job roles one can take in the industry. To accompany the website, VegPRO set up its own Facebook page, Twitter account and LinkedIn page. Having a suite of tools available made communications to industry more successful. Facebook was great for sharing events; the downside was that we did get a bit of overseas traffic from people thinking it was a site that helped them getting a job. Twitter provided a great tool for advertising events and was also helpful in building awareness of the brand by sharing useful information to growers and for sharing what VegPRO was currently doing and planning.

This branding has proved successful with regular contacts and requests now being received from both growers and educational bodies about education and training for the vegetable sector.

Regular articles in Vegetables Australia and industry newsletters were also good for building the brand. By branding VegPRO it was also easier for IDO’s to promote what we were doing which also contributed to building the brand awareness. One issue that did arise was when the NVEN project (National Vegetable Extension Network) changed its name to VegNET. This did cause some confusion for growers trying to distinguish between the two and understanding which project did what.

The VegPRO brand is now well established and linked to the delivery of quality training services with the vegetable industry, training service providers and other stakeholders.

In our experience it typically takes two to three years of good work to establish a new brand and fill it with meaning. VegPRO has achieved this.

Task 3. Establish systems to deliver relevant training in a timely manner

Training services selected and effective training delivered. Training sessions are evaluated.

Although each trainer had to go through a lengthy process of acquiring a contract with Hort Innovation, separately to the VegPRO project, once this had been received and using a combination of industry feedback, extension groups, Eventbrite and industry publications, VegPRO was able to deliver targeted training in a reasonably timely manner. Developing an annual training plan helped with speeding up processes. Unfortunately, the slow start to VegPRO training delivery (described under Task 1) and the later funding shortages, meant that only one training plan was implemented; a second plan was developed but not used.

Therefore, due to issues outside the project’s control, VegPRO was only able to deliver one full year plus 3

months of training. In just these 15 months VegPRO delivered 47 targeted training events across 7 states involving 10 trainers. All training topics were selected by growers themselves or via VegNet. All trainers were recommended by the industry and went through the VegPRO train the trainer course to make sure they were familiar with the industry and how it's members like to learn.

Trainers were required to give verbal feedback after each session to cover off on any need to change content or delivery. Final reports with training resources, if specifically developed for the contracted training, recommendations and feedback were submitted by the trainers to Hort Innovation at the end of their contract. This provides a great legacy from the project.

All training participants were required to complete a feedback form. Any issues were directly raised with the coordinator after each event so that changes could be made for further training sessions by the same trainer. Results of surveys are presented and discussed in the Monitoring and Evaluation section of this report. One example of feedback was on the length of the Chemical Handling training (2 days). Many participants felt that the content could have been covered in one day, especially for those who had taken the training previously and needed a refresher (required by law). Following this feedback after confirming that participants had a prior knowledge of chemical handling a couple of one day courses were trialed in Victoria which were well received.

An important aspect of VegPRO training was that it brought courses, that normally would be held in a major city or town to the production regions. This allowed many to participate who otherwise would not have been able to do this, given the amount of time required for travel and associated expenses (including accommodation and food). Free training and the fact that training was delivered as short courses also meant that growers would put their staff through training which they would not have done if training was costly and or time consuming.

Throughout the project VegPRO worked closely with members of VegNET as well as local industry development officers, (IDO) and rural development officers, (RDO). This was an important process to ensure that training was targeted to the specific audiences in both content, timing and method of delivery. The extension officers were critical in the delivery of the training as it reduced costs. Without the involvement of VegNet, VegPRO would have had to spend funds for the coordinator traveling the country to organise local events. The local IDO/RDO also provided a local contact that contributed to the smooth running of events. VegPRO provided a valuable service to VegNet staff in organising all courses, trainers, timing, contracts, delivery and evaluation. This allowed VegNet staff to deliver more events and spent time with growers. The national coordination and communicating of courses were important features of VegPRO.

VegPRO and Hort Innovation worked together to develop workable processes to deliver timely training, requested by growers and in production regions. The VegNet network became an important part of delivering relevant training in the right place, at the right time and via the best training providers. The coordinator reacted to feedback from individual sessions to enhance subsequent events, providing flexibility and continuous improvement. In the 15 months of actual VegPRO training delivery VegPRO coordinated 47 targeted training events across 7 states involving 10 trainers. M&E captured positive feedback on training events.

Task 4. Establish a panel of pre-qualified, approved training service providers

Relevant VegPRO training is responsive, flexible and delivered efficiently because pre-qualified trainers can be engaged quickly.

Using the updated agreed procurement process and following industry requests for specific trainers, trainers were vetted against set criteria developed and approved by the PRG which formed part of the contracting process. Information about trainers was stored in Typeform; a summary can be found in Appendix 34.

The initial intention was to put requests for training out for open Tender. However, feedback from growers showed that they preferred to nominate specific, preferred trainers to deliver the training. This was based on the reputation of trainers. One example was in Victoria where growers specifically stated that they did not want to receive training from Melbourne Polytechnic as the trainer was very generalist, with limited experience in the industry. Previous courses he delivered had been in a classroom, all theoretical style with content that had not changed in years.

The quality of trainers and similar issues as described above has been identified as an issue especially with formal training providers. Therefore, even if a course is available covering a certain topic, growers may not take it up or send staff, if they are not confident that the trainer is 'fit for purpose'.

VegPRO found quite a negative view in the industry on methods of training and delivery styles from formal providers (e.g. TAFE). Their current perception is that many of these trainers are removed from the reality of the industry, not up-to date with latest technologies or skills required, lacking 'on the job' experience and technical skills or enthusiasm. It was mentioned that many institutional trainers are not up to date with current trends and thinking. Along with this, delivery is often classroom based and theoretical and not designed for practical, adult type of learners in the vegetable industry. Growers asked for in field or on-site, regional training that was technically current, applied to their situation and delivered in an engaging way.

To address these demands, VegPRO included in the contract with trainers that they must complete the Train the Trainer online course that not only explained the vegetable sector but also how practical learners liked to be trained. The greatest consideration was also given to the trainers' reputation and practicality of their technical skills. Unfortunately, with these requirements in mind this did leave VegPRO without a trainer for some of the Pest & Disease ID workshops as there were no trainers available in all regions.

The two most valuable attributes for a successful trainer in the vegetable industry were considered to be practical, with up to date technical knowledge and great engagement skills. RTO registrations or training certificates were not perceived as highly important. Growers want a knowledgeable, practical trainer who knows the industry and can engage with them.

VegPRO provided training growers wanted, where and when they wanted it delivered by preferred training providers. The coordinator received feedback on why formal training may not be highly regarded and attended.

Task 5. Maintain links with RD&E providers so the industry can benefit from synergies

Good links to RD&E providers established; they are aware of the VEGPRO and feed knowledge into it; use of relevant RD&E project outputs in VEGPRO training.

Throughout the project VegPRO worked closely with members of VegNET as well as local industry development officers, (IDO) and rural development officers, (RDO). This was an important process to ensure that training to be delivered was targeted to the specific audience in both content, timing and method of delivery. The extension officers were critical in the delivery of the training to reduce costs, reducing the amount of travel VegPRO did. IDO's and RDO's also provided a friendly knowledgeable face in their area which helped with the uptake of the training.

VegPRO was also proactive in keeping up with the latest projects being carried out in the industry both through Hort Innovation as well as relevant research organisations. Research project outcomes were communicated via the VegPRO social media platform. The coordinator participated in events and conferences where R&D was presented and kept abreast of information via relevant newsletters and publications. The coordinator talked to researchers as required to ensure that the information distributed via VegPRO was correct.

Task 6. Build relationships with formal and informal training providers; communicate opportunities to vegetable businesses, provide a 'Training Brokering Service' and pathway to accreditation

Existing training providers and training brokers understand the needs of the vegetable industry. The vegetable industry has good information of training services provided by formal providers. Improved content / relevance and image of formal training in the medium to long term. Use of relevant RD&E project outputs as much as possible, in formal education and training (e.g. TAFE, colleges, Universities).

At the start of the project VegPRO carried out a review of available courses for production horticulture at a national level, see Appendix 35. Only very few courses were identified; less than previously recorded via VG14061. Over the life of the VegPRO project the coordinator spent considerable time investigating which courses were actually offered, where, by which provider, in which format/length and why the courses were provided. Where possible VegPRO has worked with training organisations, RTO's, (registered training organisations) and educational bodies to not only establish a link between industry and the education system but also to investigate what issues and gaps, why these exist and discuss how to resolve these issues.

Contact with educational bodies was normally face to face or by phone and was targeted at individuals that had showed interest in improving the delivery of production horticulture training or collaborating with the industry. VegPRO also attended many events, workshops, meetings and forums where education and training were discussed to help understand the issues around overall declining training services and to build relationships with the educational bodies and training organisations. At these events, VegPRO provide representation of the vegetable sector.

Issues – Why is there a lack of relevant education and training offers?

Two major contacts with educational bodies were via the focus group for University College and a Charles Sturt University Workshop entitled "Horticulture – Why Bother?" It has taken a while to build relationships with the formal education and training sector; however, they are a critical component of understanding the current and potential delivery of training and education to the vegetable industry and horticulture in general. The networking and relationship building has provided an opportunity to have an input into course development and training design in the future, e.g. via Skills Impact, the national organisation that develops and reviews training packages for use by RTO's (if they want to get government funding).

From the start it was evident that the vegetable sector has not been a focus for formal training providers and those who develop training packages and courses. Relevant, up-to-date or even 'old fashioned' offerings in the production horticulture space and even the wider agricultural training and education space are few and content is usually not "hitting the mark" for various industries. Vegetable production is usually 'lumped in' with fruit production. Also, the existence of a Training Package for the VET sector does not mean that TAFE's or other organisations are delivering it (even if it is listed on their website as a potential offering).

The University College Associate Degree in Agribusiness, one of Tasmania's initiatives to combat the low enrolments in agriculture and horticulture enables students to remain in the workforce whilst carrying out their studies. Course promotion is; "specialise in Dairy, Horticulture, Agriskills or Value chain, or take the pathway to a bachelor's degree". Attending the working group meeting for this course was a great opportunity to have an input into the curriculum and highlighting the skills the vegetable industry requires to be included in an associate diploma course. This was the first time that the vegetable industry had been represented in the working group even though vegetable production is one of the most valuable sectors of agriculture, horticulture and for Tasmania where the course is based.

A workshop held by Charles Sturt University was to discuss; Horticultural Education at CSU - Why Bother? Various sectors that were involved. Their question was, "Why, when in the next 50 years we will need to produce as much food as we have in the preceding 10,000 years" is interest in production horticulture education and training in decline? Is there a need for a production horticulture course, if yes what should the content be and how should this be delivered? It was clear from discussions that, yes qualifications in production horticulture were needed but not to be delivered in the current format. Universities and TAFE's must be more flexible and offer a range of study methods course lengths and pathways. It was interesting that during their presentation CSU stated that it was not the Universities role to promote or market either the

career pathway or individual courses. They consider that promotion of education and training is the industry’s role (hard when the industry does not know about it). An example given of where training is working well is Dairy Australia (DA). DA has focussed on creating a career pathway, is working with educational bodies and promoting the industry and training to all age groups and at all levels. Promotion of careers, education and training is certainly an area in that both, the vegetable and other horticulture sectors, should be more proactive. Below is one of the graphs shown at the meeting that highlights the decline in interest in education in the production horticulture sector.

YEAR	Cert II		Cert III		Cert IV		Diploma	
	amenity	production	amenity	production	amenity	production	amenity	production
2012	908	26	1740	546	122	320	272	0
2013	681	19	1353	184	70	99	218	9
2014	708	24	1977	333	137	77	238	4
2015	641	18	1524	59	82	11	246	1
2016	603	0	1324	33	30	3	174	0

Figure 1 Hort VET completions for NSW, ACT and VIC – (Pratley 2017)

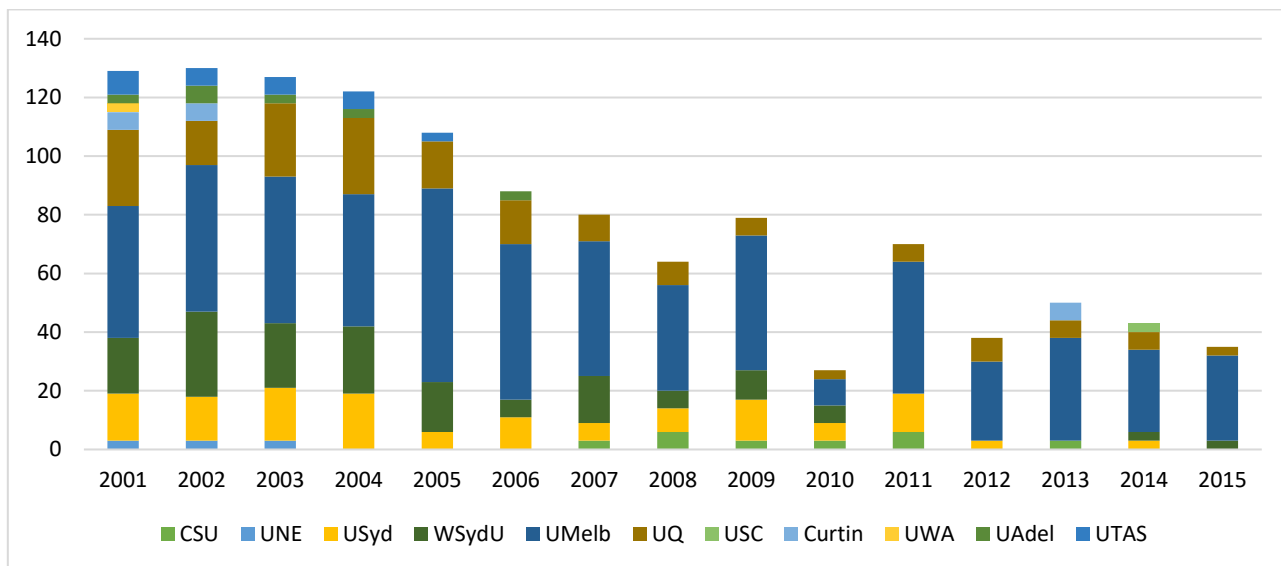


Figure 2 Horticulture Graduates by University 2001 – 2017 (Pratley 2017)

Figure 1 Hort VET completions for NSW, ACT and VIC – (Pratley 2017) and Figure 2 Horticulture Graduates by University 2001 – 2017 (Pratley 2017) include numbers for amenity horticulture and landscaping courses

due to the way the statistics are collected. If they were removed from the pool of numbers to show actual VET completions relevant for production horticulture/vegetables, the results would be even more depressing.

VegPRO is acutely aware that there are less and less courses and qualifications available specific to production horticulture (let alone vegetables), and those that are available are not well attended. The situation has worsened since the review conducted by VG14061. Without intervention, production horticulture may totally disappear as an offering by educational and training organisations.

Perception amongst industry and stakeholders are that the declining number of horticulture VET completions happened because accredited 'units of competency', 'skill sets' and 'training packages' were not available to VET training providers.

As part of the task of engaging with the training sector, VegPRO was involved as an SME in the design of a new suite of certifications for protected horticulture by Skills Impact. This process has provided some great insights into how the education and training system for VET works.

Skills Impact is a not-for-profit organisation that works across Australia to benchmark learning and skills standards for industry. The organisation captures information about skills (training) gaps, emerging markets and changing work methods as well as views about what is working in the training sector, what needs changing, and possible avenues for improvement. Most of this information is documented in sectoral Skills Forecasts and submitted to the Australian Industry and Skills Committee (AISC) each year. From this information, Training Package (vocational units of competency, skill sets, qualifications) development and review projects are determined and funded by the government. Finalised training packages are then accredited for delivery by VET providers. Further information can be found at www.skillsimpact.com.au.

During working with Skills Impact VegPRO found that an extensive range of 'skill sets' and 'units' that apply to horticulture over the full range of levels from Cert II right up to degree level are available within training packages. So why are these not taught by TAFE colleges and other RTOs?

TAFE colleges and other RTOs receive funding based on the number of students enrolling in and completing a course. A minimum number of enrolments are required to get sufficient funding that allows for the delivery of a course. If enrolments e.g. for production horticulture 'units' or 'skills sets' are low, the training will not be delivered. Unfortunately, a lack of enrolment numbers for production horticulture has seen many courses disappear.

It is another misconception that Universities, TAFE's and other educational and training bodies promote their education and training courses. This is not correct. Promotion of training services usually only occurs if it is industry led and the promotional resources are provided by the industry. Some of the more successful industries in agriculture involved in raising awareness and promotion are the dairy industry, forestry, grains, cotton and wool.

As part of engaging with the training sector, the VegPRO coordinator contributed to a training gap review for the Riverina (NSW TAFE). Since then NSW TAFE has released a video that is currently running on SBS Viceland <https://www.youtube.com/watch?v=T-jwtXS-lnA>. It does include reference to 'organic production', but not conventional vegetable production or horticulture. Still, it is a start to promoting VET training to young people.

Understanding the issues does not resolve the lack of training services for the industry. Even if 'the industry' was to work with regional VET providers to put together 'skill sets' (which have been defined and accredited) and combine these into courses that best meet their needs this would not ensure that people actually attend the courses. However, active promotion of courses would help to at least increase the awareness of their existence.

The issue of lack of attendance can be attributed to following main factors;

1. the image of the industry, and

2. the lack of clear, attractive and promoted career pathways.

Another issue is that with the decline of course offers, the number of suitable educators and trainers also declined. Growers and other stakeholders commented on the lack of suitable trainers and also about the quality of available trainers, their knowledge of new technologies as well as the top down training delivery and frequent lack of enthusiasm about the industry.

It also is difficult for prospective learners and trainees to find out about existing course offers. VegPRO called TAFE colleges in each state and checked their websites. Courses that would be relevant to the vegetable industry could, in most cases, not be identified for the following main reasons:

- They were not listed on the website,
- They were sometimes listed but not delivered
- The staff answering phones did not have to right information and or was not helpful

The above issues have to be addressed by not just the vegetable industry but right across horticulture and the wider agricultural sector. Without addressing the image of the industry and the establishment and promotion of career pathways the vegetable sector will always struggle to get sufficient numbers of people engaged in training and working in the industry.

Many registered/accredited 'skill sets' and units of competency exist with relevance to production horticulture and the vegetable industry. The University and VET sector only deliver training relevant for production horticulture, if enrolments are sufficient to enable running a course. A reduction in enrolments in production horticulture courses has led to the reduction in education and training delivery for the sector. Enrolments may be low due the image of the industry and a lack of clear and attractive career pathways. A lack of promotion and information by training service providers is another reason for low enrolments. A lack of suitable, trained trainers compounds the issue.

Opportunities identified by VegPRO

By working and linking in with other Hort Innovation projects, especially VegNet, and relevant events held by other organisations, VegPRO was able to extend its message and training to a broad audience. Examples are presenting at Post Harvest workshops in South Australia and working with the TEAN group in Tasmania, a training needs analysis for Horticulture in the Riverina, as well as numerous VegNet, industry association, grower group and Hort Innovation events for industry in most states.

Communication to help address issues around training gaps and promotion of both VegPRO and other training services (brokering) for production horticulture was an important part of the VegPRO project. Communication was carried out through publications (esp. each edition of Vegetables Australia), newsletters, social media and face to face via attendance of events, field-days, meetings and conferences (e.g. Hort Connections). Details are listed under 'Outputs'.

As expected, it took time to get the VegPRO name established; by year two when most of the training was delivered, VegPRO gained many followers in social media, an increasing number of websites visits and phone calls following the publication of articles and updates. Many people and organisations from other horticultural sectors approached VegPRO for training and advice on training services.

To start addressing the issue of industry engagement and getting people interested in careers in the vegetable industry, VegPRO produced a careers pathway guide and supporting flyers to promote careers in the vegetable sector. The Guide shows pathways for different interests such as IT, mechanics, agronomy, technology, science, staff management etc. It contains 16 case studies where people in the vegetable industry, from harvest/packing staff to scientist and banker tell their story. This contributes to a more positive image of the sector. The Guide has been distributed to industry associations, schools, career advisers and interested individuals. It is an important VegPRO legacy document, along with e-learning resources and insights provided in this report.

Active engagement with Skills Impact has supported the upcoming review process for the production horticulture and nursery production training package as well as the new development of an agronomy and a biosecurity training package. VegPRO team members have been invited to participate (as SME) in the reviews and developments as subject experts.

As explained above, VegPRO has worked closely with formal training providers and spent considerable time understanding the process that sits behind development, review and delivery of formal (VET) educational and training courses and where the issues or gaps are. Findings and opportunities have been explained by a two-part series VegPRO published in Vegetables Australia (Appendix 10).

Task 7. Grow professionals and champions (Coaching programs)

Through Participating in coaching and Hort Innovation scholarship programs the vegetable industry has an increased pool of well-trained people who can take leadership roles and innovate.

It was important for VegPRO to cater for all levels of understanding and previous learning in the industry. Offering coaching was seen as a chance for mid-level staff to gain knowledge and support from coaching providers and their peers. To understand and further refine this concept a pilot coaching program was carried out in year 1 to provide feedback for a coaching program across all states to take place in year 2.

Based on feedback from growers, ‘vegetable agronomy’ was selected as the coaching topic.

The aim of the VegPRO agronomy coaching pilot was to provide personal training and coaching in vegetable agronomy for crop managers. The plan was to provide practical on farm guidance and advice as well as follow-up discussions and advice over the phone and email at regular intervals for up to six months after the initial training.

The intended outcome was that crop managers apply the training, advice and guidance they received, which was specific to the business they work in, to manage resources, processes and risks confidently and make good decisions, saving the business time and money.

Following on from the pilot scheme organisation of 4 coaching events was commenced but unfortunately, all coaching events had to be put on hold and eventually cancelled due to lack of funding available from Hort Innovation.

Details on the coaching pilot has been included as Appendix 7.

Task 8: Establish trainer training programs

Trainers have a good grasp of vegetable industry needs as well as principles of adult learning, next generation learning, and project/problem based teaching techniques.

To ensure that trainers were the best for the industry and understood training techniques for adults as well as the industry itself VegPRO created an online ‘Train the Trainer’ course that all trainers had to take as part of their contract with VegPRO. This course is not just limited suitable for trainers, including those employed by RTOs, but also others who are interested in engaging with growers and staff including agronomists and those working in extension.

Still, the ‘Train the Trainer’ course was primarily produced by VegPRO to inform trainers of what was expected if were contracted to deliver training for the vegetable sector.

It is important that trainers, not familiar with vegetable producers and others that work in the sector, understand the different training and learning styles and requirements. It is also important to understand the sector itself, as this has a significant influence on training content and how the training should be delivered.

Along with the ‘Train the Trainer’ online course a written ‘Train the Trainer’ guide was produced covering key points to consider when delivering training in the vegetable sector

VegPRO developed a 'Train the Trainer' online course and Train the Trainer' guidebook to ensure trainers have a basic understanding of the industry and adult learning principles. These valuable resources that will be available after VegPRO has wound up.

Task 9: Investigate and, if feasible implement a Vegetable Industry Training Passport

Passport Scheme - people who have participated in training will have proof of participation that is recognised within the vegetable / production horticulture industry.

To be able to deliver online training VegPRO has set up its own web based LMS (learning management system) platform (via Talent LMS). The LMS can be accessed via the VegPRO website The LMS enabled VegPRO to create and add courses and content designed for the vegetable industry. Within this platform VegPRO was able to store certificates (Training Passports) for all training participants (growers and their staff) who completed a face to face or online course. Once a user has a login, she or he can access all available online courses and any of his or her certificates for training completed. These certificates can be accessed at any time and shown to (new) employers or produced any time confirmation of certain knowledge or skills is required.

VegPRO set up a web-based learning management system platform (via Talent LMS) that allows access to online courses and certificates (Training Passport) for all completed training, be it face to face or online. The VegPRO LMS is a legacy resource that should be maintained and used, especially to give growers and their staff access to training resources produced by any project, and to maintain certificates of successful training.

Task 10: Create and maintain a Vegetable Industry Education and Training (VegPRO) Hub

People working in and with the vegetable industry use the web based, Vegetable Industry Education and Training Hub to keep informed about training opportunities.

As stated under 'Outputs' and 'Outcomes' for Task 2 VegPRO created a website hub for the project and it's resources and VegPRO has maintained and promoted it. As with all "startups" it took time to "spread the word" about VegPRO.

In the last 12 months there have been 2781 views of the VegPRO website and its resources, including the LMS. This shows that the VegPRO name and website are now becoming well known to the industry. Analytics show that 69% of interest has come from Australia with 25% of that entering the site directly rather than through a Google search. This indicates that VegPRO has been successful in promoting its resources and that people are now seeking it out directly. The same trend in exponentially rising interest in VegPRO has been experienced via emails and phone calls to the VegPRO Coordinator. We expected this trend of awareness and use of VegPRO to increase, had VegPRO been able to continue with training delivery as planned (implement the 2nd training plan).

Task 11: Maintain links with similar industry initiatives and the formal agricultural education sector

VEGPRO benefits from dialogue with other industries and the formal education sector i.e. training is optimised based on relevant experiences in other industries and feedback from VEGPRO activities.

Throughout the VegPRO project we have communicated with and followed up on other agricultural industries that have addressed education and training issues via creating career pathways, attracting new

people into the industry and upskilling and retaining these people. Other agricultural industries compete with horticulture and the vegetable industry in attracting, developing and maintaining people.

VegPRO found that other agricultural industries have provided clear pathways for individuals entering the industry, showing how they are able to progress and develop. This includes information on why the industry is important, the extensive opportunities in the industry, as well as information on how to obtain qualifications. Below are examples of how they have achieved this.

Dairy Australia

Dairy Australia are probably the best example of what an industry can achieve to address a skills shortage and attract more interest in the industry with their 'Stepping Stones' document as the cornerstone of this program. Dairy Australia employ a dedicated person to look after education and training at all levels as well as attracting and maintaining people in the industry via the 'Legendairy' program <http://www.legendairy.com.au/>.

'Stepping Stones' (www.thepeopleindairy.org.au/planning-for-the-future/stepping-stones.htm) provides information on the different types of careers on a dairy farm and explores the different pathways available for people who are either looking to start a career on a dairy farm, or for experienced people who want to progress their dairy career further.

It includes dairy farmer profiles from around Australia, advice on dairy careers, career progression and great career tips from farmers. A 'Planning Your Dairy Career' section can be used to assess where an individual is in his or her career, set short- and long-term goals, and work out the next steps to achieve them.

Along with 'Stepping Stones' under the 'Legendairy' program Dairy Australia provides resources and events for schools, school camps where children can learn hands on about the industry, webinars and promotion of the role of women in the industry. They hold and attend many events to ensure that the dairy industry and what it can offer is always getting exposure and is promoted. These resources and activities are all supported by the 'Discover Dairy' website <http://www.dairy.edu.au/DiscoverDairy>.

Dairy Australia has also worked with the VET system and Skills Impact to develop a dairy specific training package.

Cotton Australia

Although a little less known than Dairy Australia, Cotton Australia have developed a similar approach to identifying possible careers in the industry, however, the career pathway is not as well developed promoted as the one for the dairy industry. Cotton Australia has a range of resources for schools and those interested in entering the industry with excursions, tours and camps to encourage people into the industry. They provide clear information on where training that is specific for the industry can be obtained.

The cotton industry also has a program called 'Cotton Gap' which is a unique opportunity for cotton growers to reach out to keen operationally minded people who have just finished school and are interested in either a long-term career in the cotton industry or 12 months employment in the form of a 'gap year' <https://cottonaustralia.com.au/work-in-cotton/cotton-careers>.

Cotton Gap is an amazing opportunity for school leavers to experience a year, working in unique rural and remote regions of Australia and in mixed and varied farming enterprises which will allow them to:

- Learn new skills
- Form new friendships
- Experience living in rural and regional Australia
- Build savings
- Undergo training to set them up for further work opportunities
- Create a network in the industry to help pursue a career in agriculture
- Participate together with friends
- Work in an exciting and innovative industry
- Gain practical experience on farm
- Build character
- Get involved in the local community and sport

Cotton Australia has also worked with the VET system and Skills Impact to develop a cotton industry specific training package.

Grains Industry

The grains industry is not a great example of offering clear pathways or engagement between the industry and people who may be interested in a career in the sector. Information from the grains industry was difficult to find; some was contained on the GRDC website, but it did not present the sector well as a career prospect or as an industry that engages you to work in it. The website can be found via the following link:

<https://grdc.com.au/resources-and-publications/groundcover/ground-cover-issue-101/spotlight-on-careers-in-a-modern-grains-industry>

More information was available on the Western Australian ‘Careers in Grain’ website. Career Pathways were explained as well as opportunities and where one could get industry specific training. The website can be found via the following link: <http://careersingrain.org.au/opportunities/career-pathways> .

Overall, there does not seem to be a clear industry direction on career pathways and industry promotion. This lack of clarity could leave those with potential interest in the industry uninspired.

Rural Skills Australia

Rural Skills Australia, although not representing an individual industry, does explain career pathways across the agricultural sector in general, and for specific industries. however, the career pathways are not clear, and the information provided for each industry is more statistical in nature than engaging people looking for career potential in agriculture.

For example, following a career pathway for nurse and gardens (Figure 3) the information given, does not actually explain what careers are available in the industry and what the pathway is to get into these careers.

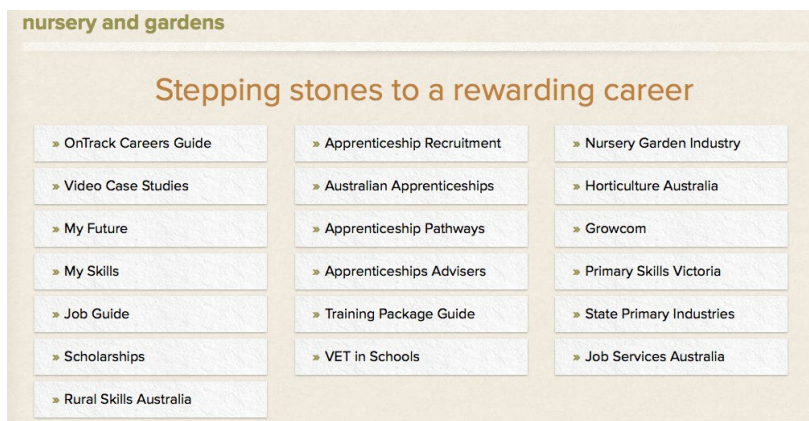


Figure 3: Career pathways in the nursery industry accessible via the Rural Skills Australia website

Horticulture

Although there is no specific site or program that covers career pathways in horticulture several regional organisations touch on careers available or on what one can do in the horticulture sector. The information is hard to find, incomplete and uninspiring. The search for this information would already be a hurdle to attracting people into the industry. These issues have previously been reported via VG14061.

Only Growcom via QAWN does provide a good summary of job streams available in the horticulture sector. The website can be found via the following link: <https://www.growcom.com.au/uploads/QAWN/QAWN->

Production-Horticulture-Job-Streams.pdf (Figure 4).

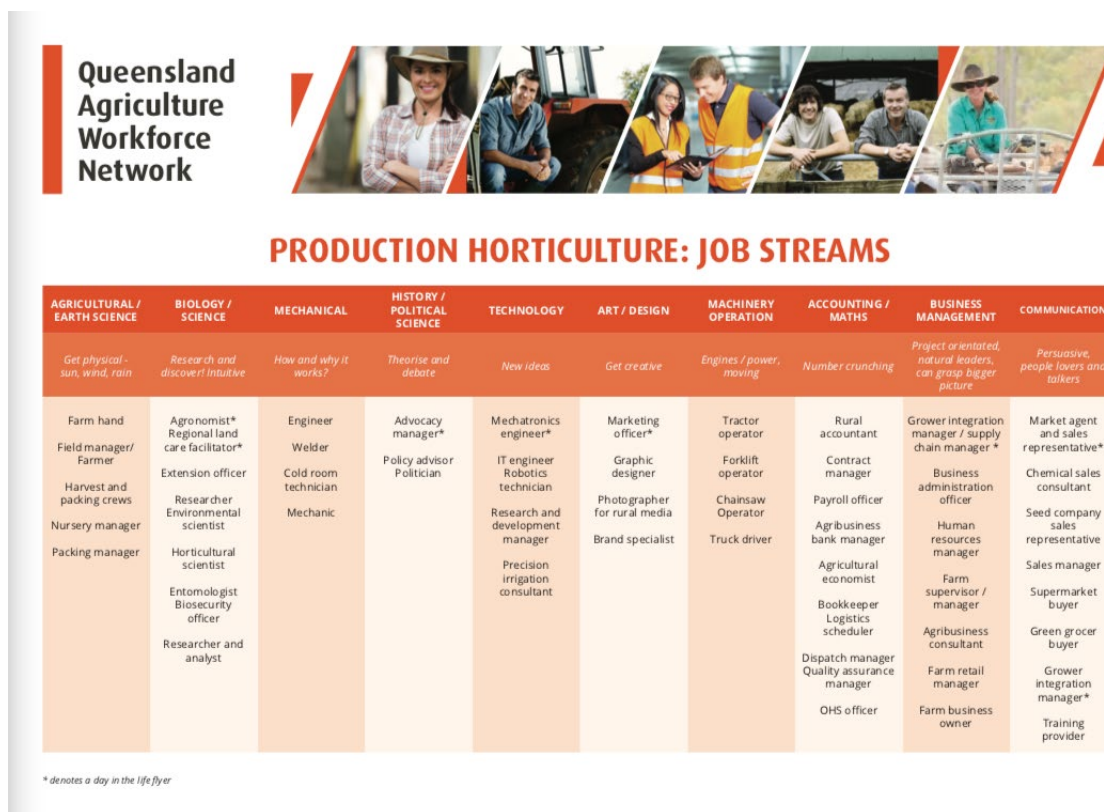


Figure 4: Production horticulture job streams promotes via Growcom

Forestry

The Forestry Industry is another great example of fostering Education and Engagement. It shows what can be achieved with resources starting with for early school years and going right through to college and with an international program. The industry has a great newsletter keeping people informed of what the industry is doing and what resources are available. They also offer camps and programs to attract students to the industry. The website can be found via the following link: <http://www.forest-education.com/our-programs/exploring-career-pathways/>.

Task 12: Project management and evaluation

Hort Innovation, PRG and stakeholders are well informed about VEGPRO activities and impacts via communications, reporting and M&E

As explained in the ‘Outputs’ and ‘Outcomes’ from VegPRO tasks/activities, as well as detailed in the Monitoring and Evaluation section below, Hort Innovation, the PRG and stakeholders were kept well informed throughout the project via; email and phone, updates, milestone reports, articles, social media, website, meetings and face to face contact at events and workshops.

Task 13: Evaluate training programs and Impact assessment

Hort Innovation, PRG and stakeholders are well informed about VEGPRO activities and impacts via communications, reporting and M&E

Also detailed in Monitoring and Evaluation section below, the Program Logic table shows outputs against short, medium- and long-term outcomes for the project.

VG15028 Vegetable Industry Education & Training Initiative – Project Logic

Situation	The vegetable production context is increasing in complexity and risk and thus, demands growing sophistication and professionalism in the management of vegetable business operations; the same applies to trainers. In this context, training and learning must focus on advancing the vegetable industry's capacity to successfully manage challenges and adapt to constant change. VG14061 designed a tailored approach to deliver training to <u>businesses</u> in the vegetable industry.
Problem	Lack of education and training offerings tailored for vegetable businesses (relevance, ease of access, responsiveness, flexibility) and other criteria identified via VG14061
Overall vision	Australian vegetable businesses have the capacity to successfully manage challenges and adapt to constant change due to more informed decisions

Inputs	Activity	Participants	Outputs	Short term <u>(KASA)</u>	Medium term <u>(Practices)</u>	Long term <u>(Condition)</u>
<p>Coordinator</p> <p>Other project team members</p> <p>PRG members</p> <p>Funding for VG15028</p> <p>Funding for training development and delivery</p> <p>Relationships (AUSVEG, formal training providers, informal training providers, other Hort Innovation initiatives e.g. NVEN, Scholarship Program in Pool 2 Leadership Fund)</p>	Branding and promotion, (Inc. awareness, success stories, promoting calls for proposals)	Project team, PRG, Hort Innovation, AUSVEG	<p>Logo</p> <p>Media release re launch of the VETI Style Guide / Templates</p> <p>Website and social media</p> <p>Article in Vegetables Australia, AUSVEG Weekly Update, Hort Innovation Growing Innovation</p>	Awareness of VegPRO™ and other education and training opportunities (growers and employees, prospective employees, students)	Growers and employees, supply chain members, prospective employees and students seek out training under the brand	The VegPRO® branded training is recognised for the high quality of proficient, professional and productive people it produces
	Developing a pathway to certification of training for the vegetable industry	Coordinator, project team, PRG, Rural Skills Australia?, Training providers	Recommendations as a minimum Pathway to certification as a goal	Understanding of certification requirements	Engagement with the certification providers to determine a pathway	Certified training courses tailored to the vegetable industry are delivered
	Developing a training passport	Coordinator and Project team	Recommendations as a minimum Passport system finalized if feasible	Understanding of passport requirements	A passport system is adopted	The VegPRO® Training Passport is acknowledged throughout the vegetable industry
	<p>Training procurement:</p> <p>- Targeted call for proposals with closing date (to meet known needs)</p> <p>- Open call for proposals (new needs) with no closing date</p> <p>- Assessment of proposals and engagement of providers</p>	Coordinator, Project team, PRG, levy payers, industry stakeholders, training and education providers, Assessment Panel (BC, SL, DL)	<p>Procurement guidelines / templates</p> <p>Training M&E guidelines</p> <p>Calls for proposals</p> <p>Proposals (Training Plans) from providers</p> <p>Proposals from levy payers / industry stakeholders</p> <p>Panel assessments and recommendations</p> <p>Contracts with providers</p>	Growers / groups, Industry stakeholders identify specific training needs and develop proposals accordingly Training providers understand industry needs and develop proposals accordingly	Training plans are improved based on feedback and provide project legacy Training plans can form the basis for certified courses	Providers offer training (and education) that is tailored to the vegetable industry i.e. meets essential criteria of relevance, ease of access, responsiveness and flexibility (as well as further specific requirements identified via VG14061)
	Training delivery	Coordinator, training participants, training providers	<p>Training plans and resources</p> <p>Training evaluation data and summary reports</p> <p>Other specific outputs from training activities e.g. participant action plans</p> <p>Annual M&E summary reports</p>	Training participants have increased understanding, skills and knowledge in i) priority topics (from VG14061) ii) topics identified as priorities for their businesses	Training participants successfully apply lessons learnt in their business / workplace They return to VegPRO for further training	People who have engaged with VegPRO training for themselves or their employees report that it had a positive effect on their business
	Communications and linkage	Project team, Hort Innovation, AUSVEG, training providers, education providers, extension providers e.g. NVEN, Hort Innovation Pool 2 Leadership Fund Scholarship Program, researchers	<p>VETI Hub (website)</p> <p>Training "brokerage", feedback to and linking providers / trainers</p> <p>Feedback from industry on training needs</p> <p>Regular project updates</p> <p>Articles in AUSVEG and Hort Innovation publications</p> <p>Articles in vegetable industry media networks and education and training networks</p> <p>Notes from meetings with providers</p>	Lasting linkages are developed between education and training providers and the vegetable industry Industry employees and prospective employees have an increased awareness of training and education opportunities	Communication and linkages are maintained and improved because all involved value it	High demand for, and participation in, industry training and education both, VegPRO training and other opportunities brokered through VegPRO
	Trainer training	Project team, training providers	Trainer training scoped, designed and delivered as needed M&E summary reports (Y2&Y3)	Trainers understand needs (as identified in VG14061) of the vegetable industry	Trainers use methods that meet needs of the vegetable industry, they exchange tips and tricks	Training providers are in tune with evolving needs and use new insights to meet them
	Mentoring program	Project team, levy payers, stakeholders'	Program design and plans, mentor training Mentors and mentees paired / group mentoring established as appropriate Annual M&E summary reports Feedback from participants	Increased leadership, problem solving and <u>decision making</u> skills; personal development. (Mentoring Program participants)	Mentoring program participants are confident in their business decision making and prepared to mentor others	Leadership development across the industry
Project governance; monitoring and evaluation	Coordinator, Project team, PRG, Hort Innovation	<p>Work/comm plans, Logic, Milestone reports</p> <p>PRG meeting minutes</p> <p>Annual M&E reports</p> <p>Project team meeting notes</p>	Hort Innovation and levy payers observe good value for levies invested in VegPRO	Levy payers are supportive of VegPRO	Industry confidence that education and training <u>has</u> a great impact on their profitability	

Monitoring and Evaluation

M&E Audience and Purpose

The primary audience for the evaluation are vegetable levy payers, Hort Innovation Australia (Hort innovation), the Project Reference Group, training service providers and the project team.

This Monitoring and Evaluation (M&E) Plan outlined the proposed evaluation methods, KPIs, key evaluation questions, monitoring questions (to help answer the evaluation questions) and the information to be recorded.

An overall purpose of M&E reporting was to ensure accountability to levy payers, Hort Innovation and key stakeholders. M&E is a way to share learning and communicate about (internal or external) success factors, opportunities, challenges, barriers and which approaches work (or not) with the primary audience.

Project Milestone reports therefore included M&E updates rather than just reporting on activities.

VegPRO is a new approach to coordinating and brokering training for an agricultural industry in Australia.

Therefore, the objectives of the evaluation include:

- assessing and demonstrating VegPRO's effectiveness (project approach and resources) in achieving project outcomes and/or having an impact
- detecting potential limits or obstacles to what may be achieved and ways to overcome these
- improve internal learning and decision making processes about VegPRO implementation i.e. how the project team operates and interacts with levy payers, service providers and stakeholders
- informing improvements to the management/coordination and delivery of VegPRO throughout the life of the project
- informing improvements to VegPRO training services throughout the life of the project
- informing development of a legacy (i.e. continuation of VegPRO in some form) beyond the current three-year project
- determining the impact of VegPRO on the target audiences (especially growers, their employees) and on the vegetable industry collectively
- determining the impact of involvement with VegPRO on training providers, their knowledge, skills, attitudes, aspirations and practices.

It may also inform whether the VegPRO industry driven approach can be replicated in other industries.

M&E provides information on:

- Relevance/acceptability – how relevant are the training services delivered and other VegPRO activities to different sections of the vegetable industry
- Effectiveness – is VegPRO achieving its objectives / projected outcomes (refer to Program Logic)
- Impact – what is the impact on people, businesses, organisations or the vegetable industry as a whole
- Contribution/attribution – what contribution has VegPRO made to outcomes and impacts (in relation to other factors), can this be measured?

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
VegPRO® branded training is recognised for the high quality of proficient, professional and productive people it produces for the vegetable industry	VegPRO branded training is recognised as high quality by a majority of vegetable levy payers and stakeholders surveyed (qualitative survey).	How well is the VegPRO brand recognised? How do stakeholders (not involved in training) perceive the quality of VegPRO branded training? How do those who participated in VegPRO training perceive the quality of VegPRO branded training? What evidence is there of those who want to be trained seeking out training under the brand? What evidence is there of employers seeking to employ people that have participated in VegPRO training?	Survey of training providers (mid-term review and end of project). Survey of levy payers (mid-term and end of project). Interview representatives from peak industry bodies.	Completed Although only a 12 month period of training was delivered which made it hard to evaluate if training was recognised as high quality both after training delivery and 1 year on, feedback has shown that industry acknowledged that training had good content, delivered by knowledgeable trainers and was relevant to their business.
Training courses tailored to the vegetable industry that fill needs and gaps, are delivered	A majority of vegetable levy payers surveyed report that VegPRO training does address needs and gaps, both, in content and delivery format.	What were expectations from training? Did the training meet expectations in content and delivery format? What worked well and why? What did not work well and why?	Feedback from training participants after each 'course'. Records of training delivered. Project records. Feedback from project team.	Completed The procurement process for training included feedback from industry to requirements, content and delivery. All training was evaluated after each session to provide a process for changes to training to be made in a timely manner throughout delivery. This was implemented with the Chemical Handling project where a one day course was trialled. All trainers were involved in a debrief after training and any issues were discussed. Feedback was also provided by the trainer on what worked well and what did not at the end of each contract.
Certified training courses tailored to the vegetable industry are delivered	Certified training courses tailored to the vegetable industry are / will be delivered by [date to be determined].	How well were industry requirements determined? What evidence is there of engagement with certification providers? What evidence is there of delivery of certified training courses tailored to the	Feedback from project team. Project records. Records of training delivered. Feedback from formal training providers.	Complete (all work that could be done in the project timeframe was completed). Although the term of the project was too short to be able to see evidence of certified courses being tailor made for the vegetable industry work was carried out on defining content for a new protected horticulture certification. Significant

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
		vegetable industry?		progress was also made in understanding the formal education process and what input they needed from industry to have a range of courses available that are tailored to the vegetable industry .
The VegPRO® Training Passport is acknowledged throughout the vegetable industry	A VegPRO Training Passport is developed and adopted.	<p>What evidence is there of adoption of the VegPRO Training Passport?</p> <p>How did training participants react?</p> <p>How have vegetable levy payers responded?</p>	<p>Feedback from project team.</p> <p>Training participant feedback.</p> <p>Project records.</p> <p>Survey of levy payers (mid-term and end of project).</p>	<p>Completed</p> <p>Through Talent LMS a training passport has been established that holds all records of those that attended VegPRO training along with those that have completed the online courses.</p>
Providers offer training (and education) that is tailored to the vegetable industry	<p>People who have engaged with VegPRO training for themselves or their employees report that it had a positive effect on their business.</p> <p>High demand for, and participation in, industry training and education both, VegPRO training and other opportunities brokered through VegPRO.</p> <p>Training providers are in tune with evolving needs and use new insights to meet them.</p>	<p>What is growers’ and stakeholders’ awareness of training and education opportunities?</p> <p>What training (and education) is/was offered?</p> <p>How many people / businesses participated in training? How did this change over time?</p> <p>How well did training meet the essential criteria of relevance, ease of access, responsiveness and flexibility (as well as further specific requirements identified via VG14061)?</p> <p>What methods did trainers use to meet industry needs? What evidence was there of trainers exchanging insights?</p>	<p>Project records.</p> <p>Evaluation of each training service – see below.</p> <p>Survey of participants and levy payers (mid-term review and end of project).</p> <p>Survey of training service providers (mid-term review and end of project).</p>	<p>Completed</p> <p>Trainers were assessed on suitability to deliver training and recommendation form the industry at the procurement stage. Trainers then liaised with the coordinator to ensure that training delivered was tailor made for the sector.</p> <p>Feedback from each event was then collected to ensure that the content was suitable and met expectations as well as feedback in the final report from trainers which was then taken into consideration for future training</p>
Leadership	Mentoring program participants	What evidence is there of increased	Feedback from mentors and mentees (at the end of	Out of scope of project (due to variation to

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
development across the industry	are confident in their business decision making and prepared to mentor others.	leadership, problem solving and decision making skills; or personal development (Mentoring Program participants).	the program and six months later). Mentor and mentee feedback including surveys, facilitated discussions, dartboards and other methods as appropriate (at the end of the program). Follow up interviews six-months later. PRG feedback. Narratives.	original agreement)
Industry confidence that education and training has a great impact on their profitability	Levy payers are supportive of VegPRO.	Does Hort Innovation and levy payers observe good value for levies invested in VegPRO? What evidence is there of support for VegPRO? How confident are stakeholders that education and training has a positive impact on their profitability?	Feedback from PRG. Survey of levy payers (mid-term and end of project). Narratives / case studies.	Progress made Again, with only a limited time for training delivery it is hard to fully evaluate the impact VegPRO has had. However, feedback has shown that stakeholders are clear on a positive effect education and training has on their business
Training delivery	How effective were project focussed, participatory training methods used?	What training methods were used? Was there evidence that participants increased their knowledge, skills, understanding? What evidence is there that participants implemented these (e.g. skills) in their work or used the resources available?	Event participant feedback (see short term outcomes above) including surveys, facilitated discussions, dartboards and other methods as appropriate. Survey people who used resources e.g. online resources (mid-term review and end of project). Case studies.	Complete Feedback both post training and one year on has shown that participants knowledge and skills were improved. Most training was workshop style or in-field delivery which was liked by participants. Where training had to be done in a room, participants valued trainers breaking up the sessions with farm visits, field walks or group exercises

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
Trainer training	<p>How effective were the training methods used?</p> <p>Trainers understand needs (as identified in VG14061) of the vegetable industry.</p>	<p>What training methods were used?</p> <p>Was there evidence that participants increased their knowledge, skills, understanding of vegetable industry needs?</p> <p>Was there evidence that participants implemented these (e.g. skills) in their training design/delivery or used the resources available?</p>	<p>Event participant feedback (see short term outcomes above) including surveys, facilitated discussions, dartboards and other methods as appropriate (all participants).</p> <p>Follow-up interviews six-months later (sample).</p> <p>Narratives.</p>	<p>Complete</p> <p>All trainers went through the VegPRO train the trainer online course that was produced by VegPRO to inform trainers what VegPRO might expect when you are contracted to deliver training for the vegetable sector.</p> <p>It is important that trainers, not familiar with vegetable producers and others that work in the sector, understand the different training and learning styles and requirements. It is also important to understand the sector itself, as this has an important influence on both content and how the training should be delivered.</p>
Process used				
Project management	<p>Was the project managed well (processes – reporting, meetings, budgets, people)?</p>	<p>Reports delivered on time, meetings planned, conducted; outcomes documented and acted upon, delivery within budget, the project team is clear about tasks and how/when to implement them.</p>	<p>Check of documents and feedback from project team and Hort Innovation.</p>	<p>Complete</p> <p>All milestone reports were delivered on time and approved. Hort Innovation and the PRG were kept up to date with regular meetings, updates and emails. Year plans were approved and completed in a timely manner showing tasks and how and when to implement them</p>
Project communications	<p>Was the communication plan followed?</p> <p>Was it effective?</p>	<p>Does the target audience know about VegPRO and understand its intention?</p> <p>How well is VegPRO taken up by growers and training providers?</p>	<p>Check communications against plan (comms database).</p> <p>Feedback from Hort Innovations, training providers and growers.</p>	<p>Complete</p> <p>A communication plan was set in each year plan and all tasks completed. Feedback was collected from all those that attended training and the trainers</p>
Procurement process	<p>How <i>effective</i> was the <i>open call</i> process for procuring training for the target audience?</p> <p>How <i>effective</i> was the <i>RFP</i></p>	<p>How did training providers react to the Open Call process? And the RFP?</p> <p>How did levy payers react to the Open Call</p>	<p>Project procurement records.</p> <p>Feedback from training providers (mid-term review and end of project).</p>	<p>Complete</p> <p>Although complete this process was not without its issues. Feedback from trainers was it was</p>

Hort Innovation – Final Report: VegPRO education and training initiative (VG15028)

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
	<p><i>process</i> for addressing the training priorities from VG14061?</p> <p>How <i>efficient</i> was the procurement process?</p>	<p>process? And the RFP?</p> <p>Was it user friendly?</p> <p>Was there evidence of innovation and new ideas for training services?</p>	<p>Feedback from levy payers (mid-term review and end of project).</p> <p>Feedback from project team (annually)</p> <p>Feedback from PRG (annually).</p>	<p>lengthy and complicated.</p> <p>In the end the open call process was not that effective as most training requested also had a trainer requested to deliver this.</p> <p>Trainers were requested due to them being up to date and across the latest ideas and technology thus feedback from training was it was innovative engaging and current.</p>
Brokering process	<p>How well did the project match employer/ employee training needs to appropriate training?</p> <p>How well did the project engage with industry to determine ongoing and new training needs?</p>	<p>Evidence of matching to existing training.</p> <p>Evidence of adapting / tailoring existing training.</p> <p>Evidence of development of training courses and/or materials, not covered by existing training.</p> <p>Evidence of industry engagement.</p> <p>Evidence of creation of a one-stop environment.</p>	<p>Project records.</p> <p>Survey of employers and employees who engaged with the project (mid-term and end of project).</p> <p>Survey of vegetable levy payers (end of project).</p> <p>VegPro Hub use (relevant sections).</p>	<p>Complete</p> <p>Great effort was taken to match training with the intended participants using information gained from IDO's, industry and trainer feedback. Events were also used to collect industry feedback for training requirements.</p> <p>A search of available training was carried out so that VegPRO training did not overlap what was already available. In some cases, though it came down to distance, content and delivery in assessing whether training was already available. Some training could not be attended due to distance or content was not applicable to the role of the business they worked in.</p>
Inputs				
Coordinator position	<p>Was 1 FTE plus project support team sufficient and effective?</p> <p>Did they have the required skills?</p> <p>Were the required resources available for the Coordinator and the project team?</p>	<p>Team members (including sub-contractors) and their roles in the project.</p> <p>Skills used, skill gaps (self-assessment).</p> <p>Resources use and gaps.</p> <p>PRG.</p>	<p>Project records.</p> <p>Feedback from project team (annually).</p> <p>Feedback from PRG.</p>	
Coordination project funding	<p>Was the budget met?</p>	<p>Budget summaries.</p>	<p>Project records (annually).</p>	

Hort Innovation – Final Report: VegPRO education and training initiative (VG15028)

Evaluation level	KEQ/KPI	Information needs	Methods of data collection	Achievement
Outcomes				
Training funding	Were funds sufficient for training demand?	Hort Innovation budgets.	Hort Innovation records (annually).	Not Completed Unfortunately, budget funds were not adequate for the project which meant that only 1 year of training could be delivered.
Context				
Context	What changes occurred in the external environment (climate, prices, policies etc.) that may have affected/explained project outcomes and performance?	Details of changes in prices, climate, policies etc. over the life of the project.	This may include: Education and training policy ABARES /ABS statistics Industry statistics Climate statistics Observations and industry feedback	The two key points which affected the effective delivery of training through VegPRO were policy and funds. Changes in Hort Innovation led to time and funds wasted in creating templates and policy that was then not used. A lack of funds meant that only 12 months of training could be delivered which makes it hard to then assess the impact and success.
Other industries	VegPRO is seen as an effective model by other industries and is copied.	Which other industries are 'copying' the VegPRO model.	Interviews.	Not in project scope (due to lack of funds to deliver more than 12 months of training).

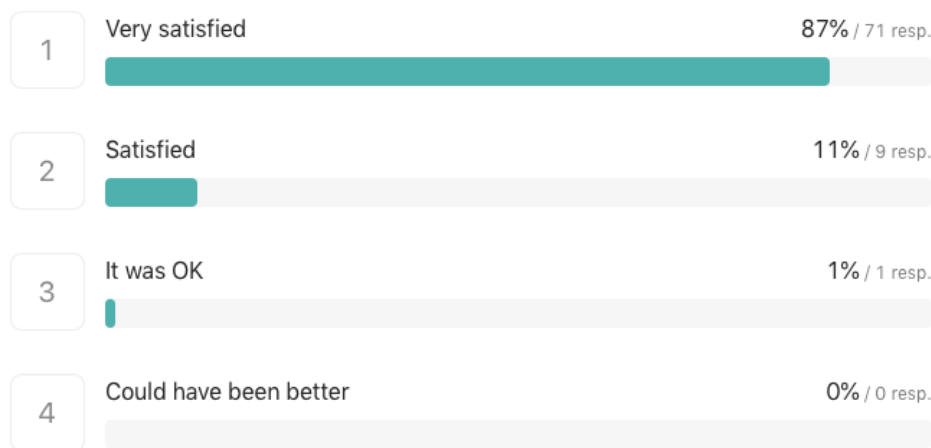
Conclusions from Monitoring and Evaluation

Recognition of the brand:

With over 2700 webpage views in a year and 25% of these coming from direct access and not via a Google search this shows that the VegPRO brand has already gained recognition as a place to go for training and education information. Along with this, the brand has also been recognised by training providers and educational bodies who have searched out VegPRO for advice on content of courses around production horticulture. SA University, Charles Sturt University, NSW TAFE, TAS TAFE, University College, 4 Up Skilling are a few of the organisations that have approached VegPRO to try and work together around the topic of production horticulture. This is a good start considering only 12 months of training was delivered. The area of education and training though is one that needs constant representation from the industry as well as a constant contact that trainers, stakeholders and the industry can go to and who is promoting and supporting the sector around training and education. Dairy Australia provides a successful example of this approach.

Vegetable Levy payers report that VegPRO does address needs and gaps in both delivery and content of training.

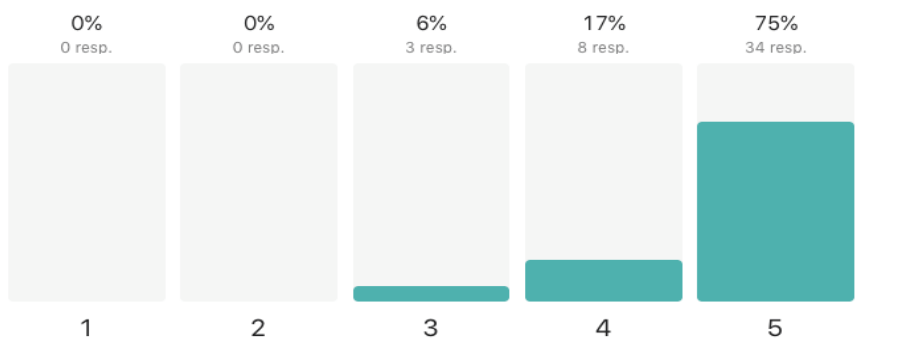
From an initial survey after training 87% were very satisfied with the training and 75% gave VegPRO a score of 4.7 out of 5 for relevance of content to their business.



How relevant was the content to you or your business?

45 out of 84 answered

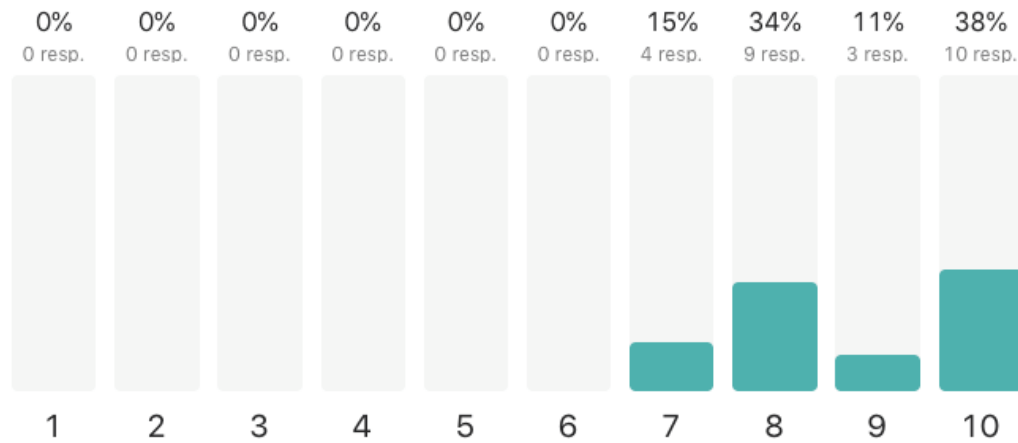
4.7 Average rating



From a survey at the end of the project after people had had a chance to utilize the training that they had taken the relevance to the business was still high, this time out of a score of 10 VegPRO rated and average of

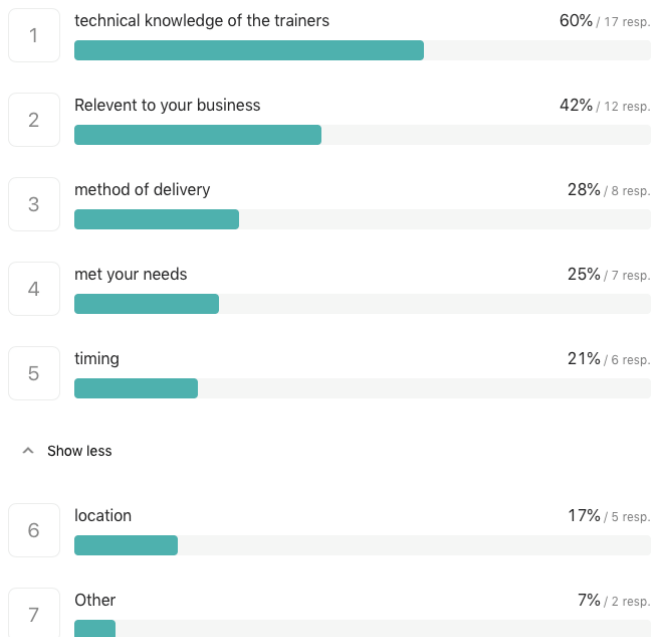
8.3 showing similar results to immediately after training.

★ 8.7 Average rating



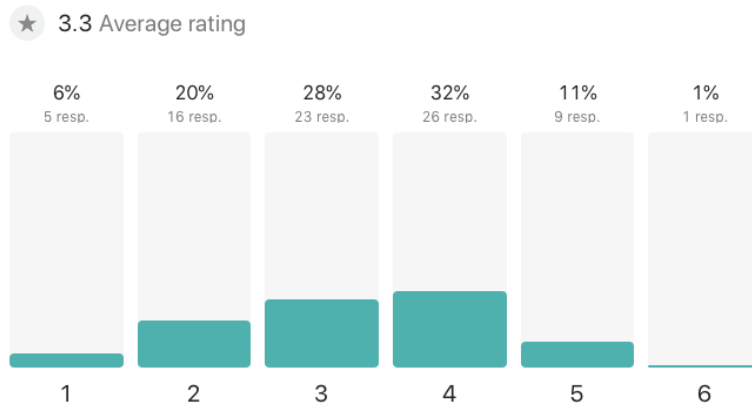
People who have engaged with VegPRO training for themselves or their employees report that it had a positive effect on their business.

As seen in the results above it is clear that the training has had a positive effect for themselves and or their employers with over 87% very satisfied with VegPRO training. It is important to note though what they valued about the training. It is interesting that participants valued the technical knowledge of the trainers and the relevance to their business the most important followed by method of delivery.



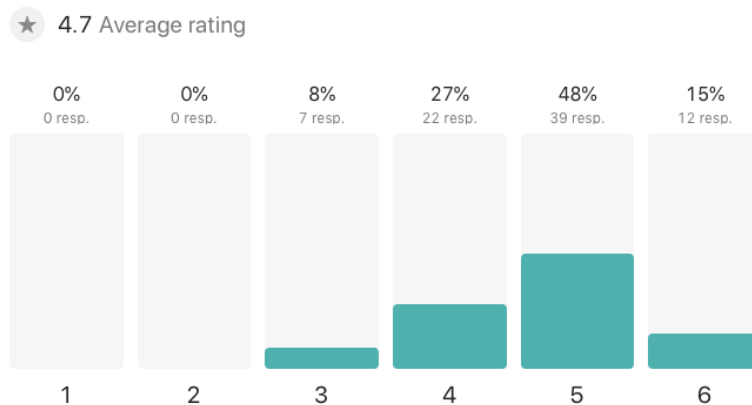
How effectively were project focussed, participatory training methods used? (Was there evidence that participants increased their knowledge, skills, understanding?)

Participants gave feedback following training around the training improving their knowledge and skill. Scores were out of 5 with participants showing an increase from 3.3% average to 4.7% average.



How would you rate your knowledge/skill/understanding of the subject AFTER the course?

80 out of 84 answered



Examples of trainer feedback

Pest & Disease Workshops:

Having a portion of the workshops in the field was very well received and ensured the breaking up of learning with some practical experience – workshops held on farm are of most benefit to growers and farm employees which is where the focus of workshops was aimed

With workshops aimed at growers and farm workers, success of delivery to this audience was greatly

received and very successful with the Lindenow workshop being a massive success, a huge amount of conversation and information sharing occurred and could have continued into the evening. Workshops in Werribee South, Clyde and Richmond were very well received however some attendees could have attended more of a master class in pest and disease workshop rather than one focused at growers and farm employees.

Attendees really appreciated the practical component of the workshop and grower hosts opening their properties for walk through and discussions. Those attendees with a higher level of prior learning and experience appreciated the workshops but would have liked to see more scientific discussion and presentations which would have moved away from the target audience.

Hort Code of Conduct training:

100% survey response that growers had received new knowledge on the Horticulture Code by attending the workshop. The majority of participants also requested another workshop in one to three months' time from the date of the workshop.

Chemical Handling:

Towards the end of the contract we ran a few one-day workshops for experienced growers in response to their feedback. I think in future both options should be available depending on the group. Some employees do not speak English at home and probably benefitted from the two-day model. This was particularly the case at the Mt Barker, SA Course and the course held at Werribee South. The two-day courses started at 8.30 am each morning and usually finished by midafternoon each day. This allowed farmers some daylight at both end of the day to carry out their regular tasks. On the other hand, the first Forthside Course included a high percentage of experienced growers and tertiary educated participants who could have easily done it in a day. In order to run a good one-day course though I think it would be better to start earlier and be prepared to finish a bit later.

Negotiations + Influencing Course:

ENS International is very grateful for the opportunity to work in regional Australia with the Vegetable industry.

The participants we worked with face challenges and demands on their time, negotiation ability and business skill. They engage with varied internal and external stakeholders including, employees, owners, suppliers, buyers, grocery retail giants, agents, development councils and funding bodies.

They were all incredibly grateful for the opportunity provided to grow skill and edge to manage difficult conversations, price pushback or scenarios directly impacting their business / livelihood.

It was a privilege to partner with HIA, VegPRO and RMCG to deliver skill, awareness and behavior options. Our structure was well received and effective. I believe we exceeded expectations in nearly every mind.

Basic Skills Irrigation:

Before the workshop, 70% of attendees responded that they had an average or below average understanding of irrigation. After the workshop, 75% of attendees responded that they had an above average or far above average understanding of irrigation. With participants assessing their knowledge as above average increased from 12 to 25 and far above average from 1 to 8.

It was a great result that 13 participants rated their knowledge of irrigation 'below average' or 'far below average' _beforehand, and at the end of the workshop, the lowest rating was from two attendees reporting their knowledge to be 'below average' but still greater than before starting the workshop.

VegInnovations:

We evolved and extended previously developed resources (Hort Innovation project VG14031), to provide regionally-based training to help upskill growers, and de-risk the process of innovation and new product development for the vegetable industry. We incorporated feedback from the previous Melbourne-based "VegInnovations" workshops into a 'VegInnovations2018 Workshop' of approx. 6 hours, with information covering product development and innovation for vegetables and vegetable-containing products, and

training growers in how to apply this information to their businesses. The 'VegInnovations2018 Workshop' was undertaken in six (6) regional locations across several states between June and August, 2018. We tailored aspects of each workshop to the local region and made it more meaningful for participants by incorporating local grower success/inspiration stories. The core workshop content and each regional grower speaker was videoed, and the edited videos made available online (www.veginnovations.com.au). The previously developed "How-To Guide" was substantially updated (all new pics and 6 additional chapters) and re-issued digitally and in print format.

The 6 workshops were well attended; we received 104 feedback forms in total (probably "missing" a further 10 overall from attendees). Between 2 and 6 registered participants at each workshop were "no-shows".

Outcomes included a 26% increase in knowledge and understanding of the opportunities and requirements to add value to whole, fresh vegetables, potentially increasing the confidence of growers to venture into this space. This could potentially increase usage and consumption of Australian-grown vegetables.

We recommend similar events be organised for other regional areas – requests have been received for further workshops in Gatton, South-Eastern Victoria, and Adelaide, and additional workshops in Bundaberg and more regional areas in Western Australia and New South Wales, plus Sydney.

Incorporating a range of activities: new knowledge as well as effective networking tools, plus local success stories, is key to participants gaining widespread value from the activity. Hosting the event in a relevant food/farming innovation space for the region and activity is key, as is getting the catering right, which can be challenging.

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Participants' feedback examples

Irrigation Training what could be improved

- a tailoring of the content - ask people where they are at with their irrigation - all mostly irrigation managers
- Nothing- excellent
- Nothing- good allocation of time between theory and practical
- Better venue direction bit more time in the paddock
- Maybe a bit about managing disease
- More structure to the day
- Every course/workshop is always about large scale farming - what about small scale, bio-intensive, organic, permaculture style farming?
- Needs more structure, advertise earlier ahead of time, start time was confusing
- More practical
- Everything was really well and probably a bit more outside bit it was really good. Very relevant especially when everybody is veggie growers.
- None- Very relevant

- The technology is good as a background. I think it may need a lot of proving to be considered reliable enough to not
- need to be as hands on.

Negotiations + Influencing Course:

- 4 out of 6 workshops rated at 100% for Recommend to Others
- 6 out of 6 workshops rated at 100% for Balance of Theory and Practice. – this is an important reason why we are relevant in the Agri sector
- Great learning opportunity
- Inspiring
- Extremely effective workshop that I would clearly recommend to others
- very professional and engaging

VegInnovations

Great introduction into marketing and branding for value.

- Great for small businesses to allow developments.
- A great taster for any business.
- Vegan doesn't mean healthy.
- A fantastic opportunity to network and to listen to thought provoking experiences and knowledge in fresh innovation.
- Good to break away from day to day operations and promote thinking in terms of taking the business forward with new products/markets.
- One of the best.
- I was informed, engaged and inspired by this event.
- Relevant, focused interactive workshop for the fresh produce industry.
- This day is the creative business reboot workshop that every farmer and food industry professional needs to attend, in order to understand the achievable solutions to the farm and fresh produce issues you don't know you actually have.
- Workshop was very informative and valuable. Very impressed by examples and experience shared by Hazel from overseas!
- This event is a must for all members of the vegetable supply chain.
- This was a great chance to meet with other industry members and learn more about creative and positive thinking.
- Exceptionally insightful, useful and interesting. •
- Invaluable learning experience for food industry.
- A fantastic opportunity to network and to listen to thought provoking experiences and knowledge in fresh innovation.
- Good to break away from day to day operations and promote thinking in terms of taking the business forward with new products/markets.
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- This event is a must for all members of the vegetable supply chain.
- This was a great chance to meet with other industry members and learn more about creative and positive thinking.
- Invaluable learning experience for food industry.
- Showed the definite potential in like groups to come together in discussions and potential collaboration.
- I found something useful to consider and help me at all stages of production, development and marketing.
- Highly motivational, informative and practical content. I'm bloody excited!
- An opportunity to kick about innovative ideas.
- Great day with heaps of ideas and possibilities. Thanks for information sharing.

Discussion and recommendations – Coordinator wrap up

Discussion

The Challenge

Attracting, retaining and developing a skilled workforce is a pressing challenge for all Australian agricultural industries, it is not a unique issue to the vegetable sector. Several studies¹ have provided empirical evidence of the compounding issues that have progressively contributed to the challenge of securing and maintaining a skilled workforce for agricultural industries, these same issues were also found by VegPRO.

Industry Challenges:

- Poor promotion of the industry
- Lack of a clear career pathway
- Frequent presentation of the industry in a negative light
- Lack of engagement with the education and training sector and promotion of training
- Industry Image, employment conditions including remuneration and skilled supervision, work place conditions (real or perceived)

Challenges from the Education and Training Sector:

- Low number of people attaining specific horticulture qualifications
- Although training packages have been developed for production horticulture, the system of funding RTOs does not enable delivery of courses unless a minimum number of students apply
- Availability of training courses delivered by knowledgeable trainers and accessible to all production regions that cater for all skill levels.

While above challenges have been repeatedly identified, not much has been done to change the situation. VegPRO has been one attempt to make a difference.

So where to from here? What lessons can we take forward?

Issues and solutions

Going back to the initial aim of the project, “the Vegetable Industry Education and Training Initiative (VegPRO) was focussed on providing targeted training programs aimed at effectively upskilling people at all levels in the vegetable industry.” A lot was learnt over the three years.

To understand what the industry actually wanted it was important to find out what the current perceptions of education and training actually were.

Education was not regarded highly within most of the industry due to past experience. Educational bodies were viewed as “out of date, inflexible, with trainers that had little actual industry experience or knowledge of the subject they were teaching”. Many in the industry left school because they did not enjoy being there for a range of reasons. Formal training was perceived as theoretical, classroom teaching in delivery and lengthy, attributes that do not match the industries’ mostly outdoor hands-on character. Lack of available, relevant courses and the locations and cost also added to negative perceptions of education to many industry members. For those already in the workforce, it is difficult to combine lengthy courses with work,

¹ Growcom, 2013; AgriFrood Skills Australia, 2015; RMCG & GVFGSWG, 2013

especially if it involves travel.

Training was viewed as more favourable than 'education'. Preferences for trainers were for persons with industry knowledge and technical skills who can engage with trainees; not necessarily for an RTO accredited trainer. This puts accreditation/certification down the list of priorities and up to date skills and knowledge of trainers at the top when participants were looking for training.

A fundamental lesson from the VegPRO project was understanding the 'official' definition of 'skills gap' and 'training gap' (by Skills Impact and the VET sector). Most prior projects and reports from many industries state that there are skills gaps within their industry due to a lack of available training or courses. This refers to not having enough adequately trained people available for industry to employ on all levels.

And there are few available production horticulture courses and certificates delivered by universities and the VET sector, and those on offer are difficult to find out about because the training sector generally does not promote their courses.

The issue is that there is no real lack of accredited, relevant 'units of competency' and 'skill sets' theoretically available. The deficiency is in VET providers offering the courses.

Availability and delivery of courses ultimately comes down to funding. Courses that get sufficient registrations are being offered and run as these they bring in the funding. The funding issue also leads to students "funnelled into other courses" to fill them and get the funding. If students not enough are showing an interest in the horticultural sector, they are pushed into more generic or popular courses to help get the numbers up for these (e.g. agriculture or peri-urban horticulture).

Ultimately there is a quintessential "chicken and egg" situation; without the interest and registrations in production horticulture these courses will be offered and if the courses are not offered interest and registrations in the specific skills sets required in the vegetable industry will not be available. **The key issue is that it is not a 'skill set gap' as 'skill sets' are available as part of registered training packages, but there is a training delivery gap i.e. the skill sets are not taught.**

The key to why interest and registrations are in decline for production horticulture is, in the view of training providers and Skills Impact that **"it is not the educational organisations' role to promote their courses and gain engagement for the sector, but it is the responsibility of the industry"**. However, industry is not aware of this expectation. Industry, via peak bodies could work with VET providers to design relevant training by combining the required registered 'skill sets'. This training could have a different focus in each region, depending on industry needs. Even the issue of good trainers can be addressed as industry could select trainers who then cooperate with the training organisation who provides the certification.

As discussed above, educational and training organisations will deliver courses that are in demand so why, are horticulture courses that are offered not being filled or, if not offered, why are they not requested?

One simple answer to the lack of enrolment is the lack of promotion and the difficulty of finding out about courses from websites or even phone calls to education and training organisations. Another issue, is the image of the vegetable industry.

As an example, Rural Skills Australia promotes a role in production horticulture on their website as follows: "Production horticulture is a very diverse industry, which can provide an interesting and exciting career for those seeking outdoor work involving growing and harvesting fruit or vegetables. This includes potato, tomato, root and green vegetable production as well as herb growing".

Currently, the main perception of the industry is that it is outdoors and “dirty”. It is perceived as an industry that is only hands on in the production of vegetables, the use of “state of the art” technology is never mentioned. Statements made about training in horticulture exclude all professions that are not ‘outdoors’. There are a wealth of careers in the vegetable sector, but these are not promoted to school leavers or future employees in the industry. Some educational bodies have identified this and have tried to promote careers in the sector but when the promotional line is “Production Horticulture is not about being just a farmer” this does not help. The industry needs the growers and the producers as much as it needs the robotic engineers, accountants, bankers and researchers.

The career pathways guide developed by VegPRO provides a full picture of jobs and career opportunities in the vegetable industry. It describes the full set of jobs and career pathways, and it provides engaging case studies. It shows the industry as Professional, Proficient, Progressive, picking up on the VegPRO byline.

A key point is that abovementioned issues can only be addressed with a united approach across the industry and best all of horticulture to improve the perception of the industry as well as using active promotion of the sector as a career at all levels, starting in schools.

Unfortunately, the education and training issues, identified via many reviews and reports over the past 20 years and getting worse, will continue unless an entity that takes ownership of resolving it. Dairy Australia has made a promising start in turning things around for their industry.

How do people in the vegetable industry want to learn?

We learnt a lot about how members of the industry, growers and their staff like to learn.

Educational bodies have already noticed that using standard course terms and firm dates have led to a decline in the completion of courses. With the trend of students often being already in the workforce rather than being school leavers, and in a more mature age group, learners find standard terms and course frameworks are not suitable. Flexibility, short courses and a range of delivery approaches, including engaging e-learning are required.

Charles Sturt realised that for their horticultural courses to get completions, semesters had to be moved so that they fitted around harvest times. This at least helped keep the numbers of course completions up. Another reason courses were not always completed is that students came into the course with existing experience and a clear idea of the skills they required. These students soon lost interest in the training, if they had to cover competency units that were of no interest or use to them back in the workplace, or they already had the required knowledge and skills. This issue of having to complete irrelevant units as part of a course has led to the observed increase in demand of “on the job” training and focussed short courses.

The mature learner does not like being fed a lot of theoretical information or told what to do, they come to the course with a wealth of knowledge and are looking to develop this. An environment where real life examples can be discussed, and learnings are shared is preferred to theoretical content delivered from text books. Focused, project or problem-based learning are a preferred option for mature people especially those with preexisting knowledge and skills.

Growers and their staff are usually time poor; they do not want to cover topics that do not apply to them. Often attendance is influenced by weather conditions and seasonality of production. These issues are often hard to address but must be considered when organising training for people in the vegetable industry. Length of workshops was an issue, if a training course went over one day in length. Participants preferred one day courses and to either start late or finish early so that there was time to carry out any urgent tasks they may have in the business. Still, some of the two-day course were well received but it was harder to get people to register.

Learners were looking for trainers who were knowledgeable in their field, came recommended, had good, up to date technical and presentation skills and were hands on. Industry experience was valued. They

preferred trainers who were engaging and could answer the question of “how does it apply to me?”

Location of the training was an important issue. Long travel times were not acceptable to most growers and. Most potential attendees were looking for courses that were run in their local area, they did not have the time to travel and often limited funds. This especially applied to staff. Staff training had to be local and not take people away from work for too long.

Bringing training to the regions does mean that course participant numbers will be low due to the number of people in a local area. The opposite was the case.

For any basic skills workshops, which were sought after, just about all the feedback showed that participants would not travel to the major towns or cities to attend. One advantage of delivering the training in rural areas was that local resources could also be supported like school, farms, research and agricultural centers as well as providing the added bonus of supporting the local economy in a small way.

Key points on what learners were looking for are:

- Better timing of courses to fit in with the production schedule
- Content specific to what they wanted to learn
- Focused short courses and workshops were preferable to full VET certificates
- Trainers skills, knowledge and aptitude were more important than a VET trainer accreditation
- Practical, current information was preferred over rather than theoretical knowledge; theoretical topics have to be brought into context of vegetable production
- Preferences were for 1-day workshops with time available at the beginning or end of the day so that urgent work tasks could be attended to on the day
- Courses delivered locally not in major urban areas
- There was a demand for courses in languages other than English (L.O.T.E)
- Not everyone likes online training but feedback from those who took VegPRO courses online was positive. They saw the benefits of being able to take their time completing the course and thus making it easier to fit it around their work.

What do trainers need?

It was important to consider the trainers’ needs. One of the main issues we encountered was the availability of trainers at the best time for growers and staff. One must consider that delivering training is their job and often they are booked out for months if not years in advance. The timing of training for trainers is just as important as the timing for learners. Trainers did value help with course promotion, finding a venue and organising catering by the local Veg Net IDO’s as not all trainers came from the local area where the training was delivered, the involvement of VegNet IDOs made the trainers job easier and having IDOs at the events provided a familiar face for the participants. IDO’s benefited from participating in the training and networking with participants.

Trainers had substantial compliance commitments for their role as trainers and with VegPRO. Thus, it was important to have a smooth and easy as possible contracting and reporting process. Some trainers did feel that for a couple of workshops they delivered, the reporting process was a little over the top and thus made the service expensive. Usually, trainers do not report on each set of training they deliver. Therefore, the need for feedback surveys and reporting was seen as a burden by some.

Key points for when dealing with trainers are:

- Trainers get booked out in advance very quickly and may not be available at short notice
- A lengthy clunky procurement and reporting process is off-putting to trainers
- Trainers expect to be paid on time
- Trainers valued help with promoting the course, venues and catering from a local representative.

Recommendations

The Australian vegetable industry has identified training and people development as a significant priority. It recognised that a concerted approach is required to overcome or mitigate education and training challenges (refer to VG14061). This is documented in the Vegetable Strategic Investment Plan (SIP 2017-2021), by one of the five industry outcomes identified in the SIP:

“Improved capability of levy payers to adopt improved practices and new innovation through improved communication and extension programs, grower innovation support, professional development and workforce building programs, and through improved farm management and information systems.”

Relevant (to education and training) strategies to achieve the outcome include:

- Support innovation that advance and grow the vegetable industry
- Improve grower skills in all areas associated with commercial vegetable production
- Improve farm management practices and systems to assist growers in efficient and effective decision making
- Build skills in the vegetable industry workforce and attract new people to the industry

The development of attractive career paths and their promotion to schools and the general labour market has been identified by VegPRO as a major opportunity to support the strategies and to attract and retain skilled labour. VegPRO therefore developed a Career Pathways Guide and has commenced its distribution to schools, universities, employment agencies, peak bodies and other stakeholders.

VegPRO has produced a number of legacy resources listed in the final report, including e-learning courses and a go to website hub for training in the vegetable industry.

VegPRO makes the following recommendations:

Promote the industry as a professional career choice to students and people across other relevant sectors (Dairy Australia provides a good example of how to do this):

- Hort Innovation, AUSVEG, other state and regionally representative organisations and VegNET IDOs continue to distribute the Career Pathways Guide
- In-school delivery of the careers promotion at targeted priority schools, based in vegetable production regions, including vegetable business site visits, and visits to training institutions
- Sponsorship of targeted school programs
- Promotion of career opportunities beyond industry association and related websites, include skilled career opportunities on agricultural industry career pages e.g. Rural Skills Australia, MyCareer, Harvest Trail, and ensure that the sector and its opportunities are adequately described
- Prevent ‘negative press’ about the sector, push positive stories via a range of media
- Showcase skilled career opportunities at high profile industry events in horticulture and associated industries, attract students to Hort Connections via free entry and invite schools to regional industry events

- Share and promote employment industry information and resources with education and training providers, e.g. Primary Industry Education Foundation Australia
- Assist vegetable businesses in becoming 'employers of choice' via creating information sheets and templates for best practice human resource management to facilitate a consistent baseline of practice across the industry (a good example is available from Dairy Australia's "People in Dairy" initiative). A toolkit could include information relating to:
 - Recruitment
 - Job descriptions / job roles
 - Induction and probation
 - Pay rates and award classifications
 - People and performance management
 - Dismissal and redundancy
 - Workplace health and safety
 - Cultural awareness

Continue to engage with the education training sector

- Engage with key training institutions in vegetable production regions, including universities, colleges and VET, for industry partnership collaboration on course delivery, course promotion, infrastructure availability, on-site content delivery and course content within and in addition to existing Training Packages
- Promote formal training opportunities, including tertiary sector and VET, within the industry amongst vegetable businesses
- The industry identifies from the AHC – "Agriculture, Horticulture and Conservation and Land Management Training Package" the skill sets, and competency units needed for the vegetable industry and actively engages with the VET sector e.g. via TAFE colleges to enable the delivery of training in the required skills and competencies; for this to happen the industry has to promote the training to ensure sufficient registration for a course to be funded and delivered
- Active participation in the review of the Production Horticulture Training Package by Skills Impact (this starts July 2019) to ensure Skills Impact is aware of skill set priorities and competency needs of the vegetable industry to be included in the revised AHC training package for production horticulture
- Collaborate with training service providers in the promotion of training programs as linked to career pathways as per the VegPRO career pathways guide.
- Support, foster and encourage apprenticeship and traineeship programs and placements
- Collaborate across horticulture and with the education and training sector about industry training and development needs and delivery

Maintain VegPRO resources and training approaches that worked well

- Hort Innovation, AUSVEG and other state and regionally representative organisations ensure that VegPRO legacy resources, especially a go to website and e-learning courses and Training Passports are kept accessible for the vegetable industry
- Building on the VegPRO a 'train the trainer' course and guide to ensure that those who provide training services to have a good understanding of the industry, new technologies and current principles of learning,
- Consider training of agronomists and other key influencers
- Support informal, regional training initiatives via engaging, skilled and knowledgeable trainers identified by industry for regional training and upskilling
- Provide engaging training for staff working in vegetable businesses that does is not overly time consuming for individual sessions; e-learning may be one suitable method (e.g. as per the VegPRO VegInduction resource)

Training support framework

- Advocate for government incentives and support for priority subsidised training placements in vegetable industry relevant training courses and content
- Advocate for apprentice and traineeship position funding to support the development of the vegetable sector.
- Promote and advocate the industry's economic, social and environmental contribution to commonwealth and state governments and other relevant associations to ensure continuity of support for skills and training initiatives as a foundational issue for the sector.

Maintain leadership and staff development initiatives

- Continue to support and promote participation in established leadership and development initiatives, e.g. the Young Growing Leaders Program, Masterclass in Horticultural Business etc
- Facilitate regional and international study exchange and networking opportunities for peer-to-peer learning.
- Continue to promote and support scholarships e.g. Nuffield, Churchill
- Continue internship programs as an introduction to the vegetable industry

The key recommendation is that an entity must have the mandate to look after the education and training interests for the vegetable sector, otherwise nothing will change for the industry and the situation may continue with the current downward trend.

Intellectual property, commercialisation and confidentiality

None produced

Acknowledgements of VegPRO

From Duff Consulting:

I would like to begin by thanking Hort Innovation and VegPRO for awarding me the contract and giving me the opportunity to deliver Agricultural Chemical Accreditation to Vegetable growers throughout Australia.

In conclusion, I would like to thank Sophie Lapsley for her help running the workshops. I would also like to thank the other various regional coordinators who helped organise venues, enlist participants and helped me ensure the smooth delivery of the workshops.

From Affectus

We would like to thank all the RMCG Team and you and your funding partners Hort Innovation for giving the growers the opportunity to gain greater knowledge about the new Horticulture Code.

From ENS

It was a privilege to partner with Hort Innovation, VegPRO and RMCG to deliver skill, awareness and behavior options training. Our structure was well received and effective. I believe we exceeded expectations in nearly every mind.

I would like to mention the invaluable support Sophie Lapsley provided to us at every stage. Promotion of the courses, interacting with local contact representatives, collaborating with us to ensure each participant could gauge the value of the workshop and all administration guidance was done in a timely and supportive manner. We are very grateful for Sophie's role at every stage of this training project.

From Hazel MacTavish-West

We recommend similar events be organised for other regional areas – requests have been received for further workshops in Gattton, South-Eastern Victoria, and Adelaide, and additional workshops in Bundaberg and more regional areas in Western Australia and New South Wales, plus Sydney.

Incorporating a range of activities: new knowledge as well as effective networking tools, plus local success stories, is key to participants gaining widespread value from the activity. Hosting the event in a relevant food/farming innovation space for the region and activity is key, as is getting the catering right, which can be challenging.

Appendices

Due to the size of material to be included in the appendices these have been split into 4 accompanying documents, content as follows:

Appendix A

Appendix 1	Duff Consulting Summary Report
Appendix 2	Hazel MacTavish-West Summary Report
Appendix 3	ENS Summary Report
Appendix 4	Basic Irrigation Training Summary Report
Appendix 5	Hort Code of Conduct Summary Report
Appendix 6	Pest & Disease Workshops Summary Report
Appendix 7	Coaching Pilot Summary Report
Appendix 8	NVEN Feedback on Gaps In Training
Appendix 9	Presentations and Events
Appendix 10	VA Articles
Appendix 11	VG15028 Veg. Ind. Educ and Training Initiative Year 1 Plan
Appendix 12	VG15028 Veg. Ind. Educ and Training Initiative Year 2 Plan
Appendix 13	VG15028 Veg. Ind. Educ and Training Initiative Year 3 Plan
Appendix 14	Training Plan 2018

Appendix B

Appendix 15	Terms of Reference
Appendix 16	Training Centres List
Appendix 17	Vegetable Industry Initiative Outline
Appendix 18	Vegetable Industry Training Needs and Gaps
Appendix 19	VegPRO Certification
Appendix 20	VegPRO Coaching Outline
Appendix 21	Managing Vegetable Production Systems – Group Coaching
Appendix 22	VegPRO Coaching Information Sheet
Appendix 23	Train The Trainer Guide

Appendix C

Appendix 24	Introduction to VegPRO Presentation
Appendix 25	VegPRO Presentation to the BFBG - Bundaberg
Appendix 26	Training Event Flyer Examples
Appendix 27	Becoming an Approved VegPRO Trainer
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Appendix 31	Program Logic
Appendix 32	VegPRO Training Feedback Survey
Appendix 33	Training Requests 2019
Appendix 34	Approved Trainer Register
Appendix 35	Review of Available Courses in Production Horticulture – Overview

Resources and Outputs submitted as individual files:

Introduction to VegPRO video – Belinda Adams
VegPRO Testimonial – Taylor Fields
VegPRO Testimonial – Belinda Adams
VegPRO Testimonial – Adam Harber
Careers Pathways Guide

APPENDIX

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Appendix 1 – Duff Consulting Summary Report



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Report on Horticultural Innovation Australia Limited/ Vegpro Agricultural User Training delivered in 2018

1. Introduction

I would like to begin by thanking Hort Innovation and Vegpro for awarding me the contract and giving me the opportunity to deliver Agricultural Chemical Accreditation to Vegetable growers throughout Australia.

I think the program was quite successful although, as with most things, there is always room for improvement which is the purpose of this report.

2. Participation

There were 13 courses delivered, as per the contract, with 129 attendees at an average of 9.92 attendees per workshop. Most courses were relatively well supported with the exception of the courses scheduled for Queensland and the last course in Cranbourne. The planned Bowen and Ayr courses were cancelled and the two Stanthorpe Courses, designed to replace them, resulted in another course cancellation and only 4 participants attending the remaining course. As a result, it was obviously not worthwhile trying to hold the additional two Queensland workshops that had been considered as a possibility at the start of the program.

In my 20 plus years of experience running a training business I have found that 'free courses' are often undervalued by potential participants and often do not attract any more support than courses that producers have to pay for. I think if producers had to make some financial contribution, such as a non-refundable deposit, the courses may have been more valued and those growers who had verbally committed may have been less likely to drop out at the last minute.

(Please see attached a comprehensive document which covers the dates, times, locations, venues, participants and the competencies achieved)

3. Venues

There were a range of venues used during the workshops. They were mostly organised by Vegpro and were places where growers often met. Naturally some venues were better than others but over-all I thought they were adequate. During most of the workshops we also visited a local farm to assess a chemical storage facility which added a practical component and improved the overall training experience. I would like to thank Sophie and the leading local growers for organising the off-farm visits.

4. Course Content

As part of the contract I was required to provide each participant with the Qld Agricultural User's Manual as it was part of my submission prior to gaining the contract. I also provided participants with handouts reflecting State legislation and guidelines. In hindsight I think it would have been better if the substantive/ take home resource could have been specific to the State.

5. Course Delivery

Towards the end of the contract we ran a few one-day workshops for experienced growers in response to their feedback. I think in future both options should be available depending on the group.

Some employees do not speak English at home and probably benefitted from the two-day model. This was particularly the case at the Mt Barker, SA Course and the course held at Werribee South. The two-day courses started at 8.30 am each morning and usually finished by mid afternoon each day. This allowed farmers some daylight at both end of the day to carryout their regular tasks.

On the other hand, the first Forthside Course included a high percentage of experienced growers and tertiary educated participants who could have easily done it in a day. In order to run a good one-day course though I think it would be better to start earlier and be prepared to finish a bit later.

6. Course Feedback

Most participants seemed very pleased with the training. The main issue was the length of the course which has been covered in Section 5 above.

I had participants complete feedback sheets at each course. (I have forwarded these feedback sheets by post).

7. Contract

In my view the contract was not completely clear in terms of what was expected and did not completely cover all of the contingencies. As a result there was some minor conflict between myself and Vegpro regarding the cost associated with lost time due to cancelled workshops. There was also a minor issue in terms of when the second stage payment should be made.

On the other side I acknowledge that Vegpro also provided me with some flexibility in terms of exactly when the various workshops would be run.

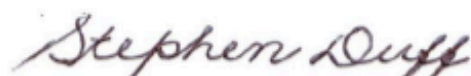
In other words, the various minor issues were all resolved to the satisfaction of all concerned following a bit of give and take from everyone involved.

8. Conclusion

In conclusion I would like to thank Sophie Lapsley for her help running the workshops. I would also like to thank the other various regional co-ordinators who helped organise venues, enlist participants and helped me ensure the smooth delivery of the workshops.

(Please see attached a few photographs from the courses. I am happy for you (Hort Innovation and Vegpro) to use them as you fit)

Yours faithfully,



Stephen Duff
Principal Executive Officer



Appendix 2 – Hazel MacTavish West Summary Report



VegInnovations 2018 Regional Roadshow

#VegInnovations2018

Dr Hazel MacTavish-West

MacTavish West Pty. Ltd.

Project Number: VG16031 (CON-001334)


Author: Dr Hazel MacTavish-West

VG16031

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Summary ¶



We evolved and extended previously developed resources (Hort Innovation project VG14031), to provide regionally-based training to help upskill growers, and de-risk the process of innovation and new product development for the vegetable industry. We incorporated feedback from the previous Melbourne-based “VegInnovations” workshops into a “VegInnovations2018 Workshop” of approx. 6 hours, with information covering product development and innovation for vegetables and vegetable-containing products, and training growers in how to apply this information to their businesses. The “VegInnovations2018 Workshop” was undertaken in six (6) regional locations across several states between June and August, 2018. We tailored aspects of each workshop to the local region and made it more meaningful for participants by incorporating local grower success/inspiration stories. The core workshop content and each regional grower speaker was videoed, and the edited videos made available online (www.veginnovations.com.au). The previously developed “How-To Guide” was substantially updated (all new pics and 6 additional chapters), and re-issued digitally and in print format. ¶



The 6 workshops were well attended; we received 104 feedback forms in total (probably “missing” a further 10 overall from attendees). Between 2 and 6 registered participants at each workshop were “no-shows”. ¶

Outcomes included a **26% increase** in knowledge and understanding of the opportunities and requirements to add value to whole, fresh vegetables, potentially increasing the confidence of growers to venture into this space. This could potentially increase usage and consumption of Australian-grown vegetables. ¶

We recommend similar events be organised for other regional areas – requests have been received for further workshops in Gatton, South-Eastern Victoria, and Adelaide, and additional workshops in Bundaberg and more regional areas in Western Australia and New South Wales, plus Sydney. ¶

Incorporating a range of activities: new knowledge as well as effective networking tools, plus local success stories, is key to participants gaining widespread value from the activity. Hosting the event in a relevant food/farming innovation space for the region and activity is key, as is getting the catering right, which can be challenging. ¶

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Approach ¶



VegInnovations 2018 Regional Roadshow #VegInnovations2018 ¶

We evolved and extended previously developed resources (Hort Innovation project VG14031), to provide regionally-based training to help upskill growers, and de-risk the process of innovation and new product development for the vegetable industry. We incorporated feedback from the previous Melbourne-based “VegInnovations” workshops into a “VegInnovations2018 Workshop” of approx. 6 hours, with information covering product development and innovation for vegetables and vegetable-containing products, and training growers in how to apply this information to their businesses. The “VegInnovations2018 Workshop” was undertaken in six (6) regional locations across several states between June and August, 2018. We tailored aspects of each workshop to the local region and made it more meaningful for participants by incorporating local grower success/inspiration stories. The core workshop content and each regional grower speaker was videoed, and the edited videos made available online (www.veginnovations.com.au). The previously developed “How-To Guide” was substantially updated (all new pics and 6 additional chapters), and re-issued digitally and in print format. ¶



Format and content: The How-To Guide was completely re-worked in terms of visual appeal, with all new pictures from the author. Six new chapters were written, covering more effective consumer research strategies (Susie White), product labelling and more. Printed copies were provided for each workshop participant, and the content is available digitally at www.veginnovations.com.au. ¶

The searchable resource guide at this website was also updated. ¶

All new content for the workshops was generated by Dr Hazel MacTavish-West based on her recent Churchill Fellowship travels (a European study tour investigating opportunities to incorporate more fruit and vegetables in to healthy, convenient value-added food; March-May 2018). Two presentations were given: one on food trends and the other on business strategies observed in vegetable businesses. New networking tools also arose from the Churchill trip – incorporating managed discussion of current roadblocks and finding effective solutions in small groups, with the activity run several times in each workshop with different groupings. Susie White generated all new content to present covering how to find new food product ideas and assess them, how to talk to consumers about products, and how to develop effective brand strategies. ¶

Each presentation was recorded at the first workshop (Tasmania), and subsequently each grower/local success story was recorded and edited. A diverse range of local speakers were sought out including companies adding value to primary produce (cheese, lupins, apples, and vegetables) and using innovative marketing strategies (vegetable exports, microgreens, eggs). All videos were uploaded to www.veginnovations.com.au for a wider audience to view. ¶

Marketing: Several fliers were developed: one encompassing all workshops, and one for each workshop. State-based VegNet and VegPro representatives were provided with copies of the local event flier, and the flier for all workshops. The fliers were made available at Hort Connections via VegPro and Hort Innovation. In addition, the author regularly emailed, posted Tweets and LinkedIn messages related to the event. The events were registered as an event on the Hort Innovation portal, and promoted by VegPro. Several “promotional” radio interviews were given by Hazel MacTavish-West (ABC radio), and several local newspapers took up promotion of the event. ¶



Registration: Participants registered via a series of links via Eventbrite, managed by Sophie Lapsley of VegPro. The event was free to attend for people involved in the vegetable industry.

Delivery and Materials

Materials: Participants received a printed copy of the revamped 'Vegetable Innovation: A How-To-Guide', a Vegpro-approved feedback form, and various workshop sheets from Susie White.



Typical Programme:

- 8.30-9.00 → Refreshments and Chatting.
- 9.00-9.20 → Welcome (SW/HMW) & Table Talk #1: Your name, your job title, what you actually do, what you are looking for from today (ALL).
- 9.20-9.30 → Launch of the ALL NEW How-To Guide and Updated Resources (HMW)
- 9.30-10.30 → 2018 & Beyond Food Trends & Opportunities for Vegetables (HMW)
- 10.30-11.30 → Finding & Creating New Food Product Ideas (SW)
- 11.30-11.45 → Break
- 11.45-12.05 → Table Talk #2 What's your Current Challenge/Roadblock? (ALL)
- 12.05-1.00 → How to Develop Food That People Want to Eat (SW)
- 1.00-1.30 → Lunch
- 1.30-2.15 → How European Food Producers are Thinking about the Big Issues (Learnings from my Recent Churchill Fellowship trip) (HMW)
- 2.15-2.35 → Table Talk #3 What's your Current Challenge/Roadblock? (ALL)
- 2.35-3.20 → Branding & Labelling for Success (SW/HMW)
- 3.20-3.50 → Local Speakers: mostly 1, sometimes 2; 30 mins each, Q&A style.
- 3.50-4.00 → Take-Outs from Today – What are YOU going to do now? (HMW)
- 4.00 → Close and Feedback Forms (HMW)

Summary of 2018 workshop venues and local speakers:

Workshop	Venue	Local Speaker
Tasmania, 7 th June	Elizabeth Town Bakery, near Deloraine	Anne Bennett, Ashgrove Cheese. John Ranicar, Forager Foods.
Perth, WA 10 th July	Perth Markets Fresh Ideas Centre, Canning Vale	David Fienberg, The Lupin Co.
Gatton, Queensland, 25 th July	University of Queensland, Gatton Campus	Matthew Hood, Rugby Farms. Shane Quinn, Mulgowie Farming Co.
Sale, Victoria, 2 nd August	Criterion Hotel, Sale.	Hugh Reardon, Dicky Bill Farming. Katy Radic, Meristem Edible Botanicals.
Epping, Victoria, 3 rd August	Melbourne Markets Conference Centre, Epping.	Josh & Tamsyn Murray, Josh's Rainbow Eggs.
Adelaide, South Australia, 9 th August.	Conference Centre, Technology Park, Mawson Lakes.	Joyce Ceravolo, Ashton Valley Fresh.



Hazel & Susie in Adelaide



Victoria – Epping workshop



Victoria – Epping workshop



Gatton Workshop



Tasmanian workshop



Josh & Tamsyn Murray, Victoria – Epping workshop

Participants: Participants lists for each workshop were shared with Hort Innovation, VegPro and the state-based VegNet rep prior to each event. Each workshop had between 17 and 30 participants registered. The workshop that was booked up the earliest was Gatton, followed by Western Australia and Adelaide. We could have probably filled the room twice in Gatton, such was the enthusiasm.

Evaluation

Feedback: Attendees were provided with Hort Innovation and VegPro pre-approved feedback forms incorporating questions to find out their level of interest and enjoyment, how worthwhile the day was, what else they would like to see workshops on, and what areas they feel they need further assistance with; also assessing their level of knowledge pre- and post- the event. **104 completed feedback forms were received;** some participants didn't answer all questions, and somehow a few slipped out the door without submitting a feedback form. At each workshop there were between 2 and 6 people who simply didn't show.

How participants found out about the event:

Ausveg	27%
Email	31%
LinkedIn	10%
Twitter	2%
Hort Innovation	9%
VegPro	9%
Other (Hazel newsletter Colleague)*	34%

*Text analysis. Bigger, bolder words are cited more frequently.

Speaker Ratings ("How useful was this presentation?") & text analysis of most useful points; not all speakers were assessed by same number of participants:

Speaker	Average Rating (%)	Text analysis of all comments. Bigger, bolder words are cited more frequently. Or key specific points.
Hazel MacTavish-West	93%	value add, hazel packaging, insights, experience, Great, products, trends, overseas, European, new, info, ideas
Susie White	93%	new development, engaging, creativethinking, tools, products, ideas, process, Branding, TED, great, useful, marketing
Anne Bennett (Tas)	92%	The process about convincing the board that her product was a goer. The story behind the product. Great presentation, very informative, great insights. Ashgrove: fantastic real life case study-'doers'.
John Ranicar (Tas)	92%	Interesting to hear about his way of funding business by working with others. Great presentation, very informative and interesting. Product range and capacity.
David Fienberg (WA)	95%	Fail fast and move on, plan for scale. Start small and one step at a time. Great talk. Making new product from an old one. Very, very good.
Matt Hood (Qld)	89%	Realistic, honest story-what worked and what didn't, learning. Great insights to strategy. Seeing the value-added products working. Insight into growers becoming producers. How private label branding has been successful for them and that timing is sometimes the important x factor. Their choices/drivers regarding branding. His journey into innovative markets. Insights into challenges in scaling. Excellent insight of a producer as far as confidentiality allows.
Shane Quinn (Qld)	83%	Relevance of mission, vision and planning. Branding and the use or serving/cooking suggestions to make it easier for a consumer to visualise a use. Innovation to farm business. The drivers, information used for business decisions. Innovation in new packaging and segmentation. Value of mission, planning and process behind implementation. Branding can work with retailers. The new packaging formats in their own brand, they looked great.

<p>Hugh Reardon (Vic – Sale)</p>	<p>78%</p>	<p>Business development. Great story. Authenticity of the company.</p>
<p>Katy Radic (Vic – Sale)</p>	<p>93%</p>	<p>I like hearing people's story. All useful. The passion esp dedication. Local produce- what's available.</p>
<p>Josh & Tamsyn Murray (Vic – Epping)</p>	<p>87%</p>	<p>Inspiring to see someone so young. Co-promotion with foodbank for social responsibility. Inspiration to try new ideas. The authenticity. Branding- value adding. Great story. Inspiring to see a young person achieve so much.</p>
<p>Joyce Ceravolo (Adelaide)</p>	<p>87%</p>	<p>Look at your wastage, look at what your consumer wants. Range of variety for product. Growing crops all year round to keep good cash flow. Concentrate on unique.</p>
<p>What are your main key actionable outcomes from the Table Talk sessions?</p>	<p>n/a</p>	<p>Follow Value adding social: media <small>Learn</small> opportunities Use business <small>marketing</small> product options ideas <small>industry</small> new <small>information</small> Networking <small>NPD</small> innovation <small>Look</small> contacts brand</p>
<p>How valuable did you find the networking opportunities from the Table Talk sessions</p>	<p>82%</p>	<p></p>
<p>How do you rate your level of knowledge regarding innovation, trends and ideas?</p>	<p>+26%</p>	<p>Before the event: 57% After the event: 83%</p>
<p>Specific insights or connections you will take back to your workplace and use:</p>	<p></p>	<p><small>people Hazel Creative Insights trend Food</small> thinking <small>industry</small> ideas <small>Contacts</small> products <small>TED</small> branding <small>tools</small> new <small>packaging use</small> <small>market businesses development</small></p>

<p>Please rate the overall quality of today (info presented and style)</p>	<p>92.5%</p>	<p>Fun and very informative; Too many speakers?; very well organised; More time for questions; very well organised; timing</p>
<p>What was the most valuable aspect of the whole workshop?</p>	<p></p>	<p>insights Sharing people Food branding thinking ideas Learning new industry Networking Hazel product trends tools Innovation opportunity talk information</p>
<p>Workshop organisation</p>	<p>98%</p>	<p>Would be great to hear about levy funded research for extension; 3D concepts; Schedule of costs; food safety, feasibility, validation; brainstorming.</p>
<p>What can we improve?</p>	<p></p>	<p>More subjects related to farm business. Bit longer for breaks to make business calls. Most people replied: nothing - they appreciated the strong time keeping, vegetarian food (In most cases), and the organisation and energy.</p>
<p>Venues</p>	<p>91%</p>	<p>Tasmanian venue was a tad small (it had been advertised as "seats 40"). Temperature variability was noted. Lack of wifi at Epping was a problem.</p>
<p>One line quotes:</p>	<p></p>	<p>learn experience new food workshop thought provoking informative Insightful information interesting Great business day need ideas innovation industry better value thought</p> <ul style="list-style-type: none"> •→ Great introduction into marketing and branding for value. •→ Great for small businesses to allow developments. •→ A great taster for any business. •→ Vegan doesn't mean healthy. •→ A fantastic opportunity to network and to listen to thought provoking experiences and knowledge in fresh innovation. •→ Good to break away from day to day operations and promote thinking in terms of taking the business forward with new products/markets. •→ One of the best. •→ I was informed, engaged and inspired by this event. •→ Relevant, focused interactive workshop for the fresh produce industry. •→ This day is the creative business reboot workshop that every farmer and food industry professional needs to attend, in order to understand the achievable solutions to the farm and fresh produce issues you don't know you actually have. •→ Workshop was very informative and valuable. Very impressed by examples and experience shared by Hazel from overseas! •→ This event is a must for all members of the vegetable supply chain. •→ This was a great chance to meet with other industry members and learn more about creative and positive thinking. •→ Exceptionally insightful, useful and interesting. •→ Invaluable learning experience for food industry.

- It was great to see what others are doing locally. ¶
- A very good introduction to innovation and good insight into veg direction the UK. ¶
- Alone I can succeed but together it's better. ¶
- Need more of such innovation and networking. ¶
- Innovation is the key to success. ¶
- Great resource for a start-up. ¶
- So much food for thought that I can bite into. ¶
- Very thought provoking, great experts. ¶
- A great day to not only talk about new ideas in the value add sector but to learn the techniques to best implement them. ¶
- A sensational summary of global insights and tools for product development that provides actions to take away. ¶
- What an exciting time to be in the fresh produce industry. You have challenged me and inspired me to do/try more. ¶
- Quality speakers, quality message, ran to time. ¶
- Insightful, energetic, inspiring sessions worth attending. ¶
- The delivery of information and knowledge and interactive exercises developed my skills in this area. ¶
- Informed and passionate presenters, was extremely motivating. ¶
- Refreshing way to challenge business thinking. ¶
- Well done VegInnovation- Great initiative, I'll be back!! ¶
- The energy from the presenters and in the room was fantastic. ¶
- Hazel and Susie are knowledgeable and enthusiastic, you can't help but feel energised about veginnovations. ¶
- Great information and fun environment to meet new people in the industry. ¶
- A day filled with practical options! ¶
- What every vegetable grower needs to hear. ¶
- Excellent as a grower looking to value add. ¶
- Very enthusiastic speakers with current, actionable content. Very worthwhile. ¶
- Great information with real examples and lots of interactive elements and great presentation. I learnt so much. ¶
- I've been to a VegInnovations workshop before and the new information and format of this event was even better. ¶
- Excellent blend of theory, practical exercises and case studies provided for a useful and highly informative workshop. Presenters highly knowledgeable and lively delivery of information. ¶
- Great way of sharing ideas and thought provoking. ¶
- The session provided value affirmation that our strategy and objectives for new export markets is focused and sustainable. ¶
- It was great to hear a focus on consumer and the value of food. ¶
- Great presenters and a great room of very interesting people. ¶
- Very glad I came. ¶
- If you have an idea and don't know how to make it happen come along to this workshop to learn how to get it done. ¶
- Very beneficial for anyone looking at expanding their product base. ¶
- Great presentations with a huge amount of information given in a fun and interesting way. ¶

		<ul style="list-style-type: none"> • → Showed the definite potential in like groups to come together in discussions and potential collaboration. ¶ • → I found something useful to consider and help me at all stages of production, development and marketing. ¶ • → Highly motivational, informative and practical content. I'm bloody excited! ¶ • → An opportunity to kick about innovative ideas. ¶ • → Great day with heaps of ideas and possibilities. Thanks for information sharing. ¶
<p>Other comments ✕</p>	<p>✕</p>	<ul style="list-style-type: none"> • → Awesome having a live interviewed guest, and that he is a primary producer. ¶ • → Another excellent workshop full of relevant information. A real leg up for an industry in its innovation infancy. ¶ • → Thank you for an interesting day, beautiful food. ¶ • → Thank you for organising! Hope we can have a meet up and workshop annually. ¶ • → Very interesting point about halving employees and paying a fair rate of pay and understanding decent wage and value of staff in contributing to end product and adding value. ¶ • → Good stuff!! More growers need access to this. Limited time for networking discussions but good to move around. ¶ • → Great job. A follow up/follow on to the <u>one day</u> workshop would be beneficial. ¶ • → Thanks Hazel and Susie, great day-great insights. ¶ • → Thanks for allowing me to come along today. It was really valuable on lots of levels. You two are a fabulous presentation team. ¶ • → Much, much better than the previous workshop- learnt heaps! ¶ • → Very pleased that had opportunity to attend this workshop. ¶ • → Can we create more networking <u>opportunities</u>. Speed dating type workshops. ¶ • → Excellent workshop. Thought provoking, the best one I've been to in a long time. ¶ • → Many thanks for all the effort and enthusiasm put into your presentations. ¶ • → Very enlightening, great insight into what growers need to think about to differentiate themselves and product into the market place. ✕

¶ **Key learnings:** ¶

- → A combination of fact-based, inspiring, and interactive sessions works well. ¶
- → Networking was effective and appreciated. ¶
- → People really benefitted from the networking sessions – making real connections and active collaborations. ¶
- → I would say 95% of people stayed to the end unless a work emergency or a pre-agreed early departure happened. ¶
- → In the authors opinion, there was still an unacceptable level of “no shows”. A catering deposit of \$50 (refunded upon arrival) may prevent this to some extent. In attempts to avoid food waste, we could under-cater for future events by 10-20%. ¶

Recommendations & Further Training Ideas ¶

¶

We recommend similar events be organised for other regional areas – requests have been received for further workshops in Gatton, South-Eastern Victoria, and Adelaide, and additional workshops in Bundaberg and more regional areas in Western Australia and New South Wales, plus Sydney. ¶

Incorporating a range of activities: new knowledge as well as effective networking tools, plus local success stories, is key to participants gaining widespread value from the activity. Hosting the event in a relevant food/farming innovation space for the region and activity is key, as is getting the catering right, which can be challenging. ¶

Intellectual Property/Commercialisation ¶

¶

No commercial IP generated. ¶

Acknowledgements ¶

¶

We would like to acknowledge and thank Sophie Lapsley from VegPro for helping bring this together, with assistance and funding from Horticulture Innovation Australia Limited using the research and development vegetable levy and funds from the Australian Government. ¶

We would like to thank all VegNet representatives and AUSVEG staff for promoting, attending and reporting on the event. ¶

We would like to thank all the speakers for making their time available, preparing great presentations and workshops, and giving a rousing good job on the day. And the participants for coming along, participating and handing in the valued feedback forms. ¶

Dr Hazel MacTavish-West ¶

12th August, 2018 ¶

¶

End. ¶

¶

¶

Appendix 3 – ENS Summary Report



SUMMARY REPORT – HIA VG16031- Project Completion 2018

OVERVIEW:

ENS International partnered with HIA, VegPRO and RMCG to deliver a nationwide training project focusing on building Negotiation and Influencing skill for vegetable growers. The goal was to design and deliver a workshop relevant to the growers work and increase the capability to improve business resilience.

This project was rolled out across Australia in 6 workshops of 2 day duration - totaling 12 days. The Negotiation and Influencing Professional Level Workshops were held in:

Pooraka South Australia,
Bundaberg Queensland,
Perth W.A.,
Launceston Tasmania,
Sale Victoria,
Camarvon W.A.

The duration was February through to September 2018.

The numbers we worked with were:

	Registrations	Participants
Pooraka SA	17	11
Bundaburg QLD	13	9
Perth WA	9	9
Launceston TAS	10	10
Sale VIC	14	13
Camarvon WA	13	13



LEARNING MATERIALS:

We had complete workshop learning materials for each participant which included a workbook binder and course notes; key concept cards for easy reference; digital App 'ENSI' for devices; and additional case study materials for the representative for each location for future reference. Any additional materials were left with the location representative to distribute to those interested (perhaps could not attend last minute due to unplanned circumstances).

PRE WORKSHOP ANALYSIS:

Each participant registering received an online PFQ survey 2-3 weeks ahead of the workshop. This survey asked about 10 questions to understand individual challenges and interest. We gauged experience and confidence and target issues being experienced. The facilitators were then able to understand specific and individual needs of the participants.

POST WORKSHOP REINFORCEMENTS AND SUPPORT:

Each participant received online reinforcement emails to refresh and reinforce action points. There are a total of 7 reinforcement emails – with one sent each fortnight. In addition each participant has the website 'insights' tab where we post articles, tips and tricks and content reinforcement extracts. Each participant received direct contact details for the facilitators as our support of each participant is crucial to us.

A number of our participants have contacted us directly to highlight what they appreciated and how they have used the skills in the job / businesses.

One testimonial received 1 month after the workshop follows:

"I would just like to express my thanks to you for teaching us what you did in the negotiation course last week. So many aspects of the training course helped throughout our negotiation, especially the building of common ground, which in Tasmania is easily done as everyone knows someone you know. We spent a lot more effort on the pre-negotiation time than I would have before your course. We managed to get the deal we set out to get plus more. By building the common ground we have managed to get a post negotiation deal beyond what we expected, with follow-up training and free delivery of the machine.

Through the building of common ground the price negotiation took less than a minute and both parties got what they wanted. I feel that the skills learned from your workshop are lifelong skills that will only grow stronger, and it is a credit to you and Edwina for the effort you put into us during the course.

I personally would not have had the confidence to enter into this business deal before attending your course.

Please pass this on to Edwina as well if you wouldn't mind." Participant from Launceston Tasmania

This was hugely gratifying for us as instructors and professionals.



Evaluations:

Each participant had the opportunity to fill out an individual evaluation form. This is important honest feedback and tracks individual perception. We have sent these raw evaluations through to Sophie Lapsley for each of the 6 workshops. We also collated the feedback to produce measures and excerpts and these were fully noted in Evaluation Reports for each workshop – also sent through to Sophie.

Notable inclusions from the evaluations were:

- 4 out of 6 workshops rated at 100% for Recommend to Others
- 6 out of 6 workshops rated at 100% for Balance of Theory and Practice. – this is an important reason why we are relevant in the Agri sector

When asked ‘What aspects of the workshop content will help you the most?’ Responses included:

- “Being able to structure going into a negotiation”
- “Meet face to face whenever possible”
- “Colour coding was very clever”
- “Frame questions in the right way”
- “think before responding”

When asked for Final Comments about the workshop, responses included:

- “Great learning opportunity”
- “Inspiring”
- “Extremely effective workshop that I would clearly recommend to others
- “very professional and engaging”

(all quoted comments are found in the Evaluation reports from SA, WA, QLD, TAS, VIC workshops 2018)

Final Conclusion:

ENS International is very grateful for the opportunity to work in regional Australia with the Vegetable industry.

The participants we worked with face challenges and demands on their time, negotiation ability and business skill. They engage with varied internal and external stakeholders including, employees, owners, suppliers, buyers, grocery retail giants, agents, development councils and funding bodies. They were all incredibly grateful for the opportunity provided to grow skill and edge to manage difficult conversations, price pushback or scenarios directly impacting their business / livelihood. It was a privilege to partner with HIA, VegPRO and RMCg to deliver skill, awareness and behavior options. Our structure was well received and effective. I believe we exceeded expectations in nearly every mind.

I would like to mention the invaluable support Sophie Lapsley provided to us at every stage. Promotion of the courses, interacting with local contact representatives, collaborating with us to ensure each participant could gauge the value of the workshop and all administration guidance was done in a timely and supportive manner. We are very grateful for Sophie’s role at every stage of this training project.



We look forward to continuing this work with HIA to assist skill growth and give frameworks and structure to improve business success for Growers throughout Australia.

Warm Regards

A handwritten signature in black ink, appearing to read 'E. Swan', is positioned below a thin horizontal line.

Edwina Swan

**Global Negotiation Strategist and Relationship Development Executive
ENS International P/L**

Phone +61 2 9299 9688 **Email** info@negotiate.org
Level 5 83 York Street Sydney NSW 2000 Australia

► negotiate.org

Appendix 4 – Basic Irrigation Skills Workshops Summary Report

Milestone Report

Project title:

Basic irrigation skills workshops

Project code:

VG16031 (Con-001321)

Milestone number:

190

Project leader:

Dr Kelvin Montagu

Delivery partner:

Applied Horticultural Research

Report author:

Mr Adam Harber

Milestone due date:

23 November 2018

Submission date:

23 November 2018

Confidentiality:

Is this report confidential?

- No
 Yes (whole report)
 Yes (sections of report are confidential)

If sections of the report are confidential, list them here:

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

Milestone description:

Delivery of 100% of the workshops

Milestone achievement criteria:

Completion of all 8 training workshops and supply of all training materials and 'Managing Water for Yield and Profit: A training guide for irrigators in the Australian vegetable Industry' for uploading to the VegPRO website.

Funding statement:

This project has been funded by Hort Innovation, using the vegetable research and development levy and contributions from the Australian Government. Hort Innovation is the grower-owned, not-for-profit research and development corporation for Australian horticulture.

General project overview

Irrigation is an important crop management tool in vegetable production. There is a need to develop the practical skills of day-to-day irrigation managers to improve the productivity and profitability of the vegetable business.

The project delivered practical, hands on training to 78 irrigation operators in the vegetable Industry. The training covered: water - soil - crop relationships, understanding and managing the irrigation system; determining an irrigation schedule that matches crop water needs; measuring and interpreting soil moisture monitoring information; and strengths and weaknesses of soil, plant and weather-based approaches for irrigation decisions.

Eight training days were requested by VegNet IDO's across four states, who coordinated the timing, promotion and logistics of each workshop.

The primary focus of the training was on the delivery of practical irrigation management tools and information to allow irrigation operators to improve crop yields and/or quality and profitability.

Summary

All of the eight workshops have been completed as per the project schedule. The milestone report (102) was delayed as two workshops were postponed due to personal circumstances. These workshops were rescheduled and completed.

Completed

Newry (Sale), Victoria – 12 April 2018 – 12 attendees

Virginia, South Australia – 17 May 2018 – 12 attendees

Darwin, Northern Territory – 31 July 2018 12 attendees

Robinvale, Victoria 16 August 2018 6 attendees

Koo Wee Rup, Victoria – 17 August 2018 6 attendees

Richmond, Tasmania – 24 October 2018 – 9 attendees

Cressy, Tasmania – 25 October 2018– 3 attendees

Richmond, Tasmania – 26 October 2018– 18 attendees

The 1-day workshops consisted of two sessions. In the morning, the theoretical session was based on participants' knowledge and experience in irrigation systems and focused on crop development and water use, soil and water and getting all measurements into a common unit. This was based on the 'Managing Water for Yield and Profit: A training guide for irrigators in the Australian vegetable Industry' (appendix 1).

The practical session in the afternoon involved farm walks around commercial crops looking at crop development and estimating crop water use based on crop factors and ET of the crop. Participants then dug holes to look at soil moisture based on their experience, before using a soil moisture monitor to measure the soil moisture content and work out the amount (in mm) of available soil water available to the crop. The crop water use and available soil moisture was brought together to work out an irrigation schedule.

Before the workshop, 70% of attendees responded that they had an average or below average understanding of irrigation. After the workshop, 75% of attendees responded that they had an above average or far above average understanding of irrigation. With participants assessing their knowledge as above average increased from 12 to 25 and far above average from 1 to 8.

It was a great result that 13 participants rated their knowledge of irrigation 'below average' or 'far below average' beforehand, and at the end of the workshop, the lowest rating was from two attendees reporting their knowledge to be 'below average', but still greater than before starting the workshop.

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops



Figure 1. Basic irrigation training on soil moisture and monitoring crop water needs in Darwin (31 July).



Figure 2. Demonstration on how to utilise Irrisat in Richmond, Tas (24 October).

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops



Figure 3. Demonstration on how to work out readily available water (RAW) in the soil profile based off texture and Volumetric water content (VWC%)

Achievements

All workshops have been successfully completed.

Seventy-eight (78) growers and agronomists have improved their knowledge and understanding of irrigation on farms.

Outputs

Nil

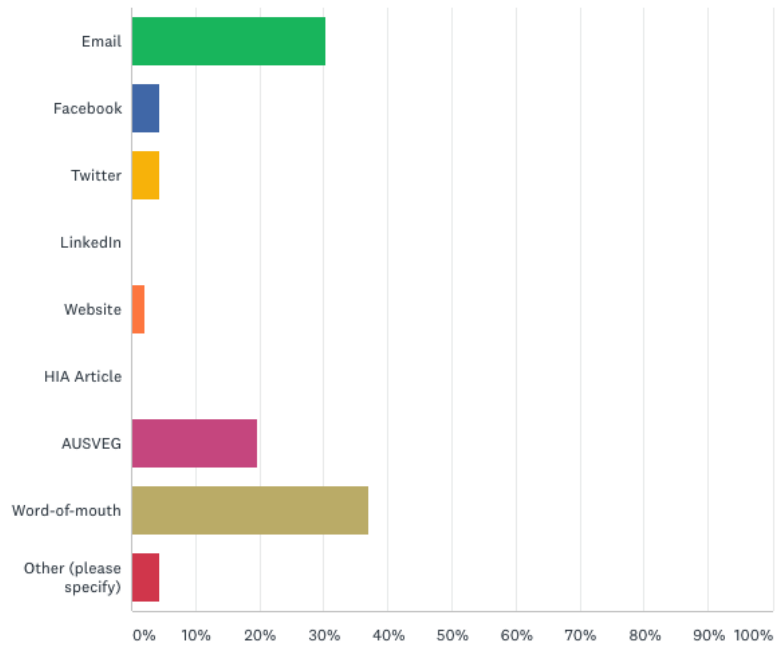
Refereed scientific publications

Nil

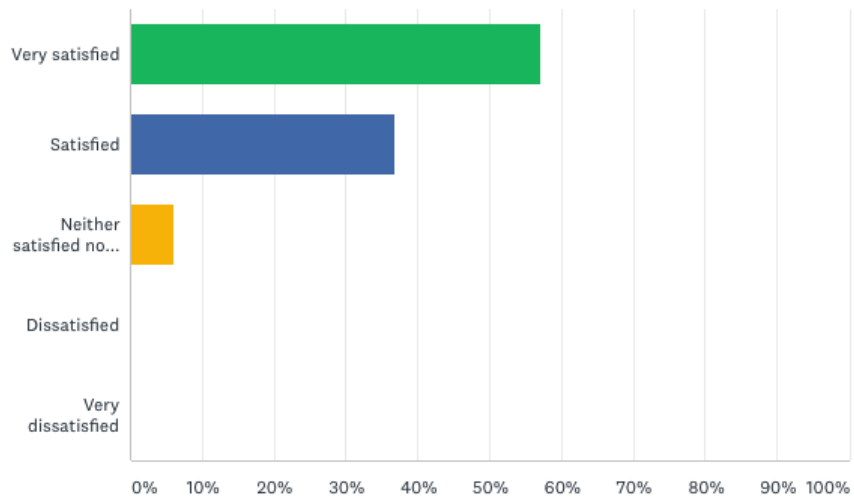
Outcomes

The following feedback has been provided from the training from 49 respondents:

How did you find out about the workshop?



Overall how satisfied were you with the course?



Regarding the course, what changes or improvements, if any, would you like to see?

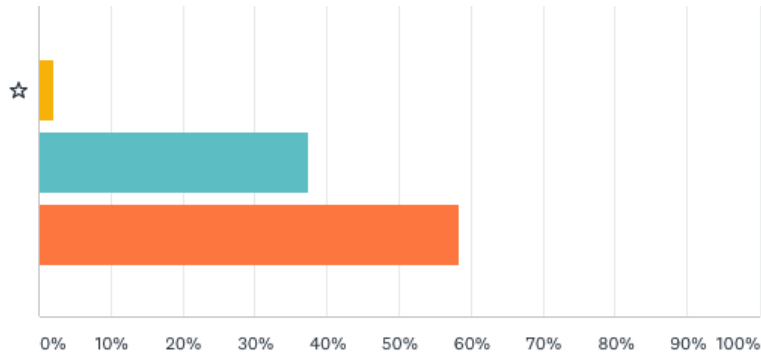
- No- was very relevant to our model
- No
- No
- Nothing
- No
- No
- Nothing
- a tailoring of the content - ask people where they are at with their irrigation - all mostly irrigation managers
- Nothing- excellent
- Nothing- good allocation of time between theory and practical
- Better venue direction bit more time in the paddock
- Maybe a bit about managing disease
- More structure to the day
- every course/workshop is always about large scale farming - what about small scale, bio-intensive, organic, permaculture style farming?
- Needs more structure, advertise earlier ahead of time, start time was confusing
- More practical
- Everything was really well and probably a bit more outside bit it was really good. Very relevant especially when everybody is veggie growers.
- None- Very relevant
- The technology is good as a background. I think it may need a lot of proving to be considered reliable enough to not need to be as hands on.
- Not really

Do you have any comments about the relevancy of the course to either you or your business?

- The bulk of my work duties revolve around irrigation, so all the information was very valuable
- Very relevant as all crops need water to survive. Knowing how to do it properly is beneficial to the quality and quantity of the crop
- Very
- Very
- It was great for horticulture
- Very relevant
- Very relevant for irrigation
- It was very relevant to how we manage our crops and soil
- Very
- Very
- Very relevant to our model

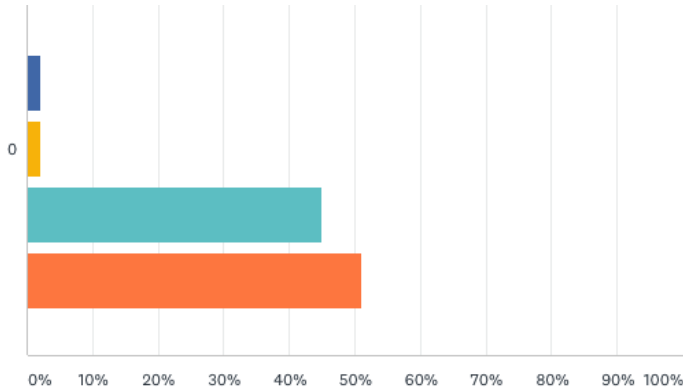
Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

How would you rate the format of the workshop?



☆ * 2 3 4 5

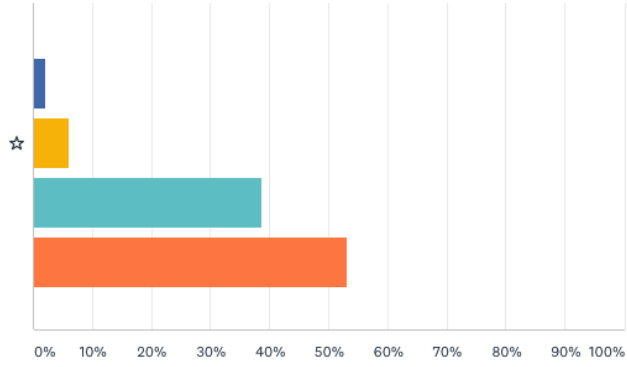
How would you rate the time of the year of the workshop?



0 1 2 3 4 5

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

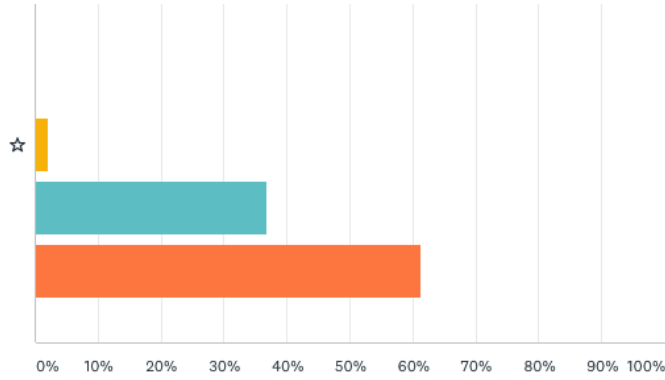
How would you rate the duration of the workshop?



1 2 3 4 5

Comment: Start and finish earlier

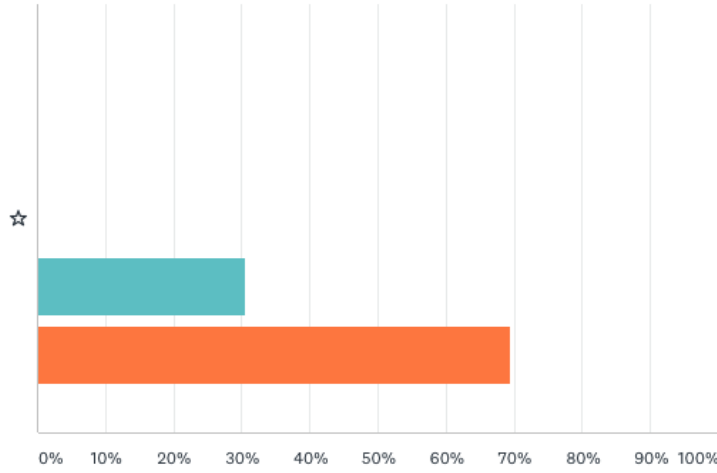
How would you rate the location of the workshop?



1 2 3 4 5

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

How would you rate the trainers of the workshop?



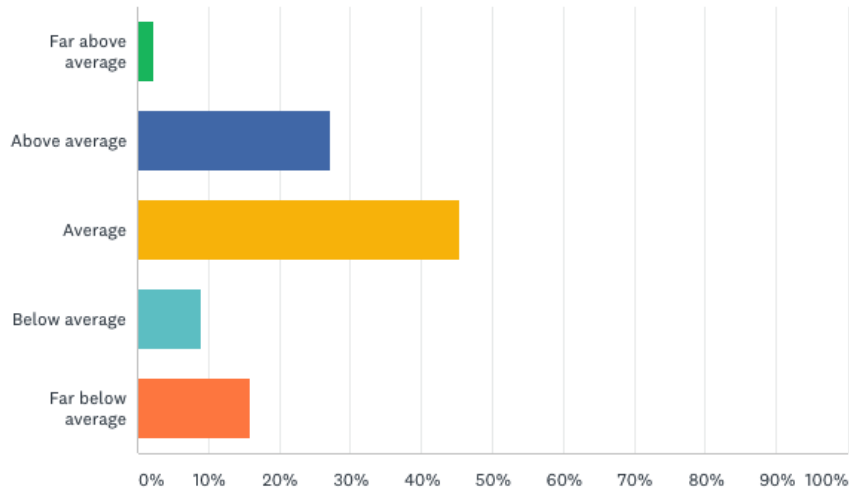
1 2 3 4 5

Comment:

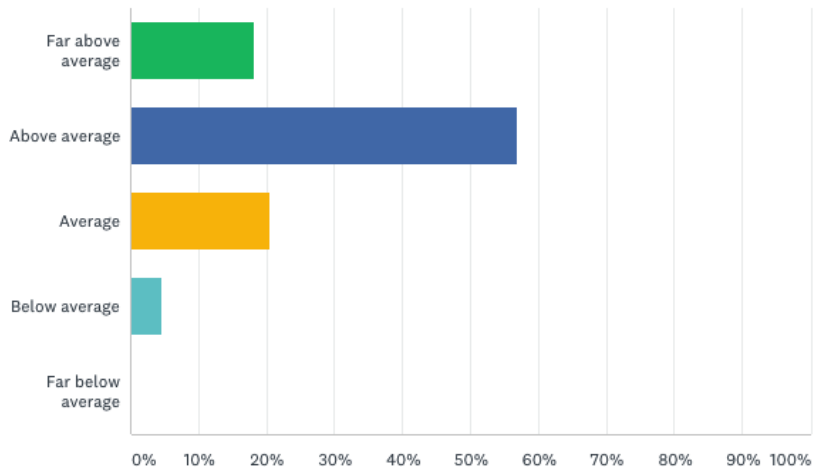
- They've got a wide range of knowledge about water and soil
- Kelvin's knowledge, experience and enthusiasm made the course easy and enjoyable
- They are great, friendly!
- Very well presented, well done
- Good to get some exposure to new tech
-

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

How would you rate your knowledge/skills/understanding of irrigation BEFORE the workshop?



How would you rate your knowledge/skills/understanding of irrigation AFTER the workshop?



How will the knowledge and skills you gained in the workshop benefit you in your role at work? What changes, if any, will you make there?

- Better understanding of watering, I will change watering practices
- New watering techniques and new soil techniques
- Able to irrigate better to max profits. Will install moisture probes. Will monitor soil moisture more accurately.
- Increase effectiveness of irrigation. Use of irrigator as we monitor soil moisture.
- How much water I put on will change
- Better management of water
- Do a better job- grow better crops, put more time into thinking about what im doing

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

- I will take the skills learned back to the workplace and discuss with others. Not use the eye- used other techniques learned
- Understand, offer farmers from dry crop to irrigation. Learn more water saving.
- Can analyze irrigation of our farm and plan a water budget now. Forecasting accuracy.
- Looking at soil texture, root depth, working out the readily available water
- Better manage irrigation. Will factor in crop water use when working out how much and when to irrigate.
- n/a
- Understanding the rates and calculations, access to aps and info
- Support further development
- Better water efficiency; change water times
- Will improve the watering of the crops. More soil testing using moisture tools and irrisat program to report to my managers
- More knowledge about practical aspects of irrigation (matching crop water requirement according to weather). Able to pass on information through my organisation (LMW) to customers.
- Help with the understanding with the irrigation as we keep moving forward. Will dig to the root base a lot more and look at the internet program.
- Comparing knowledge
- Having a more quantifiable framework to think of irrigation within.
- Set good irrigation plan, become better for the next summer.
- Will improve my knowledge without so much input from my boss. Will check soil moisture more often.
- Better manage our watering system
- The use of the apps
- Will improve and in time get better with the knowledge
- Soil type
- More care to observe soil condition better and using equation to calculate ETc more efficiently
- I will be able to read the soil and crop more effectively and hope to irrigate more efficiently
- Build knowledge base, impact of water deficit
- Monitor and apply water before critical stage
- Improve efficiency/ using technology
- Efficient water use/ more strategic timing
- Decision making based on knowledge
- Set up a tracking system on the farm, find out more details of what we are doing now. Change the process if necessary, to ensure efficiency
- Know hen / how to irrigate, invest in some soil moisture meters
- It will help me become more confident in my decision making with crop and soil conditions for irrigation
- The way I check paddocks with tools I have available and how I check my paddocks with the different crop stages

Which part of the training did you find most valuable?

- Practical part
- Practical part
- All
- Evapotranspiration
- All
- All very relevant. Now will be more attentive to soil moisture. Watering practices in regard to less and more. New techniques better than sight, therefore more accurate irrigation
- It's all beneficial
- Technology available to manage irrigation
- Field walk
- Evapotranspiration
- In field discussion and irrigation procedures
- All of it
- Both theory and practical were valuable
- All of it
- crop walk and digging and measuring soil moisture

Hort Innovation – Milestone Report: VG16031 (CON-001321) Basic Irrigation Skills Workshops

- All of it
- Use of Irrisat and soil moisture monitoring device
- The practical part showing everything that we went over was for the Satellite. Soil digging in different crops
- Info on Irrisat
- identify crop factor
- irrisat
- irrisat
- field walk
- field walk
- Crop water usage
- Finding out about moisture contents of the soil
- Volume of water crop needs is key to a good crop
- All of it
- All equally
- Water and soil
- Online apps
- Linking theory to field
- All of it
- All
- Water use calculations

Intellectual property, commercialisation and confidentiality

Nil

Issues and risks

Nil

Other information

Nil

Appendices

Appendix 1 - Managing Water for Yield and Profit: A training guide for irrigators in the Australian vegetable Industry

Appendix 2 - Worksheets

Appendix 5 – Hort Code of Conduct Summary Report

Horticulture Code Consultants

28 May 2018

Dear Sophie,

RE: Horticulture Code of Conduct Introductory face-to-face and webinar workshops for growers in Lindenow, Maffra, Darwin and Humpty Doo in March 2018

We would like to thank all the RMCG Team and you and your funding partners Hort Innovation for giving the growers the opportunity to gain greater knowledge about the new Horticulture Code. We would also like to mention the valuable support and organisation provided by regionally based Industry Extension Officers Shane Hyman and Aisla Connolly. It was obvious by the active engagement of the participants in the workshops that they gained a greater understanding of the new code and this was borne out in the survey responses (documents provided).

100% survey response that growers had received new knowledge on the Horticulture Code by attending the workshop. The majority of participants also requested another workshop in one to three months time from the date of the workshop.

The Horticulture Code of Conduct webinar has had 44 views as of 28th of May 2018.

Our workshop was non-political and did not provide legal advice. The growers engaged in the discussions and increased their knowledge of the new Horticulture Code by being at the workshop and attending or viewing the webinar. The workshop and webinar was positive and well received by growers.

Thank you to staff for setting up the venues which contributed to a very productive event for all growers.

We thank you for engaging us to assist the growers to have a better understanding of the HC and look forward to assisting with more workshops if requested by you in 2018.

Regards

Jill Briggs 0409455710

Jacqueline Sutherland 0428235765

The Horticulture Code Consultants

Appendix 6 – Pest & Disease Workshops Summary Report

Vegpro Pest & Disease training was focused at the grower/farm employee level with training split into three sections – basic understanding of different pest, disease, virus and bacterial lifecycles, favouring conditions, crops impacted and some basic identification, second section involved searching for issues in crops grown at the location and putting the learning into practice using a diagnostic microscope, hand lenses and attempting to understand what lead to the issues development and finally around control options of IPM/ICM principles, selection of crops protectant to use and some basics around application and maximising efficacy

Workshops were conducted in Lindenow, Victoria (excellent turnout of some 20 plus growers, farm employees and Elders employees), Clyde, Victoria (growers and industry personal), Werribee South, Victoria (growers and industry members) and Richmond, Tasmania (growers, industry service providers and others interested in entering the vegetable industry). Having a portion of the workshops in the field was very well received and ensured the breaking up of learning with some practical experience – workshops held on farm are of most benefit to growers and farm employees which is where the focus of workshops was aimed

With workshops aimed at growers and farm workers, success of delivery to this audience was greatly received and very successful with the Lindenow workshop being a massive success, a huge amount of conversation and information sharing occurred and could have continued into the evening. Workshops in Werribee South, Clyde and Richmond were very well received however some attendees could have attended more of a master class in pest and disease workshop rather than one focused at growers and farm employees.

Review of the workshops is to be compiled by RMCG from the feedback forms as they were the delivery manager however the target audience gained many valuable insights into pest, disease, bacterial and viral issues of relevant crops. Attendees really appreciated the practical component of the workshop and grower hosts opening their properties for walk through and discussions. Those attendees with a higher level of prior learning and experience appreciated the workshops but would have liked to see more scientific discussion and presentations which would have moved away from the target audience.

Kind Regards,

Stuart Grigg Ba. App. Sci (Hort)



Agronomist

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Appendix 6 – Coaching Pilot Summary



VegPRO Managing Vegetable Production Systems – Group Coaching: Report and evaluation

Gordon Rogers, Applied Horticultural Research

Introduction

The aim of the VegPRO agronomy coaching pilot was to provide personal training and coaching in vegetable agronomy for crop managers. The plan was to provide practical on-farm guidance and advice as well as follow-up discussions and advice over the phone and email at regular intervals for up to six months after the initial training.

The intended outcome was that crop managers apply the training, advice and guidance they received, which was specific to the business they work in, to confidently manage resources, processes and risks and to make good decisions, saving the business time and money.

Groups of 6–12 course participants (learners) would consist of workers from one particular farm, or a group from various farms in an area, with varying degrees of skills and experience.

Outline of the coaching proposed to growers

The following outline of the proposed coaching was sent to growers who expressed interest in participating in the pilot. This document is included at **Attachment 1**.

Target audience

Crop managers in regional vegetable production areas.

Training Goals

Through training, advice and guidance, crop managers are better equipped to manage:

- Resource use efficiency – such as land, water, energy/equipment and production inputs (seeds/transplants, fertilisers, crop protection products, etc.) – to save money
- Process efficiency (from planning over planting to production and harvesting) – to save time and money
- Production risks (uncertainties, vulnerabilities) in the business they work for – to reduce failures

Vegetable producers can apply for targeted coaching with the training, advice and guidance tailor-made for the group if they have between 10 and 15 participants from their business.

Alternatively, several producers can combine to form a group for that receives coaching or individual crop managers can approach VegPRO and the coaching will be delivered once sufficient participants (learners) have shown interest.

Outcomes

Crop managers apply the training, advice and guidance they receive, which is specific to the business they work in and their needs. They manage resources, processes and risks confidently and make good decisions. This saves the business time and money.

How it will work

The coach, an experienced agronomist /adviser /trainer, will identify knowledge, skills and experience gaps of participating crop managers.

Participants will receive the following:

Training

- One–two days of practical, interactive training – the precise topics to be covered will be decided with the group at the start of the training, but preferably beforehand. Emphasis on developing practical, applied skills and integrating these into the crop production system.
- Each participant to have a project/problem to work on and develop an approach over the next 4–8 weeks.

Advice and guidance

- The coach will be available for guidance and follow-up with participants over the 4–8 weeks by email / phone
- Ideally, a face-to-face follow up would occur to review progress and challenges
- Depending on the group, the coach will include and facilitate networking /working among groups This could include a closed group on Facebook, which would continue after the coaching had finished.

Potential list of training topics

Participants choose relevant topics, and production system/ crop(s) to focus on. During the training, they will focus on their 'project or problem' and the aspects of resource use efficiency, process efficiency and managing risks. Topics for selection may include but not be limited to:

- Understanding crop growth stages /physiology for optimum growth and development of target crop
- Land management and preparation /minimum tillage /erosion control /soil amendments
- Cover cropping

- Crop scheduling, including determination of optimum harvest time
- Seedling production
- Crop establishment (transplanting and direct seeding)
- Integrated crop management /cultural practices during crop growth /including rotations
 - Farm water and irrigation management /drainage
 - Nutrition management and fertiliser /product selection
 - Pest, disease and weed management
 - Crop monitoring
 - Biodiversity on farms and production benefits (windbreaks, trees, using paddock margins for beneficials, etc.)
- Using precision agriculture technologies
- Capturing data and using it to improve efficiencies (resources /inputs /labour)
- Harvesting
- Tracking cost of production by crop /cost-benefit analysis
- Protected cropping (low-cost methods)

Recognition

The training will be recognised in a VegPRO Training Passport if the participant meets the course requirements, i.e. finishes their 'project'. This recognition will be transferable between employers.

Appendix 8 – NVEN Feedback on Gaps for Training



- 23 Ideas were raised
- Feedback was received from 16 attendees
- Only 9% of the ideas scored a rating under neutral
- From the ideas the following gap category list was drawn up:
 - Study Tours
 - Safety/Risk Awareness
 - Best Practice/Industry Ready
 - Address Language Issues
 - QA Compliance
 - Train the Trainers



- Using the categories above ideas were grouped together and the pie chart below shows the percentage of ideas that fell in each category:

Interest in Categories for training [%]





How to stay connected

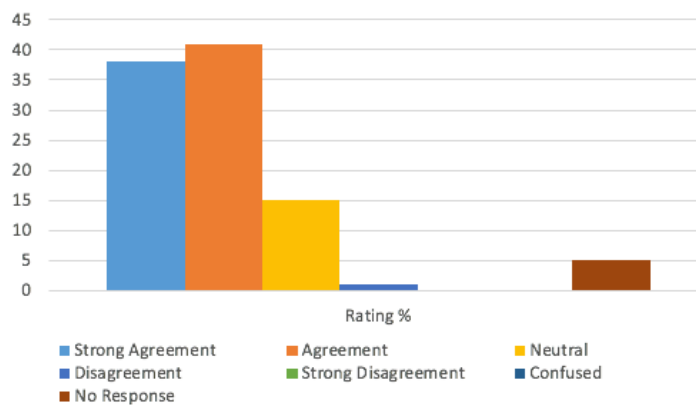
- Using Category Analysis the top 3 gaps for training needs are:
 - Best Practice/Industry Ready
 - QA Compliance
 - Business Training
- However the top 3 rated ideas from the groups based on purely “strong agreement” were:
 - Rate/Train the Trainer
 - Best Practice/Industry ready
 - Business Training
- If you look at the ideas that were in agreement or strong agreement the top 2 ideas were: [with several having the same rating for 3rd]



Analytics

- There was no one that strongly disagreed with the ideas they rated
- There was no confusion about any of the ideas

Overall Strength of Response [%] for all ideas












- The group was in agreement that there are many training needs/gaps, and these were both relevant and important

- The main areas/gaps in training were:
 - Best Practice/Industry ready
 - Business Training
 - Language Skills
 - Train the trainer

Appendix 9 - Presentations and Events

Presentations & Events



Event Title	Description	Overview	Type of Event	Person Attending	Date	Location	State
Fresh Select Fresh Select		<p>Fresh Select 2017-2022 Fresh Select Strategic approach to weed management in vegetables Christine Cole, University of New England • New program providing vegetable growers with the best weed management practices available.</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Free and open	Staple Leppity	08/03/17	Wendoree	VIC
Vegetable Growers' Forum @ Sale		<p>Vegetable Growers' Forum @ Sale Monday 13 March 2017</p> <p>Keynote: Vegetable Industry Education & Training Committee • An overview of the new VegPro initiative coordinating targeted training for the vegetable industry</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Free and open	Staple Leppity	08/03/17	Sale	VIC
Hort Connections		<p>AUSVEG and PMA Australia-New Zealand Limited (PMA A-NZ) have united to deliver the joint industry conference and trade show, Hort Connections 2017, marking an historic partnership between two of horticulture's leading organisations. Also joining forces with AUSVEG and PMA A-NZ will be Australian Organic, Irrigation Australia, Fresh Markets Australia, Potatoes South Australia and Onions Australia. This list of prominent co-hosts ensures that there will be value for the entire supply chain.</p>	Trade Show	Staple Leppity	09/09/17	Adelaide	SA
Gippsland Growers' Forum @ Korumburra		<p>Gippsland Growers' Forum @ Korumburra Thursday 14 March</p> <p>Keynote: Vegetable Industry Education & Training Committee • An overview of the VegPro initiative coordinating targeted training for the vegetable industry</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Free and open	Carl Larkin	27/07/17	Northcote	VIC
Roberts Potato/Vegetable Industry Trade Expo and Forum		<p>Roberts Potato/Vegetable Industry Trade Expo and Forum Thursday 17 July 2017</p> <p>Keynote: Vegetable Industry Education & Training Committee • An overview of the VegPro initiative coordinating targeted training for the vegetable industry</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Trade Show	Staple Leppity	27/07/17	Liverpool	TAS
Postharvest management of vegetables The Roadshow		<p>Postharvest management of vegetables The Roadshow Tuesday 1st August All Cranwell & Sons 185 Murray Road Natras 2.00pm to 5.00pm</p> <p>Keynote: Vegetable Industry Education & Training Committee • An overview of the VegPro initiative coordinating targeted training for the vegetable industry</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Free and open	Staple Leppity	01/08/17	Natras	SA
Postharvest management of vegetables The Roadshow		<p>Postharvest management of vegetables The Roadshow Wednesday 2nd August Thornside Park Products, Cr of Gawler River Rd and Healy Road, Gawler River SA 1.00pm to 5.00pm</p> <p>Keynote: Vegetable Industry Education & Training Committee • An overview of the VegPro initiative coordinating targeted training for the vegetable industry</p> <p>Vegetable Strategic Investment Plan (SIP) • How your crop can have your very funds are invested</p>	Free and open	Staple Leppity	02/08/17	Gawler River	SA

Event Title	Description	Description 2	Type of Event	Person Address	Date	Location	State
VegNET Collaboration	 <p>National Vegetable Extension Network</p>	<p>VegNET – The National Vegetable Extension Network</p> <p>Horticulture Innovation Australia has teamed-up with members of the vegetable industry to develop VegNET (National vegetable Extension Network). The aim of VegNET is to effectively communicate information to growers through 10 regionally-based extension projects, with coordination and support provided by Applied Horticultural Research.</p> <p>Researchers have previously made great progress in developing and testing new methods for pest and disease control, post-harvest handling, soil health, biosecurity, crop agronomy, nutrition, irrigation, health and nutrition, and more.</p> <p>The role of VegNET is to communicate this vitally important research-based information to Australian vegetable growers.</p>	Presentations	David Lauder	11/09/17	Tasmania	QLD
VegNET Tasmania BFGV AGM	 <p>Special event for growers in the Bundy region</p> <p>Information and Q&A sessions on levy Investments in the Avocado, Macadamia and Vegetable Funds – November 17, 2017</p> <p>As part of the Bundaberg Fruit & Vegetable Growers AGM and Christmas party, Hort Innovation is hosting information and Q&A sessions for the Avocado, Macadamia and Vegetable Funds.</p> <p>Come along and hear the latest updates on some key investments in the Funds that the people who are involved in the projects. Take the opportunity to ask us questions about your levy Fund.</p> <p>Each session finishes at 4:30pm, giving you plenty of time to attend the AGM and Christmas party afterwards.</p> <p>Free and open to all in Bundaberg, Friday, November 17, 2017. For more information, please contact the Hort Innovation team on 1800 209 209 or visit vegnet.org.au.</p> <p> </p>	<p>BFGV AGM and levy consultation (Bundaberg)</p> <p>17 November @ 2:15 pm - 4:30 pm</p> <p>As part of the Bundaberg Fruit & Vegetable Growers AGM and Christmas party, Hort Innovation is hosting information and Q&A sessions for the Avocado, Macadamia and Vegetable Funds.</p> <p>Attendees will hear the latest updates on some key investments in the Funds from the people who are involved in the projects, and will also have the opportunity to ask Hort Innovation questions about their levy funds.</p> <p>For more information on the levy consultation, please see the vegnet.org.au website. For more information on BFGV events, including the AGM and Christmas party, please see vegnet.org.au.</p> <p>  </p>	Presentations	Stephen Lauder	16/11/17	Bundaberg	QLD
Avocado & Veg Podcast	 <p>infoVeg EPISODE 14</p> <p>VegNET edition CLICK HERE TO LISTEN</p> <p></p> <p>A new edition of infoVeg Radio, the research and development podcast for the vegetable industry, has been released. This edition provides VegNET, a key funded program providing vegetable growers for the vegetable industry to help growers improve their own productivity, as well as the productivity of their staff and their businesses.</p>		Podcast	Stephen Lauder David Lauder	17/10/16	Podcast	ALL

Appendix 10 -Vegetables Australia Magazine Articles

From little things, big things grow

In this edition, VegPRO Program Coordinator Sophie Lapsley investigates where younger generations have their first exposure to the vegetable industry, what primary school resources are currently available and how the industry can improve its presence in the classroom.

The vegetable industry has identified a lack of skilled labour in its workforce, but is this a result of insufficient courses and training, or a hurdle in getting people engaged in the industry – or perhaps it is a combination of the two?

From primary school upwards, we have our first chance to introduce horticulture to children; to ignite that passion in the land and the food it produces. You would think with the trend in school gardens and growing your own vegetables, this would provide strong foundations for getting people engaged in the vegetable sector. As we know, many of us are keen gardeners but few of us have a passion to work in the horticulture sector. Has this meant we have dropped the ball, assuming that this is covered in schools?

Yes, there are resources available but when compared to other agricultural sectors, these are often overshadowed. Are you aware of these resources? Is your local school aware of the resources available and does it have horticulture included in the school curriculum?

Great examples of primary industry resources are available at Phenomenom, a strategic levy investment under the Hort Innovation Vegetable Fund, as well as Primezone. These are wonderful resources for teachers.

There are also teaching aids and resources for all school levels on the Western Australian Department of Primary Industries and Regional Development website. Crunch&Sip, also from Western Australia, has great resources not only covering vegetables from their health aspect but also how to produce vegetables. But that was where my search ran out. Most other resources were more specific to growing vegetables in your garden and the environmental effect of growing your own produce.

If you know of great resources available for schools, please contact me so VegPRO can put these on our website to help raise awareness.

What else can we do?

We can all help by letting our local schools know that these resources are available, and that it would be great to see some vegetable-specific content added to the school curriculum. Maybe you are in the position to host a school visit to show students how food in their supermarkets is produced. There is also the option to present at schools or, like Rugby Farms in Queensland, be part of an educational video for school use. There are so many options to get involved. The take-home



message is that the industry needs to take the initiative, start the conversation and get involved.

Additionally, we are looking for case studies for a careers pathway document. VegPRO is putting this together, so if you or someone you know is passionate about what they do and has a role you think would be great to highlight, please get in touch.

Find out more

To access resources or get in touch, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au.







Keep an eye out for the next edition of *Vegetables Australia*, which will feature Skills Impact and how it can assist the vegetable industry.

Vegetable Industry Education and Training Initiative (VegPRO) is a strategic levy investment under the Hort Innovation Vegetable Fund. This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government. Project Number: VG15028



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NEW RESOURCES AVAILABLE IN VEG TRAINING INITIATIVE

As VegPRO enters the final six months of phase one and many growers are also entering their busiest time of the year, the project will be focusing on exciting new online training resources as well as developing a career pathway for the vegetable industry. Project Coordinator Sophie Lapsley provides an update.

The long-awaited Veg Inductions course will be released early in 2019. This package has taken longer than intended but, sometimes in life, good things take time.

This online induction resource is made up of 10 individual modules covering topics such as manual handling, chemical safety, emergency prevention and biosecurity. The modules can be taken individually or as a complete course. Although the complete course is 75 minutes in length, it is designed for learners to go through it at their own pace.

The course can be taken prior to commencing a new job or as a refresher for those already in the workforce. Progress is saved along the way, so learners can fit this in with their other commitments. The online induction will offer staff a general base to working in the vegetable sector; what to expect; what the hazards are; and the industry expectations. It's a great base for staff to have when commencing a role in the vegetable industry.

VegPRO will also be developing fresh produce online training as an introduction course to those involved in the harvesting and packing of vegetables. The course will cover all aspects of handling the product, from safety issues to post-harvest concerns.

It has been designed to be taken at the learner's own pace and will be delivered in an engaging video format. The launch date for the course will be in April 2019.

FURTHER TRAINING OPPORTUNITIES

VegPRO's 'train the trainer – tips and tricks for training those in the vegetable sector' will also include a facilitation module this year. Facilitation is a valuable skill for anyone in the workplace. Being a good facilitator isn't the same as knowing how to manage people

or run a meeting; it all comes down to understanding the tools and structure that help people collaborate. Done right, facilitation isn't about boring presentations – it's a process for getting groups of people together to solve any problem. This new module will be available on the VegPRO learning portal early in 2019 and is designed for anyone working in the vegetable sector.

The most exciting initiative VegPRO is working on is a 'career pathway' for the vegetable industry. This is a resource that will show what roles are available and the pathway to get into these roles.

GET IN TOUCH

We would love to hear your feedback, which can be submitted via the VegPRO website under the training tab. This is not just for those who have attended training but also anyone in the industry to have your say on how education and training should look for the vegetable sector.

Finally, as the new year has arrived, it is a timely reminder to keep alert with workplace safety so that we all have a good start to 2019. Don't forget the VegWHS carrot USB and resources on the website to help keep you and your workplace safe.

INFO

For more information or access to resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@armcg.com.au or visit vegpro.com.au.

Vegetable Industry Education and Training Initiative (VegPRO) is a strategic levy investment under the Hort Innovation Vegetable Fund. This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government.

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ESTABLISHING CAREER PATHWAYS INTO THE VEGETABLE INDUSTRY

The vegetable industry's education and training initiative, VegPRO, is winding up in mid-June 2019. Project Coordinator Sophie Lapsley reflects on the insights she has gained since the project began in 2016, and the challenges the vegetable industry needs to overcome to provide more prominent career pathways for potential students.

As phase 1 of the vegetable industry's education and training project will be coming to a close in June 2019, I would like to share some interesting points that have come to light during the project from an educational perspective.

We are all aware that there are fewer and fewer courses and qualifications available specific to production horticulture, and those that are available are not well-attended. These figures reduce further if you remove amenity horticulture and landscaping from the offerings.

I had believed that this was because the units and skill sets were not available. During working with skills impact, it was found that there is an extensive range of skill sets and units available that apply to horticulture over the full range of levels, from Certificate II up to degree level. So why are these not available?

Unfortunately lack of numbers has seen many courses disappear, but how do we get the courses made available in the first place? Another misconception is that universities, TAFEs and educational bodies promote these courses. This promotion, however, only occurs if it is industry-led and the resources are provided by the industry. Some sectors of agriculture that successfully raise awareness and promotion of courses are the dairy industry, forestry, grains and wool.

Understanding this does not resolve the whole issue, even if the industry puts together skill sets and courses that best meet their needs. This does not ensure that people will actually attend and again, they risk disappearing.

ADDRESSING ENGAGEMENT

The issue of lack of attendance can be basically split in two: 1) the image of the industry; and 2) clear and promoted career

pathways. This too has to be addressed by the industry, not the educational bodies. These issues are not only experienced by the vegetable industry but right across horticulture and the wider agricultural sector. Without the image of the industry being addressed, along with continual promotion and the establishment and promotion of a career pathway for the vegetable sector, it will always struggle to get people engaged in courses and into the industry. The worst-case scenario is we could see production horticulture totally disappear as an offering from educational organisations.

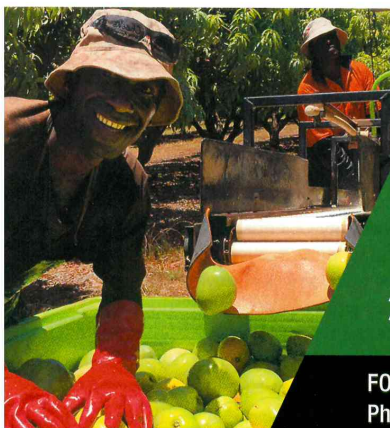
To start to address these issues, VegPRO is putting together a careers pathway resource. If you would like to highlight the role you do to be used as an example in the publication, please contact VegPRO Coordinator Sophie Lapsley and let her know your pathway into the industry. It is the passion of those already working in the industry that we want to try and promote. This resource will be handed out to anyone interested in working in the vegetable sector, as well as schools and educational services to help promote the courses they offer or the industry as a career.

INFO

For more information, please contact VegPRO Coordinator Sophie Lapsley on 0426 200 996 or sophie@rmcg.com.au or visit vegpro.com.au.

Vegetable Industry Education and Training Initiative (VegPRO) is a strategic levy investment under the Hort Innovation Vegetable Fund. This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government.

Project Number: VG15028



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WIDE RANGE OF TRAINING OPPORTUNITIES AVAILABLE FOR VEG INDUSTRY

VegPRO has had a busy start to the year as it coordinates the delivery of vegetable industry training across the country.

The negotiations and influencing course was held in South Australia, Queensland, Western Australia, Victoria and Tasmania, which participants found insightful and relevant to their businesses.

At the same time, a chemical handling for vegetable crops course is being conducted in various locations. There are three fully booked sessions across Tasmania and South Australia, while a course will be held in Vietnamese and Cambodian in the Northern Territory. The chemical handling course will return to Tasmania, Victoria, South Australia and Queensland later on in the year so keep your eye out for dates.

In the lead-up to the 1 April deadline for the Horticulture Code of Conduct, VegPRO ran a series of information workshops to answer any last-minute queries and questions. To accompany these workshops, a webinar was conducted in mid-March for growers that could not make a workshop and wanted more information. This can be found on the VegPRO website.

VegPRO is also currently running a series of irrigation basic skills workshops in Tasmania, Victoria, South Australia and the Northern Territory. In addition, pest and disease workshops will be available in Tasmania and Victoria, with post-harvest management workshops to be conducted in Tasmania, Victoria, New South Wales, Queensland and the Northern Territory.

VegPRO is also proud to offer the VegInnovations Roadshow, which will examine new and innovative ways to value-add. There is certainly something for everyone.

Upcoming events are listed on the VegPRO website (vegpro.com.au) as well as the events calendars on the Hort Innovation and AUSVEG websites (horticulture.com.au and ausveg.com.au). All events are posted across all social media platforms, so make sure you follow us to keep up-to-date with upcoming training.

Now you have had a taste of what this project can offer, it is already time to plan the training calendar for 2019. It is an industry-led project where you, the industry members, get to choose the training that you require so it is important to send your ideas. This can be done by a simple email to VegPRO Coordinator Sophie Lapsley (pictured), via the online form on the website.

INFO R&D

For more information or access to resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au. You can log a request at vegpro.typeform.com/to/QosR2u. You can also follow the project on Twitter, Facebook or LinkedIn.

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VegPRO Program Coordinator Sophie Lapsley discusses the program at Fresh Select in Werribee, Victoria.

COACHING OPPORTUNITIES AVAILABLE FOR VEG INDUSTRY MEMBERS

As part of the VegPRO training plan for 2018, the project has the capacity to conduct a series of coaching events across all Australian states. The questions often asked are: "What is coaching? Is this for me, and how can it help my business?" Project Coordinator Sophie Lapsley provides the answers.

WHAT IS COACHING?

Coaching is a form of professional development. A coach supports a group of individuals by providing training, advice and guidance around a topic that they have chosen, which is often a work-related goal.

VegPRO coaching involves coaching of groups with similar goals. Attendees can represent individual businesses, or multiple businesses interested in similar topics. The coaching will be developed around the needs of that specific group, with input from participants to ensure their expectations are met.

The process involves group coaching workshops, as well as one-on-one support. Online interaction or practical sessions on-farm may be incorporated, depending on the group's requirements. Participants will set their own goals, and these may be individual or shared goals.

HOW CAN COACHING HELP ME OR MY BUSINESS?

Participants who attend VegPRO coaching focus on a specific issue or goal related to their workplace over a period of time. With training support and advice from the coach, they work towards resolving their issue or reaching their goal. Not only does this develop the individual participant, but skills and knowledge learnt can be utilised in the workplace to benefit the wider business. Skills and knowledge can also be shared with colleagues and workmates to help develop other staff within the business.

WHAT SORT OF TOPICS CAN BE CHOSEN?

VegPRO coaching allows participants to choose from a range of topics, including but not limited to: crop production, postharvest, logistics, marketing, supply chain management, new technology, sustainability, resource use, people management or dealing with regulation and quality assurance (QA).

This approach allows a business to address specific challenges, fine-tune a business process, introduce new technology to analyse business data, identify and act on areas for improvement or develop a product or supply chain.

40

HOW WILL IT WORK?

The coach will contact participants prior to the training to help identify an achievable goal.

- There are at least two days of practical, interactive training on the identified topics of the group.
- Each participant will have a topic to work on for the term of the coaching (2-9 months).
- Coaches will be available for follow-up and guidance over the term of the coaching.
- Face-to-face or conference calls will be used to review progress.
- Optional access to a central communications platform may be available for individual groups to stay in touch and share information.

KEEP IN TOUCH

For those who are interested in these coaching events, please contact VegPRO Coordinator Sophie Lapsley.

Don't forget VegPRO is running a variety of training in 2018. To keep up-to-date with what is currently on offer, visit vegpro.com.au/copy-of-provider-search.

Do you have a training need or request? Keep your requests coming in so that the training delivered by VegPRO is current and meets industry needs.

INFO

For more information or access to resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au. You can log a request at vegpro.typeform.com/to/QosR2u. You can also follow the project on Twitter, Facebook or LinkedIn.

Vegetable Industry Education and Training Initiative (VegPRO) is a strategic levy investment under the Hort Innovation Vegetable Fund. This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government.

Project Number: VG15028



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VegPRO Program Coordinator Sophie Lapsley discusses the program at Fresh Select in Werribee, Victoria.

A TASTE OF VEG INDUSTRY TRAINING IN 2018

VegPRO, the vegetable industry’s own education and training initiative, has launched its training plan for 2018. Project Coordinator Sophie Lapsley is reminding those interested in upskilling themselves or their staff to book their training at the start of the new year.

VegPRO is excited to launch its 'Training Plan' for 2018. Following requests and consultation with industry members, VegPRO has compiled a series of workshops around Australia to meet training requests and needs.

Training ranges from chemical handling and irrigation through to leadership and negotiations, and is aimed at all levels, from operational staff through to managers.

The project *Vegetable Industry Education and Training Initiative* (VG15028, VegPRO), is a strategic levy investment under the Hort Innovation Vegetable Fund.

UPCOMING TRAINING

The training events have been designed to reflect the crops grown in various regions, taking into account the different learning styles and best delivery methods of those attending the workshops. Training is free to industry members.

The box-out below shows a taste of what is coming up in the first few months of 2018, however dates are still to be confirmed.

ONLINE CALENDAR

How can you keep up with what training is available? The VegPRO training calendar will be hosted on the website from the end of January 2018.

Registrations for events will be open around 2-3 months in advance, but there will be plenty of reminders through social media and publications such as *Vegetables Australia* or the AUSVEG Weekly Update e-newsletter.

Your local VegNET representative will also be able to keep you informed of what is available in your area.

In the meantime, keep those requests coming in so that VegPRO can continue to offer valuable training for the vegetable industry.

INFO

If anyone is interested in these upcoming training opportunities or resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au. You can log a request at vegpro.typeform.com/to/QosR2u.

You can also follow the project on Twitter, Facebook or LinkedIn.

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Project Number: VG15028



VICTORIA	15 February: Pests and disease 22 February: Irrigation 22 March: Horticulture Code of Conduct 26 April: HARPS 31 May: Negotiations	QUEENSLAND	1 February: Coaching – HR 23 February and 8 March: Chemical handling 14-15 March: Negotiations 23 April: Leadership 22 May: Post-harvest
NEW SOUTH WALES	1 March: Coaching – Biz Check 10 May: Post-harvest 14 May: Protected cropping	TASMANIA	6-9 and 13-14 February: Chemical handling 9-10 May: Negotiations
NORTHERN TERRITORY	27 February: Horticulture Code of Conduct 2 April: Coaching – Youth development 10 and 15 May: Chemical handling 31 May: Post-harvest	SOUTH AUSTRALIA	15 February: Negotiations 6-7 March: Chemical handling 17 May: Irrigation
		WEBINAR	13 March: Horticulture Code of Conduct

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TRAINING IDEAS REQUIRED FOR VEG INDUSTRY PROJECT

VegPRO is planning training for the upcoming year, and Project Coordinator Sophie Lapsley would like to remind growers and vegetable industry members to continue sending ideas and requests for training that will help the industry become more professional, proficient and progressive.

The project *Vegetable Industry Education and Training Initiative* (VG15028, VegPRO), is a strategic levy investment under the Hort Innovation Vegetable Fund.

VegPRO Coordinator Sophie Lapsley is planning training for the next 12 months and is keen to hear what training growers are looking for, where they would like this training, and when.

It is important to remember VegPRO is not about telling growers and producers what training they need, but for industry members to tell VegPRO what their training needs are – and how they would like them delivered.

Training does not just have to be delivered on-site, but could be an online course or a training tool.

INDUCTIONS COURSE

VegPRO is currently developing an online 'Veg Inductions' course for either pre-employment or for growers to use on-site. It can also be used as refresher training. A Workplace Health and Safety (WHS) tool has already been launched, which takes

growers step-by-step through WHS requirements and what businesses can do to be compliant.

Let VegPRO know if there are other topics you would like training for, and how and where you would like the training delivered.

If we do not hear from you, the training that you need may not come to your area and you may miss out.

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If anyone is interested in these upcoming training opportunities or resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@mcg.com.au or visit vegpro.com.au. You can log a request at vegpro.typeform.com/to/QosR2u.

You can also follow the project on Twitter, Facebook or LinkedIn.

VegPRO has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government.

Project Number: VG15028

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RESOURCES AND TRAINING OPPORTUNITIES OFFERED TO VEG INDUSTRY MEMBERS

VegPRO, the vegetable industry's own education and training initiative, has been working extensively over the last couple of months to implement workshops and courses as well as online tools for growers and vegetable industry members.

The project *Vegetable Industry Education and Training Initiative* (VG15028, VegPRO), is a strategic levy investment under the Hort Innovation Vegetable Fund.

It has been a busy time for VegPRO, with training courses and workshops taking place in various locations as well as the establishment of resources aimed to empower growers and members of the Australian vegetable industry.

There were two negotiations and influencing workshops, held over 25-26 July in Melbourne and 13-14 September in Bundaberg. Those who attended said that this course would be invaluable in their day-to-day dealings with both staff and suppliers, as well as when trying to 'seal that deal' with wholesalers and supermarkets.

PRODUCT FOCUS

The negotiations course in Melbourne was closely followed by VegInnovations' *How to stand out from the crowd: Developing valued, visible vegetable products* event, held on 4 August at Monash University's Clayton campus.

This pilot event was well-attended, and it aimed to gauge the interest within the industry. Given the positive feedback that has been received, VegPRO would be keen to present this one-day workshop in other areas around the country.

The workshop covered topics such as finding and developing concepts, meeting consumer needs, creating value and unique products, getting packaging and presentation right, and so much more. If you are interested in a workshop being held near you, please contact VegPRO Coordinator Sophie Lapsley on 0426 200 996 or at sophie.l@rmcg.com.au.

RESOURCE PACKAGE

VegPRO's aim is also to provide tools that will help industry members. The first of these has been released and is available on the VegPRO website (vegpro.com.au – *VegWHS Workplace Health & Safety on Vegetable Farms*). Vegetable businesses now have a resource package that helps to efficiently address all of their workplace health and safety (WHS) needs, thanks to the VegPRO program.

The VegWHS USB contains everything vegetable growers need to know and do to maintain WHS on their growing operations, as well as all essential forms. Suitable for all

business sizes, this USB provides the tools you need to ensure your business and employees are working safely.

If you're a levy-paying vegetable grower and you don't already have a VegWHS USB, please contact Sophie.

UPCOMING EVENTS

VegPRO is currently working on an online induction for the vegetable industry, as well as chemical handling for crops with a short withholding period.

There will also be a series of workshops looking at the changes to the Horticulture Code of Conduct, and what grower requirements are. Currently workshops are scheduled for South Australia, Victoria and New South Wales in early- to mid-October, with a workshop in Tasmania in early October.

These workshops are being coordinated by the project *Regional capacity building to grow vegetable businesses – national coordination and linkage project* (VG15049, National Vegetable Extension Network, VegNET), a strategic levy investment under the Hort Innovation Vegetable Fund. Speak to your local VegNET representative if you are interested in either attending a workshop or having a workshop held in your area.

THE BOTTOM LINE

VegPRO Coordinator Sophie Lapsley would like to remind readers that this is an industry-driven project.

"All of this training is as a result of your submissions – so make sure you keep those ideas and requests coming in so that we can offer training that will help the industry become more professional, proficient and progressive," she said.

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INFO

If you are interested in these upcoming training opportunities or resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au. Any training ideas or feedback can be submitted via the website under the 'Call for Ideas' tab. You can also follow the project on Twitter, Facebook or LinkedIn.

This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government.

Project Number: VG15028

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NEW TRAINING OPPORTUNITIES FOR VEGETABLE GROWERS

Following months of extensive planning, VegPRO has introduced new training courses to the vegetable industry. These courses aim to empower individuals and businesses, with an emphasis on developing valued, visible vegetable products as well as enhancing negotiation skills.

VegPRO is the vegetable industry's own education and training initiative, and it is offering several training opportunities to effectively upskill people at all levels in the industry, from seasonal staff to experienced growers.

These opportunities include a workshop aimed at developing valued, visible vegetable products, as well as a course dedicated to negotiation training and consulting.

FOOD INNOVATION

The Australian vegetable industry is invited to the upcoming event *How to stand out from the crowd: Developing valued, visible vegetable products*, to be held on Friday 4 August from 8:30am-4:30pm at the Food Innovation Centre at Monash University's Clayton campus in Victoria.

This one-day national workshop will provide insight, tools, resources and contacts for vegetable producers, processors and marketers to de-risk the opportunity around developing new value-added vegetable products for relevant markets.

Speakers at the workshop include Dr Hazel MacTavish-West from consultancy service MacTavish-West and the Food Innovation Centre's Dr Angeline Acharya. They will be joined by Susie White from Eat.Drink.Innovate and other industry experts. Attendees will also have the opportunity to view the Food Innovation Centre, including the Virtual Supermarket Theatre and the 3D Prototyping Packaging Design Centre.

This workshop is free to Australian vegetable levy payers, but others may attend for a fee. To register, please visit veginnovations.eventbrite.com or vegpro.com.au.

For more event details, please contact VegPRO Program Coordinator Sophie Lapsley at sophiel@rmcg.com.au or Dr MacTavish-West at hazel@mactavishwest.com.au.

PERSONAL DEVELOPMENT

Whether it is dealing with staff, transport companies, buying products or trying to seal an export deal, negotiation skills are a necessity in the vegetable industry.

VegPRO recognised this need and called for expressions of interest for an enlightened negotiation training and consulting course at Hort Connections 2017. The negotiations and influencing course was carried out a number of years ago, and due to positive feedback and requests, VegPRO has scheduled two two-day training sessions.

The first session will take place from 25-26 July in Melbourne, where participants will be able to gain personalised awareness, insights and abilities, with the training challenging and enhancing their practical negotiating and influencing capabilities.

The second session is being held in Brisbane from 13-14 September, with locations and times to be announced closer to the date.

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If anyone is interested in these upcoming training opportunities, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophiel@rmcg.com.au or visit the VegPRO website at vegpro.com.au. Any training ideas or feedback can be submitted via the VegPRO website under the 'Call for Ideas' tab. You can also follow the project on Twitter, Facebook or LinkedIn.

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Project Number: VG15028



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VEGPRO INITIATIVE WELCOMES INDUSTRY FEEDBACK

VegPRO is the vegetable industry's own education and training initiative, and it invests in targeted training services to effectively upskill people at all levels in the industry, from seasonal staff to experienced growers. The program is featuring at Hort Connections 2017, with Program Coordinator Sophie Lapsley in attendance to take any enquiries from vegetable industry members.

VegPRO is pleased to be attending Hort Connections 2017, where it will be seeking expressions of interest for several courses and training materials, as well as collecting interest in other training areas that the industry has already put forward to establish where and when the training takes place.

"You need to let us know your ideas and what you need so that we can provide the industry with what it needs, when it needs it," VegPRO Program Coordinator Sophie Lapsley said.

"We look forward to seeing many of you at Hort Connections 2017, and hearing what training needs you have and how we can meet these needs. For those of you who cannot make this event, we are happy to hear from you at any time."

MANAGING WORKPLACE SAFETY

Ms Lapsley said VegPRO is aiming to have a sneak peak of the Workplace Health and Safety (WHS) online resources available soon.

"The Workplace Health and Safety 'carrot' USB is a step-by-step guide to managing safety in your workplace. Along with this, we have various videos on how to get started and how to carry out various risk assessments. These resources will be available online for use at any time," she said.

The release date for the WHS resources is pencilled in for the end of June and readers are asked to keep an eye out for this information.

TRAINING OPPORTUNITIES

VegPRO is currently calling for expressions of interest in its upcoming 'Negotiations and Influencing' course.

"This course was carried out a few years ago, and due to positive feedback and requests we are hoping to run it again with a start date in June and finishing in August," Ms Lapsley said.

Those who are interested are advised to contact Ms Lapsley (details below). Places are limited and will fill up quickly. VegPRO is also considering training in the following areas:

- Chemical handling in baby leaf and lettuce crops or other crops if required.
- Veg innovations: New product development for the vegetable industry; marketing vegetables.
- Online Veg Induction Card: For use in pre-employment or in the workplace.
- Lean management: The basics.
- Business management for the vegetable industry.

VegPRO looks forward to meeting delegates at Hort Connections, and talking to vegetable levy members about the training ideas that have been submitted.

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INFO

If anyone is interested in these upcoming training opportunities, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophiel@rmcg.com.au or visit the VegPRO website at vegpro.com.au. Any training ideas or feedback can be submitted via the VegPRO website under the 'Call for Ideas' tab.

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Project Number: VG15028



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NEW TRAINING OPPORTUNITIES IN THE PIPELINE FOR VEG INDUSTRY MEMBERS

VegPRO is the vegetable industry’s own education and training initiative. It is currently working on three new vegetable industry-specific resources aimed at upskilling producers and their staff, from casual workers to experienced growers. Program coordinator Sophie Lapsley provides an update on the initiative, and outlines how industry members can get involved.

The Vegetable Industry Education and Training Initiative, VegPRO, is a targeted training initiative that aims to effectively upskill people at all levels in the industry and fill any training gaps that producers and their staff may have.

This is not a top-down driven process where VegPRO tells the industry what it requires; it is up to industry to share their training needs with VegPRO. This includes the ‘what’, the ‘who’, the ‘where’ and the ‘how’.

VegPRO is adaptive to the needs of those who ask for training and aims to take training out of the classroom, as there are many ways to learn.

The VegPRO website can help industry members or even those thinking about joining the industry to keep up-to-date with available training, workshops and courses that are available, and it will soon have the facilities to host online industry training. The site also has a portal that provides useful resources and information on the vegetable industry, along with career ideas and what the industry can offer individuals as a long-term career.

WHAT IS VEGPRO CURRENTLY WORKING ON?

The initiative is currently developing three new training resources:

1. **A fresh product food safety induction for casual workers, which will be available in English as well as other languages.** The aim of this training is to provide a resource for growers and packers that ensures workers have sufficient knowledge and are competent in the area of fresh food safety. This training will be available online and can also be delivered on-site or by labour hire companies. It will comply with food safety quality assurance.

2. **Work Health and Safety (WHS) instructional videos that will either stand alone or accompany the VegWHS information package.** These videos will cover some of the more common safety practices that need to be carried out on-site. If you are not familiar with the VegWHS package, this is also available through VegPRO or via your regional National Vegetable Extension Network (VegNET) member.

3. **Advanced professional negotiation and influencing training.** This course has been designed to help growers and industry members think and act to improve business outcomes by gaining greater skills in confidence, engagement, negotiation and influencing to maximise their opportunities.

These are just a few of the ideas that have been submitted by growers to VegPRO and it’s happening! Vegetable industry members are encouraged to have their say and receive the training that meets their needs.

VegPRO will also be at Hort Connections 2017, which will be held at Adelaide Convention Centre from 15-17 May. Bring your ideas and stop by for a chat to see how the program can help you.

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VEG TRAINING PROGRAM AIMS TO UPSKILL AT ALL LEVELS

VegPRO is the vegetable industry’s own education and training initiative. It has been created to ensure vegetable industry-specific training is delivered that is relevant, easy to access, responsive and flexible for producers and their staff. *Vegetables Australia* provides an update on the project.

Many of the current training services available to vegetable producers and their staff are not well aligned with their needs on many levels.

As a result, the vegetable industry decided to invest in targeted training services to effectively upskill people at all levels in the industry, from seasonal staff to experienced growers. Consequently, Horticulture Innovation Australia commissioned the Vegetable Industry Education and Training Initiative, which has been named VegPRO.

AN INDUSTRY FOCUS

Program coordinator Sophie Lapsley said what VegPRO delivers is driven by growers and industry members, not training organisations, with an aim to help Australian vegetable businesses successfully manage challenges and adapt to constant change.

“It’s not about us saying to growers, ‘This is the training you need.’ It’s based on what they tell us about the training needs for their business,” Ms Lapsley said.

“For example, we heard from growers that they need easy-to-use resources on food safety that can be used for induction training. So we are currently calling for proposals from suitably qualified providers to design and develop training resources that are tailored to the vegetable industry and can be translated into languages other than English. Vegetable levy payers and their staff will have access to these new resources.”

HOW TO ACCESS TRAINING

To access VegPRO services or funding for your training ideas, the first step is to visit the program’s website vegpro.com.au or contact

Ms Lapsley by phone or email (see details below).

“We then look at the request and assess what we can do. If we feel we can meet that grower’s need and there is training out there, we point them in the right direction and help them get that training,” Ms Lapsley said.

“If we believe there is a gap in the training services, we’ll then raise a request for proposal to provide training, to say this is what we’re looking for, can you as a training provider develop or deliver it?”

“We follow that through right to the end. We’re always monitoring it. Anybody can get in touch. Growers can not only suggest topics but also providers they know of which do a good job, whether they are Registered Training Organisations or not.”

VegPRO is also offering a website portal that provides growers with information about training and what is available.

The project is investigating a ‘Training Passport’ so that all who work in the industry can collect their qualifications and VegPRO training credentials in one place.

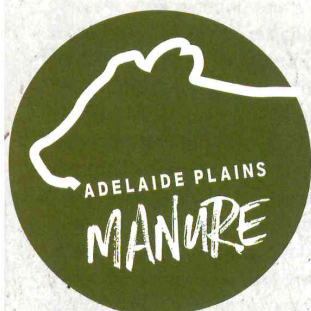
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For more information or to lodge a training need, please contact Sophie Lapsley at sophie.l@rmcg.com.au or phone or 0426 200 996.

VegPRO has been funded by Horticulture Innovation Australia Limited using the National Vegetable Levy and funds from the Australian Government.

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Horticulture education: The next step

In the last edition of *Vegetables Australia*, we heard how younger generations have initial exposure to the vegetable industry. What is the next step for those who show an interest and may want to pursue a career in horticulture? Sophie Lapsley investigates.

Upon leaving school, students interested in horticulture will look for an appropriate course, usually in their local area. If schools and careers advisors do not have this information on hand, the next likely step will be to go online. If you search on the government sites there seems to be a range of certifications offered; however, if the student then goes to the individual training provider's site, the courses are often discontinued or contain units that are not applicable to the vegetable sector. This is not an easy process, and there is a chance students' interest will be lost at this point.

Why aren't all available certifications offered? To secure funding for the courses, training organisations need the numbers and these usually come from more popular topics. This is where the industry can have an impact if there is a need for a certification with certain units in your area, state or across the industry.

Making an impact

How do the certifications offered stay up-to-date with industry needs? This is where Skills Impact plays a role. Skills Impact is a not-for-profit organisation that works across Australia to benchmark learning and skills standards for industry. Students and workplaces have access to nationally-consistent skills standards and qualifications, supporting greater employment opportunities and industry competitiveness.

Skills Impact collaborates with industry, government and training providers to review and develop vocational units of competency, skillsets and qualifications. Working with industry and government, it can track industry trends and document skills, opportunities and challenges.

Anyone can give feedback on the topics that they are interested in or involved in. This is the industry's chance to ensure that qualifications and units remain appropriate and relevant.

This is what we can do:

- Ensure schools and careers advisors are aware of the vegetable industry as a career and what training organisations are delivering production horticulture courses.
- Provide a platform that makes access to available courses easier for potential students.
- Approach training providers where there is demand and work with them to deliver certificates that best meet the industry's needs.
- Make sure the industry has a say by getting involved with organisations such as Skills Impact.

For more information, please visit skillsimpact.com.au.

Veg Inductions goes live

VegPRO is pleased to announce Veg Inductions is now online. This is an online general induction for anyone wanting to, or already working in the vegetable industry. It takes students through the expectations of working on a farm including topics like safety, manual handling, biosecurity and hygiene.

The course is self-paced to suit a variety of learning styles and is also a useful resource for employers to use as refresher training. The course can be accessed through the VegPRO website or at vegpro.talentlms.com/index.

This is the first of a range of resources being released over the next few months from VegPRO to include an online course for fresh produce handling, a career pathway guide, job streams in the vegetable sector and an online facilitation training course.

Find out more




For more information or access to resources, please contact VegPRO Program Coordinator Sophie Lapsley on 0426 200 996 or sophie.l@rmcg.com.au or visit vegpro.com.au.

Vegetable Industry Education and Training Initiative (VegPRO) is a strategic levy investment under the Hort Innovation Vegetable Fund. This project has been funded by Hort Innovation using the vegetable research and development levy and contributions from the Australian Government. Project Number: VG15028



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Appendix 11 – VG15028 Veg. Ind. Educ. & Training Initiative Year One Plan

VG15028 Veg. Ind. Educ. & Training Initiative

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
YEAR ONE									
Project start up tasks	46d	12/07/16	13/09/16				94%		
Inception meeting	1d	12/07/16	12/07/16		Doris Blaesing		100%	Complete	
Establish sub-contract agreement with AHR	14d	12/07/16	29/07/16		Doris Blaesing	Donna Lucas	90%	In Progress	
Develop pj plan, logic, M&E, comms plans	46d	12/07/16	13/09/16		Doris Blaesing	Donna Lucas	95%	In Progress	PL completed. M&E and Comms Plan with BC for approval.
Develop brand	10d	01/08/16	12/08/16				100%		
Refine draft logo and forward a few options to RefGroup	1d	05/08/16	05/08/16		Doris Blaesing		100%	Complete	Logo has been finalised and distributed
Develop templates	10d	01/08/16	12/08/16		Sophie Lapsley		100%	In Progress	Done: Word Letterhead and Powerpoint Presentation templates. Website brand has also been developed
Recruit Coordinator	60d	12/07/16	03/10/16				100%		
Develop PD					Doris Blaesing		100%	Complete	
Advertise position (applications close 15Jul)	1d	15/07/16	15/07/16		Doris Blaesing		100%	Complete	
Circulate advertisement to HIA staff and their networks	1d	12/07/16	12/07/16		Bianca Cairns		100%	Complete	
Review applications	9d	19/07/16	29/07/16		Donna Lucas	Adrian Kennelly	100%	Complete	
Forward suitable applications to Ashley & Byron, and advise our suggested shortlist	10d	25/07/16	05/08/16		Donna Lucas	Adrian Kennelly	100%	Complete	
Organise interviews for early-mid Aug	13d	01/08/16	17/08/16		Donna Lucas		100%	Complete	
Employ coordinator	20d	06/09/16	03/10/16		Doris Blaesing		100%	Complete	Sophie commences on 10/10/2016
PRG	203d	13/07/16	21/04/17				100%		
Establish TOR	13d	13/07/16	29/07/16		Doris Blaesing		100%	Complete	
Establish PRG	13d	13/07/16	29/07/16		Doris Blaesing		100%	Complete	
Meeting #1 - Aug 2016?	23d	01/08/16	31/08/16		Doris Blaesing	Donna Lucas	100%	Complete	Minutes have been distributed together with status update
Meeting #2 - Nov 2016	125d	31/10/16	21/04/17		sophie@rmcg.com.au	Donna Lucas	100%	Complete	Meeting Organised for 21.11.16 Holiday Inn Melbourne Airport
Next PRG Meeting	5d	31/10/16	04/11/16		Sophie Lapsley		100%	Complete	Meeting Organised, collating agenda attachments Meeting held Holiday Inn Melbourne airport 21.11.16
Meeting #3 - Apr 2017	1d	21/04/17	21/04/17		sophie@rmcg.com.au	Donna Lucas	100%	Not Started	This was carried out by a GoTo Meeting 24/04/17
Educ & training procurement	131d	30/09/16	31/03/17				82%		
Establish procurement processes & guidelines	10d	31/10/16	11/11/16		Sophie Lapsley	ALL	100%	Complete	Guidelines amended following PRG meeting and posted on website
Follow up with progress with HIA	10d	31/10/16	11/11/16		Doris Blaesing		100%	Complete	
Call #1 for proposals - Food Safety Induction	1d	30/09/16	30/09/16		Sophie Lapsley		100%	Complete	1st RFP discussed - Food Safety video/slides May combine this with a general RFP for Induction material. This ended up being a food safety unit on its own. Sent to HIA to approve and put out 15/12/16 This was sent out
Open call for proposals	1d	30/09/16	30/09/16		Sophie Lapsley		100%	Complete	This is now on our website, social media etc in the form of a typeform survey
Proposal Form	2d	10/10/16	11/10/16		Sophie Lapsley	Donna Lucas	100%	Complete	Formally the Open Call Form approved and Loaded onto website
Application for Trainers to be added to Register	11d	28/10/16	11/11/16		Sophie Lapsley		100%	Complete	Completed and loaded onto website and social media pages
Open Concept Call for Trainers to identify training gaps	2d	12/10/16	13/10/16		Sophie Lapsley	Donna Lucas	100%	Complete	This has been generated in Typeform for growers and producers combined using the type form survey. This has been uploaded onto the website
Draw up Agreement template for small projects and proposals. This is to be with RMCG but will need sign-off from Bianca and HIA	2d	10/01/17	11/01/17		Sophie Lapsley	Doris Blaesing	100%	Not Started	Agreement letter drawn up, sent to Doris and Bianca for approval. We are now just waiting on HIA legal to approve letter then it is good to go. 13.01.17 HIA decided that following the RFP process they would issue a contract based on the proposal from their procurement department 03/02
Make changes to current assessment sheet for initial assessment and save as template for future use	5d	06/02/17	10/02/17		Sophie Lapsley		100%	Not Started	All suggested changes have been made, saved as a template in procurement 08/02
Establish a template for review of Referees	3d	06/02/17	08/02/17		Sophie Lapsley		100%	Not Started	Template has been created, part way through choosing questions for RFP Food Safety Induction 08/02 Template complete with questions specific to this RFP

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
Look into WH&S already done and where it could fit in this program	10d	31/10/16	11/11/16		Sophie Lapsley	luker@rmcg.com.au	85%	In Progress	Put information onto website from carrot and then promote that. Gordon to then link with NVEN. Have had our first enquiry about WH&S, this may be a potential pilot trial to then role out nationally. Proposal submitted for this 16.12 Proposal accepted 21.12.16 Waiting for approval of agreement letter 13.01.17 Proposal had to be re-submitted awaiting contract to be issued from HIA, followed up with Bianca again 01/02 Bianca has followed up, meeting to discuss scheduled for 13/02 HIA has given approval, contract is now with Luke - RMCG. Timeline will have to be pushed out for this due to delays. Most likely we will not have this available for the Hort Convention. 15/02 Inception meeting 14/03 contact with WA farmer made, waiting 2 contacts in TAS 1 grower in TAS has been selected and booked, first draft of into video has been sent through for comment 07/02
Draft Proposal for Negotiations course to include a taster at the Hort Convention	36d	21/11/16	09/01/17		Sophie Lapsley	qa.coastal@gmail.com	80%	In Progress	Belinda is going to get a grower to put in a call for ideas so we can progress this. Then we can draw up a proposal to run one course in her area as a pilot using the same trainer and the taster at the convention. This should provide us with the demand and we can then put out an RFP for trainers for the target areas. Received Call for Idea for negotiations course next step to contact trainer to see if they are willing to do training. 13/01/17 Trainer is willing and has sent through a proposal. We are just waiting to hear from Bianca about speaker spot at Hort Convention and confirming a few details with the trainer before putting the proposal forward to the PRG. 01/02 Request for proposal to be put on MRT form and to include a delivery date of July/Aug has been sent to trainer 09/02 RFP needs to be drawn up for this 17/03 Concept was approved by PRG and RFP and MRT sent to HIA for a contract to be drawn up 27/04
RFP-Food safety Inductions	59d	10/01/17	31/03/17		Sophie Lapsley		60%	In Progress	RFP has been put out due to close 20/01 So far we have at least 6 interested parties. 9 proposals received at close. Prelim assessment of these has been carried out 03/02 Assessment sent through to Bianca for her input 06/02 Assessment from Bianca received, top 3 proposals identified, now with PRG for final assessment 17/02 this is on hold due to issues with 1 applicant. No correspondence to be entered into with Nada Day, HIA to handle this matter 15/03 RFP has been retracted, 2-3 month cooling off period before this topic is looked at again 03/04
Post Harvest Training	42d	02/02/17	31/03/17		Sophie Lapsley	Adam Harber	100%	In Progress	An open call has been received from Adam Harper for Post Harvest Training, once the RFP for food safety has been assessed I will send this out to the PRG 20/02 This was sent out to PRG but as this is still in place, PRG and Bianca decided that we would wait for feedback on this before looking at this again. 14/03 An email was sent to Adam confirming that this would not go ahead at this stage. 20/03
Coordination, linkage and communications	175d	31/10/16	30/06/17				58%		
AUSVEG Communications	23d	31/10/16	30/11/16		Sophie Lapsley		50%	In Progress	At least 1 per month for 10 months - 5 submitted so far. Nothing submitted for the end of Jan or early Feb as we were unsure of RFP new closing date or process 03/02
Arrange interviews for Dimi for the Vegetables Australia Magazine	23d	31/10/16	30/11/16		Doris Blaesing		0%	Not Started	
Vegetables Australia Mar/Apr edition	5d	02/01/17	06/01/17		Sophie Lapsley	Doris Blaesing	100%	In Progress	Idea for article chosen as highlight the website and discuss up -coming training 31/01 info sent to Michelle to draw up draft 08/02 Draft received, checked and submitted to Michelle 18/02 This has been approved and a put in the latest copy due out 20/03
VegNET			ongoing		Sophie Lapsley	Gordon Rogers	75%	In Progress	Monthly communications - 2 carried out so far. 1 on 1 phone calls with members 50% of members reached so far 02/05 Caught up with many members at Hort Connections 18/05
VegNET Re-introduction	20d	20/02/17	17/03/17		kimsaville@ahr.com.au	Sophie Lapsley	75%	Not Started	Sophie has carried this out by phone and catch up at Hort Connections see VegNET item above.
State & regional peak bodies			ongoing		Sophie Lapsley		50%	In Progress	Suggested list from Donna have all been sent an introduction to VegPRO. 13.01.17
Training providers			ongoing		Sophie Lapsley		35%	In Progress	All RFPs and appropriate information to be circulated to trainers this should average at 1 per month. Due to lack of training being put forward this is behind on the 1/month estimated figure
Advisors & service providers			ongoing		Sophie Lapsley		20%	In Progress	Communications with QWARN, Ausveg and Vegetables Australia so far 18/05
Veg producers/ processors/ packers/ supply chain			ongoing		Sophie Lapsley		60%	In Progress	Through Vegnet and Hort Connections both growers, producers and supply chain members have been contacted. Full details of this listed in various VegPRO communications and databases. 10/05
Contact Jill Briggs for her feedback on the initiative	51d	31/10/16	09/01/17		Gordon Rogers	Sophie Lapsley	50%	In Progress	Gordon to make initial contact. Waiting for Jill to arrange meeting to discuss VegPro and opportunities 03.01.17 Jill explained she had a course that was requested but growers went with a TAFE option however this did not cover what they wanted, they would be interested in another course through rural training 03/02 Had comment that Andrew Bulmer may also be interested in this course but previously had not been happy with the content 10/03. Kim progressing agronomic training options
Existing programs (e.g. PMA, Nuffield, Hort Innov programs)			ongoing		Sophie Lapsley		20%	Not Started	VegPro was involved in the promotion of the HIA funded positions for
Organise Promotional Video using Negotiations course	51d	22/11/16	31/01/17		Gordon Rogers	qa.coastal@gmail.com	100%	Complete	producer organised and Belinda agreed. Sent through Logos to production department SL 06/02. Filming done, in final editing stage This video has been completed and loaded onto the website 10/04
Organise Promotional video to the VegPRO concept possibly using Belinda Adams	16d	10/01/17	31/01/17		Gordon Rogers	qa.coastal@gmail.com	100%	Complete	Filming done, in final editing stage. This video has been completed and loaded onto the website and used in growers forum as marketing. 10/03
Promote the Introducing VegPRO Video	36d	14/05/17	30/06/17		Kim Saville	Sophie Lapsley			The Introducing VegPRO video is not getting any views – its only 141 views in 2+ months. Could we add this to our agenda for the meeting – how to promote. Facebook and Twitter + a direct email campaign to drive traffic to the video and the website would be my suggestions. Good to keep in mind for Hort Connection – promote the video and website.
Programs in other industries	13d	31/10/16	18/11/16				100%		
Mentoring program	435d	31/10/16	29/06/18		Gordon Rogers	Doris Blaesing	13%		
Trainer training	153d	31/10/16	31/05/17		Gordon Rogers	Doris Blaesing	87%		
Investigate training passport	66d	31/10/16	30/01/17		Sophie Lapsley		100%		
Explore development of accredited courses	112d	26/09/16	28/02/17						
Develop VETI Hub (website)	87d	14/07/16	11/11/16		Sophie Lapsley		99%		

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
Design	82d	14/07/16	04/11/16		Sophie Lapsley	Emma Egon	100%	Complete	Website design complete, reviewed and ready to publish
+ Establish	5d	07/11/16	11/11/16		Sophie Lapsley	Emma Egon	100%	Complete	Website published 02.12.16
Maintain			ongoing		Sophie Lapsley	Emma Egon	85%	Not Started	Monthly review and any changes to be made to be scheduled. Website updated 02/02 Website updated 13/04
- Monitoring & Evaluation	13d	31/10/16	16/11/16				99%		
Implement M&E Plan			ongoing		Dorna Lucas		100%	Complete	Draft v2 completed and on website
Review M&E Plan	13d	31/10/16	16/11/16		Sophie Lapsley		100%	Complete	Final ME Document has been circulated
Monitor feedback from training activities			ongoing		Sophie Lapsley		0%	Not Started	
Follow up 6 mo after attending training			ongoing		Sophie Lapsley		0%	Not Started	
Develop case studies			ongoing		Sophie Lapsley		0%	Not Started	
- Project management and reporting	261d	01/07/16	30/06/17				55%		
Check if HIA have Office 365 and can access SharePoint & Smartsheet	4d	12/07/16	15/07/16				100%	Complete	
Project team meetings	261d	01/07/16	30/06/17		Sophie Lapsley		35%	In Progress	Regular weekly team meetings, weekly team meetings with AHR, 2nd PRG meeting organised VegPRO catch-up now moved to fortnightly 12.01.17
Combine RMC/AHR meetings with weekly RMC Meetings	4d	28/10/16	02/11/16		Sophie Lapsley		100%	Complete	Team meetings set Mondays 12pm
Milestone reports	6d	24/04/17	01/05/17				50%		
- Milestone reports	113d	24/11/16	01/05/17				98%		
M102 (due 1st Dec 2016)	6d	24/11/16	01/12/16				100%	Complete	Sent out 05.12.16
M103 (due 1st May 2017)	6d	24/04/17	01/05/17				95%	Not Started	Draft report drawn up 27/04 This was submitted to HIA 01/05 This was returned with comments 19/05 Changes have been made and draft reviewed 23/05
- General Actions	60d	31/10/16	20/01/17				77%		
Collection of narratives for marketing	50d	31/10/16	06/01/17		Gordon Rogers	Jack Rozycki	50%	In Progress	Two done. On hold until training starts. VegPRO has not used these as they did not meet the projects requirements 15/05
Videos, Clips and Case Studies for marketing	60d	31/10/16	20/01/17		Gordon Rogers	Sharon Olivier	100%	Complete	Starting with Belinda Adams and Levi from Aquaponics and . Contacted Jim Getch re Nuffield scholars - follow up. Jack Rozycki doing videos - in progress. Clip done for Belinda Adams. Two more to be filmed in Tasmania in Feb, complete and no further videos until training starts Introduction to VegPRO and the Negotiations course are finished and uploaded onto the website 07/04
+ Deadlines									
+ Hort Connections	60d	20/02/17	12/05/17				100%		

Appendix 12 – VG15028 Veg. Ind. Educ. & Training Initiative Year 2 Plan

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
YEAR TWO									
Maintain links with RD&E providers							0%		
Build relationships with training providers							0%		
Grow professionals and champions - Train the trainer, mentoring, scholarships etc	116d	03/04/17	11/09/17				100%		
Set up Pilot course in Gippsland	22d	29/06/17	28/07/17		Gordon Rogers	kim.saville@ahr.com.au	100%	Complete	Stuart Grigg and Kelvin Montagu or Gordon Rogers will be the coaches for 8-10 farmers for the 1-day face-to-face training at Bulmer Farms 30 August and Adam Schreurs' Farm in Bairnsdale on 29 August. They will work closely with the farmers and their staff to first determine the technical material to be covered, and then deliver the coaching using a combination of face-to-face and distance methods. They will assess impact and provide the necessary support to participants. The presentation will be similar to a masterclass approach, where the individual needs of the group are addressed, however the coaching will focus on developing practical, on-farm skills and competencies the participants can immediately use in their jobs.
Research prior to coaching	1d	25/08/17	25/08/17			Kim Saville	100%	Completed	All participants were contacted to ascertain their specific areas needing improved knowledge and understanding. This information was passed on to the coaches prior to the coaching day.
Conduct Pilot course in Gippsland	4d	28/08/17	31/08/17		Gordon Rogers	Kim Saville	100%	Complete	All forms, brochures and books were sourced, prepared and packed for coaches. On Tuesday 29 August, Stuart Grigg and Gordon Rogers worked all day with 10 members of Adam Schreurs' staff, ranging from inexperienced to very experienced growers, to address their needs in regard to their jobs on the farm. Learning plans were completed prior to coaching and feedback forms and online survey were completed at the end.
Set up Pilot in Queensland	40d	29/06/17	23/08/17		Gordon Rogers	kim.saville@ahr.com.au	100%	Complete	Stuart Grigg and Kelvin Montagu will be the trainers for 8-10 farmers for the 1-day face-to-face coaching in the Lockyer Valley, Qld, with Anthony Staatz and his team at Koala Farms on 22 August and Desley Jackwitz and her team at Imperial Farm on 21 August. They will work closely with the farmers and their staff to first determine the technical material to be covered, and then deliver the training using a combination of face-to-face and distance methods. They will assess impact and provide the necessary support to participants. The presentation will be similar to a masterclass approach, where the individual needs of the group are addressed, however the training will focus on developing practical, on-farm skills and competencies the participants can immediately use in their jobs.
Research prior to coaching	1d	14/08/17	14/08/17			Kim Saville	100%	Complete	All participants were contacted to ascertain their specific areas needing improved knowledge and understanding. This information was passed on to the coaches prior to the coaching day.
Conduct Pilot course in Lockyer Valley.	4d	18/08/17	23/08/17		Gordon Rogers	Kim Saville	100%	Complete	All forms, brochures and books were sourced, prepared and packed for coaches. On Monday 21 August, Stuart Grigg and Kelvin Montagu worked all day with 6 members of Desley Jackwitz' staff, ranging from inexperienced to very experienced growers, and on Tuesday 22 August with 7 of Anthony Staatz' crew, to address their needs in regard to their jobs on the farm. Learning plans were completed prior to coaching and feedback forms and online survey were completed at the end.
Send through all Communications to SL to send on for HIA approval	6d	04/09/17	11/09/17		Gordon Rogers	kim.saville@ahr.com.au	100%	Complete	All documentation for the coaching course has been forwarded to Sophie 18/09
Collect Supporting documentation	11d	29/06/17	13/07/17		Gordon Rogers	kim.saville@ahr.com.au	100%	Complete	Collection of feedback on this has been underway for the past couple of months. This will be used to decide whether we go ahead with this type of training
Establish a short course on delivery of training for adults and Learning Principles.	105d	03/04/17	25/08/17		Gordon Rogers	Kim Saville	100%	Complete	PowerPoint presentation consisting of 40 slides containing concise information on teaching adults, including Q&A sections. 16/07 Due to lack of time to complete this and the coaching for the next milestone report this work was taken over by Sophie and team with the coaching to be coordinated by AHR. Videos for training completed mid-August along with train the trainer guide. 1st draft for course finished 05/09 but is now waiting final draft of the guide. 2nd draft of course finished, still awaiting copy of trainer guide to complete 27/09
Content Completed	42d	03/04/17	30/05/17		Gordon Rogers	Kim Saville	100%	In Progress	Powerpoint draft sent through for comment 09/05. Content completed in LMS 29/09 Just awaiting final of Trainer Handbook 02/10
Handbook with reference material for the videos on teaching adults	40d	03/07/17	25/08/17		Gordon Rogers	Kim Saville	100%	In Progress	PDF draft sent through for comment 09/08 Cover sent through 27/09 as individual images in Dropbox This has now been completed and uploaded to the LMS 03/11
Upload Adult Learning onto LMS	15d	29/05/17	18/06/17				100%	In Progress	The first draft of this has been uploaded onto the LMS and Donna is going to review. This still needs the final draft of the Trainers Guide to be added 05/09 Errors in the videos and questions have been fixed and sent to Donna for another review 08/09 Final proofread on guide sent to Kim 11/09 2nd review and changes made in LMS now ready to go live as soon as Final copy of the Trainer guide has been received 29/09 Guide approved by Bianca and uploaded onto the LMS system. The course is now ready to launch we are just working on how learners will register. Course has been loaded onto the LMS, the trial period is in place, will amend any issues early Jan 12/12
Establish industry training	78d	15/07/17	31/10/17				80%		
Veg-Innovations Course	88d	05/04/17	04/08/17		Sophie Lapsley	hazel@mactavishwest.com.au	100%	Complete	This course has been requested by growers both specifically and as training for marketing of product and "what to do next". We have put down to run 1 course to see how it goes with the possibility of running further courses at a later date. We currently have a venue and date of 4th August 2017 at Monash University. This idea has the approval of the PRG. The next step is to raise an RFQ 29/05 This course has been run at Monash Uni Food Centre on the 4/08 Feedback has been received which was all very +ve. Discussions on whether to run a roadshow in VegNET areas??
Hort Code of Conduct Workshops	78d	15/07/17	31/10/17		Sophie Lapsley	Jill Briggs	100%	Complete	This idea was approved by PRG 17/07 Tentative dates and areas were set 04/08 by Jill RFQ and Quote form submitted to Anthony 24/08 This was then resent to Anthony 4th Sept with changes to budget and response from Trainer. 04/09 Anthony came back and agreed to quote provided we run 2 workshops in each region with an attendance of 40 in each region this was sent to Jill for comment. 13/09 in the end only VIC to go ahead with a workshop and to be covered by VegNET. Phone meeting to discuss content 03/10 TAS workshop was held organised by VegNET 7 people attended but a very worthwhile session. Trainer was able to deflect any political questions and keep to delivering the facts 10/10

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
Negotiations & Influencing course	36d	21/11/16	09/01/17		Sophie Lapsley	qa.coastal@gmail.com	100%	Complete	Belinda is going to get a grower to put in a call for ideas so we can progress this. Then we can draw up a proposal to run one course in her area as a pilot using the same trainer and the taster at the convention. This should provide us with the demand and we can then put out an RFP for trainers for the target areas. Received Call for Idea for negotiations course next step to contact trainer to see if they are willing to do training 13.01.17 Trainer is willing and has sent through a proposal. We are just waiting to hear from Bianca about speaker spot at Hort Convention and confirming a few details with the trainer before putting the proposal forward to the PRG. 01/02 Request for proposal to be put on MRT form and to include a delivery date of July/Aug has been sent to trainer 09/02 RFP needs to be drawn up for this 17/03 Concept was approved by PRG and RFO and MRT sent to HIA for a contract to be drawn up 27/04 Contract has been issued. Venue has been chosen and eventbrite event has been set up. 2 registrations so far 26/06 The Melbourne event has been concluded with feedback received from most participants. The second event now to be held in Bundaburg 13-14th Sept is advertised but currently no registrations. 21/08 With only 4 registrations the decision was made to move the event to Gatton and postpone it till the 10th - 11th October Waiting confirmation of dates to then promote 05/09 Course set for 10-11th Oct at Gatton Eventbrite, AUSVEG, HIA all updated, 300 invites sent out 11/11 Course was run with 12 attendees, just waiting feedback and the evaluation report from the trainer 26/10 Final Report has been received and final payment made 01/12
Investigate training passport & implementation		26/05/17					0%		
Programs in other industries		26/05/17					0%		
Maintain VETi hub							0%		
Maintain links with training in other agricultural sectors									
Project management and evaluation	33d	26/06/17	09/08/17				93%		
Evaluation of VegInnovations - Melbourne	40d	26/06/17	18/08/17		Sophie Lapsley		100%		
Evaluate training programs and impact assessment									
Communications							0%		
General Actions									
Add more detail to Y2 plan around communication with State bodies	9d	19/10/17	31/10/17		Sophie Lapsley		100%	Complete	This was carried out 26/10
Update smartsheet with PRG suggestions	9d	19/10/17	31/10/17		Sophie Lapsley		100%	Complete	Smartsheet updated 26/10
Deadlines							0%		
Milestone 104 Criterion	110d	01/05/17	29/09/17				17%		
Milestone 105 Criterion							0%		
Actions/Tasks							0%		

Appendix 13 – VG15028 Veg. Ind. Educ. & Training Initiative Year 3 Plan with Variation

VG15028 YEAR 3 with Variation

Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
YEAR THREE									
[-] Maintain links with RD&E providers	319d	13/08/18	31/10/19						
At least monthly contact with extension providers			Ongoing		Sophie Lapsley			Complete	Achieved through emails, phone calls, VegNET conference and auditions to newsletters and via VEGNET coordinator
[-] Train the trainer program operating well									
Maintain Train the trainer			Ongoing		Sophie Lapsley			Complete	
Promote Train the Trainer			Ongoing		Sophie Lapsley			Complete	Train the trainer was requested to be completed by all trainers, it was also promoted to extension providers for both themselves and to promote further. This was also promoted on the website, social media and in VA magazine
[-] 2019 Training Plan	319d	13/08/18	31/10/19						
Get Approval of 2019 Training Plan	70d	13/08/18	16/11/18		Sophie Lapsley			Not Started	Cancelled due to lack of funds
Procure Trainers for 2019 Training Plan	118d	16/11/18	3/00/19		Sophie Lapsley			Not Started	Cancelled due to lack of funds
Start role out of training	194d	04/02/19	31/10/19		Sophie Lapsley			Not Started	Cancelled due to lack of funds
[-] Build relationships with formal & informal training providers									
Continue relationship with University College			Ongoing		Sophie Lapsley			Complete	Attending forums for courses content. Promotion of available courses through VegPRO
Continue communication with NSW TAFE			Ongoing		Sophie Lapsley			Complete	Attended workshops to design content for qualifications, meetings and discussions on potentially delivering the Pest & Disease workshops in NSW. This was cancelled due to lack of funding
Look to running trial with NSW TAFE before JUN 19			Ongoing		Sophie Lapsley			Complete	Cancelled due to lack of funding
Maintain Links with TAS TAFE			Ongoing		Sophie Lapsley			Complete	Delivery of Soils component for the Diploma in Agriculture, promotion of courses available and discussions on gaps and short courses that could be offered
Continue discussions with Charles Sturt Uni following Workshop			Ongoing		Sophie Lapsley			Complete	
[-] Communicate opportunities to the Vegetable Industry									
Comms in printed media			Ongoing		Sophie Lapsley			Complete	Articles were submitted for every VA magazine
Comms in Newsletters			Ongoing		Sophie Lapsley			Complete	Updates submitted in Growcom, AUSVEG, Lockyer Valley, Bundaberg, Victoria and Tasmania local newsletters
Comms via social media			Ongoing		Sophie Lapsley			Complete	Regular communications were put out in Twitter and Facebook as well as LinkedIn
Events/Open days/Presentations			Ongoing		Sophie Lapsley			Complete	PA Ag Expo, Forthside Open Day, Hort Connections, Nutrition Masterclass, various Farm walks
[-] Grow Professionals and Champions - Coaching	63d	20/08/18	14/11/18						
Develop promotional materials for concept	63d	20/08/18	14/11/18		Sophie Lapsley			Not Started	Cancelled due to lack of Funding
Create sample training service request for a coaching event	63d	20/08/18	14/11/18		Sophie Lapsley			Not Started	Cancelled due to lack of funding
[-] Maintain links with training in other agricultural sectors	79d	03/09/18	2/01/18						
Continue to explore Career Pathways for the Vegetable Industry	70d	03/09/18	07/12/18		Sophie Lapsley			Complete	Created the Careers Pathways, Levels in the Vegetable Sector and careers in the vegetable sector documents
Collate ideas from other sectors with brief pros & cons	79d	03/09/18	2/01/18		Sophie Lapsley			Complete	Followed and reported on - Dairy Australia, GRDC, Cotton Industry and Forestry who all have tackled this topic
Attend events in other sectors			Ongoing		Sophie Lapsley			Complete	AgFest, fields
[-] Set up Training Passport	236d	03/08/18	2/8/00/19						
Explore method for capturing workshop training in LMS	41d	03/08/18	2/8/00/18		Sophie Lapsley			Complete	Workshop training has been set up in the LMS where attendees can then be issued with a certification. This has to be entered by admin not the participant
Enter all previous training from 2018	106d	01/02/19	2/8/00/19		Sophie Lapsley			Complete	
[-] Maintain VegPRO Hub - website									
Update & Maintain VegPRO to keep information current			Ongoing		Sophie Lapsley	Emma Egan		Complete	Website has been revamped and maintained throughout the year with over 2700 views this year
[-] Project Management and Evaluation	172d	03/09/18	3/00/19						
Evaluate each series of workshop	172d	03/09/18	3/00/19		Sophie Lapsley			Not Started	Not applicable as no courses were run
[-] Evaluate Training Programs & Impact Assessment	1d	01/10/18	01/10/18						
Carry out mid project review around impact on the industry	1d	01/10/18	01/10/18		Sophie Lapsley			Not Started	Not applicable as no courses were run
General Actions Tasks									
[-] Reporting - Milestones	113d	10/01/19	17/00/19						
[-] Milestone 1.07 Report	17d	10/01/19	01/02/19						
PRG meetings conducted	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	

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Task Name	Duration	Start	Finish	Predecessors	Assigned To	Support	% Complete	Status	Comments
continued networking with extension providers	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
continue relationships with formal training providers	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
communication with similar initiatives in the Ag sector	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
Coaching	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
Scholarship and Train the trainer working well	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
Training Passport in use if feasible	17d	10/01/19	01/02/19		Sophie Lapsley			Complete	
Milestone 108 Report	22d	17/05/19	17/06/19						
Well established VegPRO networks and linkages with relevant HIA projects	22d	17/05/19	17/06/19		Sophie Lapsley			Complete	
Quality training providers deliver effective training	22d	17/05/19	17/06/19		Sophie Lapsley			Complete	
successful project management	22d	17/05/19	17/06/19		Sophie Lapsley			Complete	
successful communication to the industry	22d	17/05/19	17/06/19		Sophie Lapsley			Complete	

Appendix 14 – Training Plan 2018

Training Plan 2018

Task Name	State	Location	Start	Finish	Contact	2nd Contact	Trainer - Main Contact	Trainer - Contact	% Complete	Status
Queensland			19/02/18	14/09/18					100%	
Day 1	SA	SA Produce Market	19/02/18	19/02/18	Hannah McArdie		ENS - Edwina Swan	ENS - Philippe Golay	100%	Feedback Received
Day 2	SA	SA Produce Market	20/02/18	20/02/18	Hannah McArdie		ENS - Edwina Swan	ENS - Philippe Golay	100%	Feedback Received
Day 1	VIC	Sale	31/05/18	31/05/18	Shayne Hyman		ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 2	VIC	Sale	07/06/18	07/06/18	Shayne Hyman		ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 1 & Day 2	TAS	Ross or Campbell Town	09/05/18	10/05/18	Donna Lucas	Emma Egan	ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 1 & Day 2	QLD		13/03/18	14/03/18	Michelle Hasse		ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 1	WA	West Perth	04/04/18	04/04/18	Sam Grubisa		ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 2	WA	West Perth	05/04/18	05/04/18	Sam Grubisa		ENS - Edwina Swan	ENS - Philippe Golay	100%	Training Delivered
Day 1 & Day 2	WA	Carnarvon	13/09/18	14/09/18	Doriana Mangilli	???			100%	Training Delivered
Chemical Handling Vegetable Crops			13/02/18	26/09/18					86%	
Chemical Handling	TAS	North West	26/03/18	27/03/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	TAS	North	28/03/18	29/03/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	TAS	South	13/02/18	14/02/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	TAS	North West	03/09/18	04/09/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Sert to Contracts
Chemical Handling	TAS	North	05/09/18	06/09/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	TAS	Simplot	14/09/18	14/09/18	Donna Lucas	Emma Egan	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	VIC	Wonthaggi	05/06/18	06/06/18	Shayne Hyman		Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	VIC	Lindenow	20/09/18	21/09/18	Shayne Hyman		Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	SA	Virginia	06/03/18	07/03/18	Hannah McArdie		Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	SA	Adelaide Hills	24/07/18	25/07/18	Hannah McArdie		Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	QLD	Bowen CANCELLED	22/02/18	23/02/18	Cherry Emerick		Duff Consulting (Stephen Duff)	Duff Consulting	30%	Sert to Contracts
Chemical Handling	QLD	Ayr CANCELLED	08/03/18	09/03/18	Cherry Emerick		Duff Consulting (Stephen Duff)	Duff Consulting	30%	Sert to Contracts
Chemical Handling	QLD	CANCELLED					Duff Consulting (Stephen Duff)	Duff Consulting	30%	Sert to Contracts
Chemical Handling	NT	Humpty Doo	22/02/18	23/02/18	Greg Owens	Laura Cunningham	James Gorrie		100%	Training Delivered
Chemical Handling	NT	Darwin	15/03/18	16/03/18	Greg Owens	Laura Cunningham	James Gorrie		100%	Training Delivered
Chemical Handling	NT	Darwin	??	??	Laura Cunningham	Greg Owens	James Gorrie		5%	Initial Contact made
Chemical Handling	VIC	Wentbee	24/09/18	25/09/18	Carl Larson	Clinton Muller	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Training Delivered
Chemical Handling	VIC	Cranbourne	26/09/18	26/09/18	Carl Larson	Clinton Muller	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Sert to Contracts
Chemical Handling	QLD	CANCELLED	09/07/18	10/07/18	Pat Salter	Stephen Tancred / Clinton McGrath	Duff Consulting (Stephen Duff)	Duff Consulting	35%	Contract Issued
Chemical Handling	QLD	Stanthorpe	11/07/18	12/07/18	Pat Salter	Stephen Tancred / Clinton McGrath	Duff Consulting (Stephen Duff)	Duff Consulting	100%	Contract Issued
Chemical Handling	WA	HOLD	April??		Sam Grubisa	Rebecca Blackman	??		10%	Proposal sent for Approval
Chemical Handling	WA	HOLD	April??		Sam Grubisa	Rebecca Blackman	??		10%	Proposal sent for Approval
Post Harvest			10/05/18	01/09/18					10%	
Post Harvest	TAS	??	26/07/18	26/07/18	Donna Lucas	Emma Egan	HIA Tender		10%	Proposal sent for Approval

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Task Name	State	Location	Start	Finish	Contact	2nd Contact	Trainer - Main Contact	Trainer - Contact	% Complete	Status
Task Name	State	Location	Start	Finish	Contact	2nd Contact	Trainer - Main Contact	Trainer - Contact	% Complete	Status
Youth Development	NT	Darwin	02/04/18	03/09/18	Greg Owens	Laura Cunningham	??		0%	Not Started
Masterclass in Protected Cropping	NSW	New Protective Cropping Centre	14/05/18	14/05/18	Matthew Plunkett				0%	Not Started
Human Resources	QLD	Gumalu	01/02/18	30/04/18	Cherry Emerick					
Growing Leaders Alumni	VIC	TBC	01/06/18	31/08/18	Carl Larson	Clinton Muller	??		0%	Not Started
Leadership	QLD	??	23/04/18	23/04/18	Cherry Emerick				0%	Not Started
VegInnovations			07/06/18	22/08/18					100%	
VegInnovations	VIC	Clyde/Werribee	03/08/18	03/08/18	Carl Larson	Clinton Muller	Hazel McTavish West	Darren West	100%	Eventbrite Event Created
VegInnovations	TAS	Deloraine	07/06/18	07/06/18	Donna Lucas	Emma Egan	Hazel McTavish West	Darren West	100%	Eventbrite Event Created
VegInnovations	VIC	Sale	02/08/18	02/08/18	Shayne Hyman		Hazel McTavish West	Darren West	100%	Eventbrite Event Created
VegInnovations	VIC	South Gippsland - Cancelled now in Lockyer Valley	22/08/18	22/08/18	Shayne Hyman		Hazel McTavish West	Darren West	100%	Complete
VegInnovations	SA	SA Produce Market	09/08/18	09/08/18	Hannah McArdle		Hazel McTavish West	Darren West	100%	Eventbrite Event Created
VegInnovations	WA	TBC (Perth Markets Fresh Idea Centre, Canning Vale?)	10/07/18	10/07/18	Hazel McTavish West		Hazel McTavish West	Darren West	100%	Eventbrite Event Created
VegInnovations	QLD	Lockyer Valley	25/07/18	25/07/18	Jason	Pat Salter	Hazel McTavish West	Darren West	100%	Eventbrite Event Created
HARPS			26/04/18	25/07/18					0%	
HARPS - Basic Skills	QLD	CANCELLED	25/07/18	25/07/18	Cherry Emerick		RFP		0%	Not Started
HARPS	VIC	CANCELLED	26/04/18	26/04/18	Carl Larson	Clinton Muller	RFP		0%	Not Started
Rural First Aid/Emergency Response									0%	
Mental Health	TAS				Donna Lucas	Emma Egon	??		0%	Not Started
Mental Health	QLD				Bree Grima	Michelle/Kylie	??		0%	Not Started
Rural First Aid	QLD	TBC	JUL/AUG/SEP	JUL/AUG/SEP	Kylie Jackson		??		5%	Initial Contact made
Rural First Aid	QLD	TBC	JUL/AUG/SEP	JUL/AUG/SEP	Kylie Jackson		??		5%	Initial Contact made
Rural First Aid	QLD	TBC	JUL/AUG/SEP	JUL/AUG/SEP	Kylie Jackson		??		5%	Initial Contact made
		Change that needs confirming								
		Items that need follow up								
		Upcoming Events needing to be addressed								
		Cancelled Events								
		On Hold								
		Training delivered								
		Organised waiting to be delivered								
		Pioneer Drive, Humpty Doo								
Hort Code of Conduct Webinar	ALL	Webinar - Melbourne	21/03/18	21/03/18	ALL		Affectus - Jill Briggs		100%	Training Delivered
Coaching			01/02/18	03/09/18					6%	
BIZ Check workshop and follow up	NSW	TBC	????	????	Matthew Plunkett		Adrian Kennelly		15%	Proposal Sent Out
Women in Vegetables or from VegInnovations	TAS				Donna Lucas	Emma Egan			0%	Not Started
Something to tie in with VegNET developing members in the industry	VIC				Shayne Hyman				0%	Not Started

APPENDIX

Appendix 15	Terms of Reference
Appendix 16	Training Centres List
Appendix 17	Vegetable Industry Initiative Outline
Appendix 18	Vegetable Industry Training Needs and Gaps
Appendix 19	VegPRO Certification
Appendix 20	VegPRO Coaching Outline
Appendix 21	Managing Vegetable Production Systems – Group Coaching
Appendix 22	VegPRO Coaching Information Sheet
Appendix 23	Train The Trainer Guide

Appendix 15 – TOR



VG15028 Vegetable Industry Education & Training Initiative

Project Reference Group - Terms of Reference

Version 2 - Friday, 2 September 2016

1 Introduction

This Terms of Reference (ToR) sets out the arrangements for the Project Reference Group (PRG) for VG15028 and provides information about its purpose, membership, chair and meeting schedule.

RM Consulting Group (RMCG) is coordinating the Vegetable Industry Education and Training Initiative (the Initiative). The initiative is funded through vegetable industry levies and matching funding from the Australian Government via Horticulture Innovation Australia Limited (Hort Innovation). RMCG manages the project; Applied Horticultural Research (AHR) provides input as subcontractors to RMCG.

The main objective of this initiative is to provide targeted training programs aimed at effectively upskilling people at all levels in the vegetable industry.

Project outcomes, outputs and the methodology are explained in the Hort Innovation RFP brief and RMCG proposal for the project. The report VG14061 Vegetable Industry Education & Training Gap Analysis provides full background documentation. These documents can be supplied to PRG members ahead of the first meeting or at any time during this project (VG15028).

2 Background

The essential aspect of the Initiative is a producer driven approach to training design and delivery. Basic program and knowledge areas have been identified, and current training gaps have been determined via VG14061. The actual training programs that will be delivered, will be mainly self-selecting based on demand and commitment by producers who actually want to do specific training. This means that there will be no top down, predetermined 'training packages' or curriculum content. Training Plans, content, scope and delivery, will be identified via a procurement process (calls for proposals). They will only be funded if levy payers' commitment to participate in the training has been established. This industry driven approach is important given the experience that many 'top down' training programs, with predetermined 'one-fits-all' content, have not been taken up by vegetable producers.

Relevant training content for vegetable producers and their staff already exists in most cases. Levy funded research has contributed to the body of knowledge. Therefore, a focus will be on addressing design and delivery aspects to meet the essential criteria of relevance, ease of access, responsiveness and flexibility, as well as further specific requirements which have been identified by the vegetable

industry via VG14061, including principles of adult / farmer learning. Special attention will be paid to the quality of training providers and outcomes/impacts of training (via evaluation).

Training for growers and staff may be eligible for support through the Initiative if a) the training is designed and delivered according to the criteria set out in VG14061 and b) it is not currently covered by other training or extension initiatives. Preference will initially be given to training in the following priority areas:

- New technologies to improve production/resource use efficiency with a focus on spatial technologies, digital technologies, precision farming and energy efficiency
- Protected cropping with a focus on soils/substrates, nutrition, managing pests and diseases and hydroponic systems
- Post-harvest management with a focus on cool chains, pests, diseases and disorders, packaging and logistics as well as food safety
- Managing business risks with a focus on planning, good decision making and good management systems
- Communication with a focus on managing staff and effective supply chains

However, training will not be limited to any areas if a training need and industry benefit can be demonstrated for a specific subject area and sufficient number of participants. Targeted training programs will be determined via a process that is similar to that of determining RD&E projects (open calls) and specific requests for proposal (RFP), e.g. in identified areas of need and through advice taken from the PRG.

This project will develop processes and protocols and coordinate inaugural training programs. It will keep vegetable businesses informed about existing opportunities and foster initiatives that lead to new programs that meet identified needs. As part of the project, opportunities for developing certified courses for the vegetable industry will be explored and implemented if feasible. Project tasks are listed in Appendix 1.

3 Terms of Reference

3.1 Project Reference Group

The Project Reference Group (PRG) is the principal group for providing opinion and information on project plans, outputs, activities and evaluation. Members are selected by Hort Innovation based on their ability to provide balanced views and valuable responses when discussing plans and findings. The PRG brings together key persons with expertise and experience in the vegetable industry, the project team and Hort Innovation. The PRG is not an industry representative group.

3.2 Scope

Hort Innovation determined the scope of the PRG. The group's input into the project will include, but not necessarily be limited to:

- Ensuring that the project applies an understanding of the diversity of the vegetable industry; this includes different scales, operational foci, staffing and locations of vegetable producing businesses, and also their advisers, and agribusinesses providing inputs and technologies.
- Making sure that sound approaches are used to deliver the required training and other project related services (refer to Appendix 1); and
- Ensuring the project stays focussed on the required outcomes as stated in the Hort Innovation project brief, subsequent RMCG proposal and contract, and does not repeat previous work or duplicate relevant training already being delivered.
- As much as possible, providing linkages to relevant Hort Innovation initiatives, related initiatives by other organisations, training providers and knowledge areas.

3.3 Term

This Terms of Reference is effective from 01 September 2016 and continues until a Final Project Report is submitted to Hort Innovation in 17 June 2019. It will be ongoing during that term unless changed or terminated by Hort Innovation. A minimum of two and a maximum of six meetings of up to one-hour duration are envisaged per 12-month period during this project.

3.4 Membership

#	Name	Organisation	Position Title	Contact
1	Belinda Adams	Coastal Hydroponics AUSVEG (industry representative)	Manager Director	0428 762 808 ga.coastal@gmail.com
2	Anthony De Ieso	Thorndon Park Produce (industry representative)	Frontline Manager	040 772 2115 anthony@thorndonpark.com.au
3	Bianca Cairns	Hort Innovation	R&D Manager	07 3198 6757, 0429 529 655 bianca.cairns@horticulture.com.au
4	Byron de Kock	Hort Innovation	Vegetable Industry Relationship Manager	03 9691 3524, 0417 622 773 byron.dekock@horticulture.com.au
5	Sophie Lapsley	RMCG	Education and Training Coordinator	TBA
6	Doris Blaesing or	RMCG	Associate, Project Leader & Project Delivery	0438 546 487 dorisb@rmcg.com.au

#	Name	Organisation	Position Title	Contact
	Donna Lucas	RMCG	Senior Consultant, Project Delivery	0459 047 478 donnal@rmcg.com.au
7	Gordon Rogers	AHR	Project Delivery (subcontractor)	0418 517 777 gordon@ahr.com.au

Doris Blaesing or Donna Lucas will participate to represent RMCG project management and overall project delivery on all tasks. An additional vegetable industry or Hort Innovation representative may be invited to PRG meetings if required for certain aspects of a meeting. Adrian Kennelly (RMCG Principal and project director) may participate in PRG meetings as required.

Should a PRG member resign, Hort Innovation will suggest a replacement and the remaining PRG members will agree on a suitable replacement via reaching consent.

4 Roles and Responsibilities

The role of the PRG and its members is to:

- Attend meetings by phone to contribute experience and expertise to the project
- Provide verbal or written feedback about project activities
- Act as a 'sounding board' to the project manager and team during PRG meetings
- Review evaluation results and contribute to a mid-term project review.

5 Meetings

- Meetings will be held 3-4 times annually. 1-2 meetings will be in alignment with 6 monthly project milestone dates (Appendix 2) and associated project communications, which will form the supporting papers for PRG meetings. The other meetings will be called on a needs basis. The first meeting will be held in September 2016.
- Any of the PRG members can ask for a meeting to be called.
- Meetings will be held by phone or Internet video conferencing, e.g. Skype.
- A face to face meeting may be called if required.
- Doris Blaesing will chair meetings, Donna Lucas or Sophie Lapsley will act as Chair if required.
- A meeting quorum will be four (4) with at least one (1) person representing the vegetable industry, one (1) person representing Hort Innovation, the Chair, plus one (1) additional PRG member.
- Meeting agendas and minutes will be provided by RMCG, this includes preparing and distributing:
 - Agendas and supporting papers at least three (3) days before meetings
 - Brief meeting notes after meetings.

- If group members cannot participate in a meeting but would like to comment, they can do this via email prior to the meeting after receiving the meeting agenda and papers. Their comments will be made available to all meeting participants.

6 Contact

The contact for all matters related to the project (VG15028) overall delivery and inputs from the PRG is the Project Leader, Doris Blaesing (RMCG), or Donna Lucas if Doris Blaesing cannot be contacted. The project coordinator will take over this role of 'first point of contact' after the first year of the project. The PRG will be informed of this change.

Appendix 1: Project Tasks and Responsibilities

Task	Task allocations	
1.1	Project start up	RMCG task, AHR input
1.1a	Develop project plans	RMCG task, AHR input
1.2	Branding the initiative	RMCG to manage, PRG to approve
1.3a	Establish a PRG, organise and conduct 3 meetings in years 1&3, 4 meetings in year 2	RMCG to establish and coordinate PRG under Hort Innovation direction. AHR participate in PRG.
1.3b	Procurement process	RMCG/coordinator task, AHR input
1.3c	Calls for proposals (topic ID via VG14061)	RMCG/coordinator task, AHR input
1.3d	'Open call' proposals (new needs)	RMCG/coordinator task, AHR input
1.4	Maintain links with extension providers	Coordinator to consult with AHR
1.5	Build relationships with training providers	Coordinator to consult with AHR
1.6	Communicate existing training opportunities to vegetable business	Coordinator to consult with AHR
1.7a	Mentoring program	AHR task - coordinator to assist
1.7b	Scholarship program	Hort Innovation has established under Pool 2, keep in touch with the program and promote
1.8	Trainer training (scope/ID needs, design & establish if needed)	AHR task - coordinator to assist
1.9	Investigate training passport, accreditation	Coordinator to consult with AHR
1.1	Vegetable industry education and training web hub	Coordinator to manage with input from team
1.11	Communicate with similar initiatives, other industries	Coordinator to consult with AHR
1.12	Project management, reporting and evaluation	RMCG task, AHR input

Appendix 2: Project Milestone Dates

Milestone	Date
101	17/06/2016
102	1/12/2016
103	1/05/2017
104	1/10/2017
105	1/03/2018
106	1/08/2018
107	1/02/2019
190	17/06/2019

Appendix 16 – Training Centers List



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Region:	QUEENSLAND - BOWEN AND GUMLU
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DAF Bowen Research Facility		Bowen
Address:	45 Warwick Road Bowen QLD 4805	
Contact person and contact details:	Sandy Andersen Sandra.Andersen@daf.qld.gov.au 07 4797 700	
Owner:	Dept. Agriculture & Fisheries Old State Government	
Capacity:	Theatre Seating 80 – Class Room Seating 30	
Facilities:	Kitchen – Screens – Data Projector	
Cost to use venue:	Costs incur if facilitators charge the participants. As long as the room is left clean and tidy there is no charge.	
Suggested caterers:	Le Sorelle Coffee House - 07 4786 1206 Sails on Main - 07 478605795 Jochiems Bakery 07 4786 1227 Subway – Pizza Hut – Dominos – Woolworths	

DAF Ayr Research Facility		Ayr
Address:	343 Old Clare Road, Ayr QLD 4807	
Contact person and contact details:	Deb Hanfling Debra.Hanfling@daf.qld.gov.au 07 4763 0700	
Owner:	Dept. Agriculture & Fisheries QLD State Government	
Capacity:	Theatre Seating – 40 Classroom Seating – 30	
Facilities:	Kitchen – Screens – Data Projector	
Cost to use venue:	Costs incur if facilitators charge the participants. As long as the room is left clean and tidy there is no charge.	
Suggested caterers:	Del Santos Deli 07 4776 2828 – Subway –Domino’s Pizza - Alfie’s Bakery – 07 4783 5457	

The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.

 Hort Innovation <small>Strategic levy investment</small>	 VEGETABLE FUND	This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au
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Jackaroo Motel		Mareeba
Address:	340 Byrnes Street Mareeba QLD 4880	
Contact person and contact details:	Serena or Kylie Phone: 07 4092 2677 Fax: 07 4092 3837 relax@jackaroomotel.com	
Capacity:	Up to 30-35 people comfortably, depending on setup	
Facilities:	Whiteboard, data projector and screen, water and mints	
Cost to use venue:	Full day: \$95.00 Half day: \$65.00	
Suggested caterers:	onsite	

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 Strategic levy investment	VEGETABLE FUND	This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au
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Region:	NSW (Greater Sydney)
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Sydney Vegetable Demo Farm		Richmond
Address:	Gate 6, Southee Rd, Richmond NSW	
Contact person and contact details:	Peter Conasch ph 0427 741 956 / peter.conasch@lls.nsw.gov.au	
Owner:	Local Land Services Greater Sydney (farm leased from Western Sydney University)	
Capacity:	Up to 100 people to small groups	
Facilities:	Kitchen and fridge available and plenty of parking.	
Cost to use venue:	\$250 per day	
Suggested caterers:	Chutney Café, 271 Windsor Street, Richmond Contact Donna Deacon on 02 4588 5888	
Other information:	Great success running events here. Well known by the vegetable community.	

Sydney Markets Limited, Conference Room		Homebush
Address:	Level 1, Sydney Markets Plaza, 250-318 Parramatta Rd Homebush West	
Contact person and contact details:	Antoinette Maatouk ph (02) 9325 6300 or a.maatouk@sydneymarkets.com.au	
Owner:	Sydney Markets Limited	
Capacity:	Up to 100 (has two rooms which can be split into two)	
Facilities:	Has toilets, kitchen and screen (Data projectors can be hired at \$150)	
Cost to use venue:	\$55 half day room 1 to \$110 for both rooms. Full Day \$110 for half a room or \$220 for the full day.	
Suggested caterers:	Sydney Markets Plaza Café – Ph Nick (02)9763 2889 Subway is also in the Plaza.	
Other information:	Good for workshops but hard to find for vegetable growers, parking is not great.	

The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.

 Strategic levy investment	 VEGETABLE FUND	This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au
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Leppington Progress Hall		Leppington
Address:	123 Ingleburn Rd Leppington	
Contact person and contact details:	Holly ph (02) 9606 6858 or 0439 960 668 (need to pre –pay and collect the key from Holly’s private residence near this facility).	
Capacity:	Chairs available up to 100	
Facilities:	Screens are available and there is a fridge and kitchen.	
Cost to use venue:	\$100 per day but please check with Holly.	
Suggested caterers:	Check with Holly, perhaps bring drinks and Subway. Alternatively use catering from Kemps Creek Bowling Club.	
Other information:	Cold in winter and hot in summer. Chinese growers are familiar with this venue and growers to the South west of Sydney.	

Kemps Creek Bowling Club		Cecil Park
Address:	1490 Elizabeth Drive, Cecil Park NSW	
Contact person and contact details:	Ring switchboard and ask for Conference Bookings Ph (02)9826 1375	
Capacity:	Small and large groups.	
Facilities:	Screens are available and there is a kitchen which can supply a variety of meals.	
Cost to use venue:	Please check with the club.	
Suggested caterers:	Check with club re catering with the Kitchen.	
Other information:	Good parking, central location and good facilities. Plenty of chairs and can cater for a large array of groups.	

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Region:	VICTORIA – NORTHERN, WESTERN AND SOUTH EASTERN
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Horticulture Centre of Excellence (Main Theatre) Tatura (Northern Region)	
Address:	255 Ferguson Road, Tatura, Victoria 3616
Contact person and contact details:	Aimee McCutcheon T: 03 5833 5308 E: aimee.mccutcheon@ecodev.vic.gov.au
Owner:	Agriculture Victoria (Department of Economic Development, Jobs, Transport and Resources)
Capacity:	Up to 50
Facilities:	Projector, computer, screen, tables, chairs, kitchen, toilets
Cost to use venue:	None
Suggested caterers:	State government preferred caterers can be organised through front desk

Fresh Select Training Room Werribee South (western region)	
Address:	61 Duncans Road, Werribee South, Vic 3030
Contact person and contact details:	Melissa Ellul 03 9749 9200 Melissa@freshselect.com.au
Owner:	Fresh Select
Capacity:	Up to 40
Facilities:	TV, tables, chairs, kitchen, toilets
Cost to use venue:	POA
Suggested caterers:	Select One Catering, 16B Loop Rd, Werribee VIC 3030 T: 03 9742 2055
Other information:	Construction of room scheduled for completion by December '17

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Wyndham Cache function room or café Werribee South (western region)	
Address:	243 K Road, Werribee south, Vic 3030
Contact person and contact details:	Renay Ahmed 03 9742 1526 renay@wyndhamchahe.com.au
Owner:	Wyndham Cache
Capacity:	Up to 40
Facilities:	TV, tables, chairs, on site catering, toilets
Cost to use venue:	\$200 deposit, with catering @\$28 per head
Suggested caterers:	On site

EE Muir & Sons Meeting Room Clyde (south eastern region)	
Address:	1985 South Gippsland Highway, Clyde, Victoria 3978
Contact person and contact details:	Duane Alderson 03 5999 4600 dalderson@eem.com.au
Capacity:	Up to 30
Facilities:	Tables, chairs, kitchen, toilets
Cost to use venue:	None
Suggested caterers:	Racetrack Café, 16 High Street, Cranbourne, Victoria 3977 T: 03 8595 9495

Cranbourne Public Hall Cranbourne (south eastern region)	
Address:	Corner Clarendon and High Streets, Cranbourne, Victoria 3977
Contact person and contact details:	Hyley Steer or Booking Officer T: 03 9704 1863 M: 0400 908 740
Owner:	City of Casey Council
Capacity:	Up to 350
Facilities:	Tables, chairs, kitchen, tea/coffee facilities
Cost to use venue:	Varied, price on application
Suggested caterers:	Racetrack Café, 16 High Street, Cranbourne, Victoria 3977 T: 03 8595 9495

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Robinvale Golf Club		Robinvale (northern region)
Address:	4240 Murray Valley Hwy, Robinvale VIC 3549	
Contact person and contact details:	Manager (03) 5026 3286 http://www.robinvalegolfclub.com.au/	
Capacity:	Up to 200	
Facilities:	Car parking, screen, kitchen, light refreshment	
Cost to use venue:	POA	
Suggested caterers:	Golf club	

DEDJTR Mildura Centre		Irymple (Mildura)
Address:	Corner Eleventh St and Koorlong Ave Irymple VIC 3498	
Contact person and contact details:	Reception Phone: (03) 5051 4500 Fax: (03) 5051 4523	
Owner:	Victorian Government	
Capacity:	Up to 100	
Facilities:	screens, kitchen	
Cost to use venue:	POA	

The Grain Shed		Swan Hill (north west region)
Address:	2 King St Swan Hill VIC 3585	
Contact person and contact details:	reception@thegrainshed.org.au (03) 5032 9449 http://www.thegrainshed.org.au/facility-hire/	
Owner:	Church of Christ	
Capacity:	A spacious foyer; 450 seat auditorium; multiple conference rooms; and a crèche with a fenced outdoor play area	
Facilities:	Projector screens and sound systems can all be arranged as well as an Audio-Visual Technician when required. Catering is available for events from basic tea and coffee to full gourmet meals.	
Cost to use venue:	POA	
Other information:	Our facility is available for hire from Monday through to Saturdays.	

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Region:	SOUTH AUSTRALIA
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South Australia Produce Markets		Pooraka, Adelaide
Address:	Burma Rd, Pooraka SA 5095	
Contact person and contact details:	P (08) 8349 4493 F (08) 8349 6574 E: enquiry@saproducemarket.com.au	
Capacity:	20	
Resources:	Screen, kitchenette	
Cost to use facility:	Varied	
Suggested caterers:	Catering onsite at extra cost	
Other information:	Boardroom of SA Produce Markets	

Various		Adelaide Hills & Adelaide Plains
Name of the training facility:	Adelaide Hills grower’s property OR Adelaide Plains grower’s property (contact AUSVEG SA as needed)	
Contact person:	Hannah McArdle Jordan Brooke-Barnett	
Contact details:	0408 475 995 0404 772 308	

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Region:	VICTORIA – GIPPSLAND
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Bairnsdale Motor Inn		Bairnsdale
Address:	598 Main Street, Bairnsdale	
Contact person and contact details:	Luke and Diane Peters 03-5152 3004 bairnsdalemotorinn@hotmail.com	
Owner:	Luke and Diane Peters	
Capacity:	Up to 25	
Facilities:	Whiteboard, flipchart, projector & screen	
Cost to use venue:	Varies depending on food and beverage required and length of stay	
Suggested caterers:	Onsite restaurant	
Other information:	33 motel-style rooms (twin, double, family) available	

TAFE colleges	Bairnsdale, Sale, Leongatha, Warragul
Address:	Bairnsdale – close to Lindenow growers Sale – close to Maffra growers Leongatha – close to South Gippsland growers Warragul – close to peri-urban Baw Baw & Bass Coast growers
Contact person and contact details:	Federation Training is the TAFE college in Gippsland. The main number is 1300 133 717.
Other information:	TAFE colleges offer relatively inexpensive rooms for hire; they are well placed for the growing regions, include state-of-the art audio-visual equipment, and, generally, there's an ICT person on hand to help solve technical problems, if required.

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Region:	NORTHERN TERRITORY
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NT Farmers' Office		Coolalinga
Address:	Shop 15A Coolalinga Shopping Village Coolalinga NT 0839	
Contact person and contact details:	Robyn Purtill 08 8983 3233 admin@ntfarmers.org.au	
Owner:	NT Farmers	
Capacity:	45 theater style 20 desk spaces	
Facilities:	Screen, projector, speakers, Kitchen	
Cost to use venue:	\$0 for training activities for growers	
Suggested caterers:	Local Woolworths platters and wraps	
Other information:	Adequate parking	

Patterson Room		Katherine
Address:	Katherine Research Station	
Contact person and contact details:	Robyn Purtill 08 8983 3233 admin@ntfarmers.org.au	
Owner:	NTDPIR	
Capacity:	25	
Facilities:	Screen, projector, speakers, Kitchen	
Cost to use venue:	\$0 for training activities for growers, if negotiated through NT Farmers	
Suggested caterers:	Local Woolworths platters and wraps	
Other information:	Adequate parking: biosecurity restrictions apply on research farms.	

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Region:	QUEENSLAND – WIDE BAY BURNETT
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Stan Lohse Function Room		Bundaberg
Address:	Fairymead House, 16-32 Enterprise Street, Bundaberg QLD 4670	
Contact person and contact details:	Bundaberg Regional Council 07 4130 4400	
Owner:	Bundaberg Regional Council	
Capacity:	60	
Facilities:	Interactive whiteboards, wifi, projector	
Cost to use venue:	\$110 up to 4 hours \$180 up to 8 hours	
Suggested caterers:	http://www.fairymeadhouse.com.au/Community-Groups/Catering-Contacts	

Burnett Club		Bundaberg
Address:	Burnett Club 5 Quay Street, Bundaberg	
Contact person and contact details:	07 4152 5073	
Owner:	Bundaberg Regional Council	
Capacity:	80-100	
Facilities:	Interactive whiteboard, projector	
Cost to use venue:	\$300/day	
Suggested caterers:	In house	

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BFVG – Board Room and Shed		Bundaberg
Address:	Bundaberg Fruit and Vegetable Growers – Board Room and Shed 23 Enterprise Street, Bundaberg	
Contact person and contact details:	Bree Grima 07 4153 3007	
Capacity:	30	
Facilities:	Projector, tea making facilities, wifi	
Cost to use venue:	Nil	

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Region:	WESTERN AUSTRALIA
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Carnarvon, Geraldton, Gingin, Wanneroo, Baldivis, Myalup, Manjimup, Albany	
Contact person	Sam Grubisa – Industry Extension Officer (English) Truyen Vo – Industry Extension Officer (Vietnamese)
Contact details:	SG – 0427 373 0374 Sam.grubisa@vegetableswa.com.au TV – 0457 457 559 Truyen.vo@vegetableswa.com.au
Address:	702-704 Murray Street, West Perth WA 6005 Ph: 08 9486 7515
Information:	<p>Our growers are spread from Broome to Albany (approx. 2500km apart) and a third are non-English speakers, so coordinating meetings can be problematic.</p> <p>Many WA growers are on smaller acreage (100 acres or less) and intensively crop all year round, in addition to the vast area our regions cover you will find we have a challenging logistical situation.</p> <p>We will hold multiple sessions in certain regions to assist our non-English speaking contingent with information translation and take up and mainly conduct meetings/info sessions/workshops after hours, to accommodate our members.</p> <p>We have used DPIRD centres when available and on occasion Growers will volunteer their own property as a meeting place. With all this considered, I would suggest contacting Truyen or myself if there is interest in holding a session in one of WA's regions. We are both happy to assist in any way possible if it is to the benefit of our Growers.</p>

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Region: QUEENSLAND - SOUTH EAST

Dept of Agriculture & Fisheries – Conference Room		Gatton
Address:	Gatton Research Station Lawes QLD 4343	
Contact person and contact details:	0753 469 522	
Owner:	Dept of Agriculture & Fisheries	
Capacity:	70	
Facilities:	Kitchen, hot water, projector,	
Cost to use venue:	Depends on function and attendees	
Suggested caterers:	University of Queensland – Halls of Residence	

University of Qld, Gatton Campus		Gatton
Address:	University of Queensland Lawes QLD 4343	
Contact person and contact details:	Carole Brown 0419 505 987 Campus Conference Unit on (07) 5460 1489 or email ccu@uq.edu.au for further information.	
Owner:	University of Queensland - Lawes	
Capacity: (number of participants)	Rooms for 20, 30, 40, 50, 500	
Facilities:	Details can be viewed here – Conference Facilities	
Cost to use venue:	POA	
Suggested caterers:	Halls of Residence in conjunction with Compass Group – Carole Brown. Details here .	

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Region:	TASMANIA
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Forthside Vegetable Research Facility		Forthside (NW)
Address:	124 Forthside Road Forthside TAS 7310	
Contact person and contact details:	Leonie White or Timothy Smallbon Timothy.smallbon@utas.edu.au / 0498 254 351 Leonie.white@utas.edu.au / +61 3 6430 4922	
Owner:	UTAS	
Capacity:	20	
Facilities:	Projector, computer, screen, whiteboard, small kitchenette	
Cost to use venue:	POA	
Suggested caterers:	Bakeries and fast food options in Ulverstone. Pub in Forth	

University Farm Cambridge		Cambridge (Sth)
Address:	701 Richmond Road Cambridge	
Contact person and contact details:	TBA	
Owner:	UTAS	
Capacity:	TBA	
Facilities:	TBA	
Cost to use venue:	TBA	
Suggested caterers:	TBA	
Other information:	Awkward room – long and narrow	

Edgewater Devonport		Devonport (NW)
Address:	4 Thomas Street Devonport East TAS 7310	
Contact person and contact details:	03 6427 8441 info@edgewater-devonport.com.au	
Capacity:	Meeting style – 20 Theatre - 80	
Facilities:	Projector, screen	
Cost to use venue:	\$250	
Suggested caterers:	On site	

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Deloraine Bowls Club		Deloraine (NW)
Address:	36 Meander Valley Hwy Deloraine, TAS	
Contact person and contact details:	Secretary.dbcinc@gmail.com 0407 529 059 03 6362 2514	
Owner:	Sporting club	
Capacity:	25	
Facilities:	Lots of tables and chairs; good kitchen NO projector or screen	
Cost to use venue:	?	

Campbell Town Hall		Campbell Town (Nth Midlands)
Address:	75-77 High Street Campbell Town	
Contact person and contact details:	North Midlands Council www.northmidlands.tas.gov.au	
Owner:	Town Hall	
Capacity:	25	
Facilities:	Chairs, tables, kitchen crockery can all be hired individually	
Cost to use venue:	\$17/hour or \$84/day Chairs - \$1.20 each / tables - \$6 each	
Suggested caterers:	Zeps or Banjo's bakery	

Longford Hall		Longford (Nth Midlands)
Address:	67 Wellington Street Longford	
Contact person and contact details:	Northern Midlands Council	
Owner:	Town Hall	
Capacity:	25	
Facilities:	Tables and chairs	
Cost to use venue:	\$22/hour; kitchen extra charge	
Suggested caterers:	Local bakeries / IGA	

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Ross Town Hall		Ross (Nth Midlands)
Address:	12 Bridge Street Ross	
Contact person and contact details:	Northern Midlands council	
Owner:	Town Hall	
Capacity:	20 in supper room	
Facilities:	Tables & chairs; audio visual equip is \$50	
Cost to use venue:	\$73/day	
Suggested caterers:	Local bakeries	

Cressy Community Centre		Cressy (Nthn Midlands)
Address:	67 Main Street Cressy	
Contact person and contact details:	Northern Midlands Council	
Owner:	Town Hall	
Capacity:	20	
Facilities:	Tables and chairs	
Cost to use venue:	\$55/day for hall and kitchen	
Suggested caterers:	Local bakeries	

Tailrace Centre		Launceston (Nth)
Address:	Tailrace Centre Launceston	
Contact person and contact details:	Tailrace Centre	
Owner:	Function Centre	
Capacity:	20 in cradle Room	
Facilities:	Tables, chairs, audio visual equipment	
Cost to use venue:		
Suggested caterers:	Available from \$21/person for lunch, \$11 for morning tea	

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Elizabeth Town Café		Elizabeth Town (NW)
Address:	5783 Bass Hwy Elizabeth Town	
Contact person and contact details:	eat@etcbakery.com 03 6368 1350	
Owner:	ETC Bakery	
Capacity:	20-40	
Facilities:	Tables, chairs, whiteboard, TV, internet; projector available at \$60/day	
Cost to use venue:		
Suggested caterers:	Available from \$19.50/person for MT, lunch, coffee	

River Arms		Ulverstone (NW)
Address:	1 Crescent Street Ulverstone	
Contact person and contact details:	Riverarms@goodstone.com.au 03 6425 1160	
Owner:		
Capacity:	MINIMUM 50	
Facilities:	Tables and chairs	
Cost to use venue:	\$30/hour or \$130/day	
Suggested caterers:	Full catering options available	

Wellers Inn		Bernie (NW)
Address:	36 Queen St Burnie	
Contact person and contact details:	Wellers Inn 03 6431 1088 info@wellersinn.com.au	
Owner:		
Capacity:	Meeting room style – 20 Classroom style – 40	
Facilities:	Whiteboard, projectr, screen	
Cost to use venue:	\$180/half day \$220/full day	
Suggested caterers:	Catering on site available	

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Devonport Entertainment and Convention Centre		Devonport (NW)
Address:	145-151 Rooke Street Devonport	
Contact person and contact details:	03 6420 2900	
Owner:	Convention Centre	
Capacity:	Small meeting rooms available	
Facilities:	?	
Cost to use venue:	?	
Suggested caterers:	?	

Waterfront Function Centre Devonport		Devonport (NW)
Address:	17 Devonport Rd Devonport	
Contact person and contact details:	03 6424 6200 enquiries@waterfrontdevonport.com	
Owner:	Function Centre	
Capacity:	Meeting rooms available	
Facilities:	?	
Cost to use venue:	?	
Suggested caterers:	?	

The Cherry Shed		Latrobe (NW)
Address:	143 Gilbert Street Latrobe	
Contact person and contact details:	03 6426 2411 info@thecherrysshed.com.au	
Owner:		
Capacity:	30	
Facilities:	Microphones, data projector, wall mounted screen	
Cost to use venue:	\$110 half day \$198 full day (Venue fee waived if same amount spent on catering)	
Suggested caterers:	Catering on site available	

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Appendix 17 – Vegetable Industry Education & Training Initiative Outline



VG15028 Vegetable Industry Education & Training Initiative

An Outline

Doris Blaesing, RMCG - 22 September 2016

1 Introduction

Intensive consultation and background research summarised by VG14061 led to the conclusion that many of the current training services available to vegetable producers and their staff are not well aligned with needs on many levels (e.g. content, relevance, format, delivery, quality, timing, location, and trainer skills).

Production horticulture courses on offer are broad and many skills taught are not relevant to vegetable production, others are lacking. Cutting edge, transformational technologies and science are usually not incorporated in training. Delivery formats are usually 'class room style' and top down which does not sit well with adult, modern training principles.

Information provided on university, VET or web based courses can be difficult to find or follow; career paths are commonly not clear, and described career options appear unattractive. Education and training services do, in the main, not represent the reality or the breadth of the opportunities that exist in the vegetable industry.

As a result, the levy vegetable industry decided to invest in targeted training services to effectively upskill people at all levels in the industry. Consequently, Horticulture Innovation Australia created the Vegetable Industry Education and Training Initiative (VegPRO).

The essential aspect of VegPRO is a producer driven approach to training design and delivery. Basic program and knowledge areas have been identified, current training gaps have been determined via VG14061 and will be updated as VegPRO progresses. The actual training programs that will be delivered, will be mainly self-selecting based on demand and commitment by producers who request specific training for themselves or their staff. This means that there will be no top down, predetermined 'training packages' or curriculum content. Training Services, content, scope and delivery, will be identified via a procurement process (calls for proposals, similar to that for RD&E projects). Training will only be funded if levy payers' commitment to participate in the training has been established. This industry driven approach is important given the experience that many 'top down' training programs, with predetermined 'one-fits-all' content, have not been taken up by vegetable producers.

1.1 VegPRO goal and objectives

The overall VegPRO goal is: “Australian vegetable businesses have the capacity to successfully manage challenges and adapt to constant change.” This aligns with the vegetable industry’s strategic objectives to contribute to the profitability of vegetable businesses.

Specific objectives are that:

- VegPRO branded training is recognised for the high quality of **professional, proficient, and progressive** people it produces for the vegetable industry
- training services are tailored to vegetable industry needs in content and delivery i.e. meet essential criteria of relevance, ease of access, responsiveness and flexibility
- people who have attended VegPRO training are recognised via a ‘training passport’, certificates or similar, which helps in their career development [the passport concept will be investigated by the project team]
- VegPRO training has a positive effect on participants and the businesses they work in
- training providers are engaged and in-tune with evolving needs in the vegetable industry and use new insights to meet these in content and delivery approaches, they deliver quality training
- the value of VegPRO education and training is recognised by vegetable producers, stakeholders and training providers
- VegPRO supports leadership development across the industry
- education pathways and interesting jobs and careers are created and or promoted.

2 Components of the VegPRO Initiative

2.1 VegPRO training

Relevant training content for vegetable producers and their staff already exists in many cases. Levy funded research has contributed to the body of knowledge. Therefore, a VegPRO focus will be on addressing design and delivery aspects to meet the essential criteria of relevance, ease of access, responsiveness and flexibility. Requirements will be reviewed regularly throughout the VegPRO initiative to adapt to changing needs. Special attention will be paid to the quality of training provision and outcomes/impacts of training (via evaluation).

Training will not be limited to any topics or formats, if a training need and industry benefit can be demonstrated for a specific knowledge and skills area and or delivery format, and a sufficient number of committed participants exists.

2.1.1 Features of VegPRO training

Training has to be tailored to the needs of specific groupings within the industry, rather than using a ‘one-size-fits-all’ approach. It is imperative that delivery and content are driven by the needs of those who want or need to learn, not by those who want to conduct the training. Important attributes and principles for vegetable producers and staff are listed below.

Whenever possible, training participants should work through a project that entails applying the learned content to the vegetable business whether employee or owner / manager e.g., active, experiential training approaches should be used as a preference.

Expected attributes of VegPRO training:

- Relevant, addressing impediments to farm businesses, driven by learners' needs, building on the target audiences' existing knowledge and experience (not generalised)
- Using industry language, not trainers' language
- Easy to access (local, regional or web based)
- Responsive, engaging and flexible, adaptive in content delivery and assessment, using multiple training methods appropriate for adults, no focus classroom style delivery
- Well designed, using respected, trusted, quality trainers
- Short and/or with suitable timing
- Using small group training, peer led learning
- Focussed on specific skills, and fostering problem solving / risk management / decision making skills
- Practical ('learning on the job'), experiential, self-directed, adoptable
- Providing access to new technologies and opportunities of R&D adoption and innovation
- Addressing different levels of needs (basic through to advanced)
- Self-directed and appropriate, supportive, rewarding and respectful
- Motivating, providing feedback, reflection and reinforcement, fostering aspiration
- Helping to understand complexity
- Providing opportunities to network and stay connected (e. g. in person and digitally)
- Enjoyable

VegPRO Principles:

- Ensure clarity of training objectives and alignment with vegetable businesses' needs
- Identify expected training outcomes and how they can be measured
- Understand motivations for participation in training and expectations
- Utilise a range of appropriate training methods esp. project based training
- Consider the range of different learning styles
- Appreciate complexity of decision making in vegetable businesses
- Focus on capacity building, enabling, empowering and inspiring

2.1.2 2.3 Other components of the VegPRO Initiative

As part of the project, opportunities for developing accredited courses for the vegetable industry will be explored and implemented if feasible.

The feasibility of VegPro specific credentials for successful participation in training will also be explored i.e. a potential training passport.

Other components of the overall VegPRO project include:

- development of a mentoring program
- trainer training
- development of a training brokerage network including matching vegetable producers with existing training services, promoting education and training opportunities to the vegetable industry
- development of a legacy for ongoing services beyond this initial 3-year VegPRO project

3 2.4 Measures of success

Measures include but may not be limited to:

Short term

- Training participants report increased understanding, skills and knowledge in the knowledge area covered by the training; they commence using them
- Trainers understand needs as identified in these guidelines (knowledge areas, guiding principles and criteria training must meet), via their own involvement with the vegetable industry and or VegPRO trainer training

Medium term

- Training participants have successfully applied lessons learnt in their business / workplace
- Training participants return to VegPRO for further training
- Trainers use methods that meet needs of the vegetable industry, they exchange experiences and learn from each other

Long term

- VegPRO training has a positive effect on participants and their businesses and or employees
- Training providers are in-tune with evolving needs and use new insights to meet them

The duration and timing of a training program will determine whether short, medium or long-term outcomes are to be achieved.

The ultimate success of VegPRO is in the hands of the vegetable industry who has been put in charge of directing training that meets their needs.

VegPRO is funded by Horticulture Innovation Australia Limited using the vegetable levy and funds from the Australian Government.
A VegPRO Coordinator is placed with RM Consulting Group (RMCG).
RMCG and Applied Horticultural Research (AHR) specialists support the Coordinator.

Appendix 18 – Vegetable Industry Training Needs and Gaps



Vegetable Industry Training Needs and Gaps

prepared by VegPRO, Horticulture Innovation Australia project VG15028
(www.vegpro.com.au),
25 January 2018

1 The horticulture industry

Broadly, horticulture covers the vegetable, fruit, nut, nursery, flower and turf industries. Australian horticulture is a \$10.5 billion industry, ranking third after the meat and grains sectors.

1.1 THE AUSTRALIAN VEGETABLE INDUSTRY

The Australian vegetable industry is part of horticulture.

- It produces 3.2 million tonnes of vegetables each year, with a farm gate value of \$3.5 billion on 120,000 hectares (2015/16 data)
- Most vegetables are produced on farms located in regional areas, not by the peri-urban market gardens (Appendix 3 gives an overview of production regions and production foci)
- Most Australian vegetables are sold on the domestic market; exports are increasing; the major retailers have the greatest domestic market share.

1.1.1 VEGETABLE PRODUCERS

Vegetable production is highly specialised and shares little with fruit, nut, nursery, flower and turf industries or broad acre cropping even though it shares science principles.

- There are currently about 2,500 vegetable producing businesses, with mixed farming enterprises also producing vegetable lines, and most businesses are family owned
- Typical farms range from 50 ha to 1,000+ ha in area
- The trend is towards larger farms; currently, about 100 large vegetable businesses would produce about 70% of the national crop; large scale operations are vertically integrated controlling growing, packing and marketing and often also transport or sales; larger operations have difficulties finding trained staff with specialised skills who are 'industry ready'.

- There are many smaller family-operated vegetable farms,
 - 63% of vegetable farms do not employ many permanent staff but need seasonal staff; they would like to employ people with basic skills in vegetable production or handling, they have problems finding permanent staff with 'all-round' knowledge and skills that are 'industry ready'.
- Training needs differ between larger and smaller operations. While larger operations employ managers and supervisors and ask for staff training, smaller scale operators ask for training for themselves. Training needs of producers who speak a language other than English and have a different cultural background are not addressed well.

Most vegetable businesses rely on agribusiness employed agronomists or independent advisers for information on production agronomy or business management. These advisers have replaced extension services provided by trained ag department officers. Training in vegetable agronomy does not exist anymore since departments discontinued this type of training (e.g. graduate training programs). Training opportunities for agronomists are now very limited. Training usually takes the form of in-house training for sales agronomists (about products), self-directed learning, conferences, field days and experience.

While agribusiness employed agronomists or independent advisers still provide advice on crop agronomy and, to a lesser extend business management, other areas of expertise listed in Appendix 1 are not covered.

2 Vocational training for horticulture

In Australia, vocational rural training is organised under the AHC10 Agriculture, Horticulture and Conservation and Land Management Training Package. The AHC10 package was developed by Rural Skills Australia / Agrifood Skills Australia following a review of rural education in 2006. AHC10 is essentially based on three pre-existing packages: RTD02 Conservation and Land Management; RTE03 Rural Production and RTF03 Amenity Horticulture.

The AHC10 packages cover production horticulture at four levels:

1. Certificate II in production horticulture (AHC20310)
2. Certificate III in production horticulture (AHC30610)
3. Certificate IV in production horticulture (AHC40310)
4. Diploma in production horticulture (AHC50310)

the AHC10 units of study have very limited content that relates specifically to vegetable production (1).

- **Certificate II in production horticulture (AHC20310)** covers tree crops, mushrooms and grapes. Although several of the competencies included in this Certificate are relevant to vegetable production, there is no evidence of targeted delivery for the vegetable industry.
- **Certificate III in production horticulture (AHC30610)** covers general pest and disease management, postharvest and mechanical harvesting. There is nothing included that is specifically relevant to vegetable production; vegetable production has different challenges and needs compared to fruit crops, combining them is not necessarily a good approach.
- **Certificate IV in production horticulture (AHC40310)** covers irrigation and harvesting of horticultural crops with a focus on mushrooms, olives, grapes and biodynamic farming. Again, nothing specific to vegetables and their needs is included.
- **Diploma in Production Horticulture (AHC50310)** includes marketing, hydroponics and irrigation, chemical use, machinery operation etc. While not specific to vegetable crops, some of these modules may be relevant, especially at a management level.

Low enrolment numbers in horticulture courses often means that students are asked to enrol in agriculture courses.

Those wanting to learn specifically about vegetable production may become disengaged when the focus of training is on unrelated crops and is not applicable to vegetable production.

3 Vegetable industry needs and gaps

3.1 GAPS

The education and training database provided with the report for VG14061 (1) and the database summary in the report itself, explain shortcomings of current training packages in more detail and compare vocational training services offered to meet vegetable industry needs.

- The list of knowledge and skills gaps identified by VG14061 and updated by VegPRO is included in Appendix 1
- The database summary for horticulture VET is attached in Appendix 2 (status 2014, based on a web search to find out what vegetable industry members and those who would like a career in the vegetable industry would find. (NB.: some hort courses may have changed or been shut down.) In general, training offers do not mentioned vegetable production and associated activities as a career path.

3.2 NEEDS

Apart from thematic gaps (Appendix 1), VG14061 established guiding principles from industry feedback. Some relevant points are listed below:

- a. The most important attributes of training delivery and content for the vegetable industry are relevance, ease of access, responsiveness and flexibility.
- b. A further request is that delivery and content are driven by the needs of those who want or have to learn, i.e. growers and their staff, and not by the needs or capacity of training providers.
- c. Producers want training delivered by skilled providers who have the relevant technical and teaching/coaching knowledge; mutual respect is important.
- d. Top down approaches do not sit well with adults in general, and producers or their staff in particular, or the learning styles of the younger generation.
- e. Training delivery should ideally be project or problem based, relating to the day to day work of learners.
- f. A range of training methods and timeframes should be used, including short courses, e-learning and approaches that allow time-poor people and those in remote locations to participate.

The current vocational system may or may not be able to accommodate the above needs. The fact that current courses are often undersubscribed while vegetable producers struggle to find trained, industry ready staff, and that the vegetable industry is currently funding a training initiative via levies with contributions from the Australian government (VegPRO), may be a sign that vegetable industry training needs are not addressed well by formal training providers.

4 Pathway to accreditation of vegetable specific training content

We established the below guiding principles for VegPRO (www.vegpro.com.au):

1. Design training that meets the needs of industry – VegPRO is doing this based on VG14061 and ongoing consultation with growers, advisers and VegNet, the industry extension network.
2. Identify if training requests align with existing AHC10 competencies or are additional (many are).
3. Assess whether new competencies are warranted within the existing Cert courses e.g. new competencies specifically for vegetable production to fill gaps and/or
4. Whether specific modules on vegetable production as part of current Cert course(s) are warranted.

VegPRO does inform vegetable producers and agronomists/advisers of suitable Cert courses. We endeavour to make training and careers in the Vegetable industry attractive to young people.

Appendix 1: Gaps highlighted by producers

For staff training, most vegetable producers recently asked for basic skills training in field production, food safety, post-harvest management, WH&S and pest and disease identification. A lack of qualified tractor drivers was often mentioned, especially if it involved high tech equipment. Vegetable producers and agronomists have a major gap in understanding and using new precision ag technologies.

Findings from VG14061 which summarised previous reviews and surveys, updated by [VegPRO](#).

Theme	Focus /knowledge areas / scope
Technology	Information Technology, Machinery & equipment, Precision horticulture, Spatial technology, Remote sensing, GPS/GIS, Vision technology (e.g. for grading), Robotics, Irrigation technology, Spray application technology, Waste management, Energy efficiency
Production environment	Climate/ Climate change, Landscape / Land capability / site selection, NRM/ sustainability, Water resources / quality, Resource use efficiency, Emission management, Carbon Farming, Environmental sustainability, Site selection
Field production, Advanced crop management	Soil management, Crop nutrition / fertilisers, Plant health and crop protection, Machinery & equipment, Irrigation management, Integrated crop management, Agronomy, Sustainable production, Variety selection, how to conduct on farm trials
Protected Production/ hydroponics	Structures/ crop covers, Hydroponics, Greenhouse soil / substrate management, Nutrition management / fertilisers, Plant health and crop protection, Climate and atmosphere control, Machinery & equipment, Irrigation management, Integrated crop management
Postharvest	Grading, Cool chain management, Post-harvest physiology, Packaging, Storage, temperature and atmosphere control, Logistics, transport/ shipping, distribution, Food safety, Waste Management
Vegetables for profit	Strategy, Financial management, Business planning/management, Cost of production, Record keeping, Investment decisions, Commercialisation, Managing growth, Compliance (legislative / regulatory), Quality systems, Managing risks
Products to Markets	Understanding markets and consumers, Marketing / promotion / selling, Exporting, Product development, Supply chain management, New product development
People	Staff induction, leadership & management, Conflict management / Negotiation, WH&S / OH&S, Managing staff, Mentoring, People development, Managing apprentices, Labour management, Communication
Information transfer	Adult learning, Consulting, Extension methodologies, Facilitation, Communication

Appendix 2: TAFE courses with horticulture focus potentially suitable for the vegetable industry (VG14061)

COLLEGE	EASE OF NAVIGATION	COURSE DETAILS	LEVEL OF SUBJECT DETAIL PROVIDED	MENTIONED CAREERS	COST
New South Wales					
Chisholm	Easy: course finder	<u>Diploma of Production Horticulture (Cranbourne)</u> http://www.chisholm.edu.au/Courses/Diploma/Production_Horticulture Tailored towards hydroponic crop production Delivery includes experience in a working environment (glasshouse) 2 years full time (4 years part time) Cert III and IV also offered	Subject list	Production unit manager, climate control system technician, IPM technician, crop production manager, crop harvesting manager	Full fee \$11602.50 Govt subsidised \$6842.50
Go TAFE	Easy: course finder	<u>Certificate IV in Production Horticulture</u> http://www.gotafe.vic.edu.au/courses/course_info.cfm?CID=AH_C40310#.VW_1YmSqBc 24 months part time Cert III also offered	Subject list	Farm team leader, farm supervisor	Govt subsidised \$3094
Melbourne Poly-technic	Easy: course finder	<u>Commercial Hydroponic Crop Production (Training Program)</u> http://www.melbournepolytechnic.edu.au/courses/commercial-hydroponic-crop-production-training-program Part time and evening classes available (Fairfield campus)	Generic text	Hydroponic pest management, sustainable crops consulting, nutrients consulting, sales representative, crop research and development	Varies

COLLEGE	EASE OF NAVIGATION	COURSE DETAILS	LEVEL OF SUBJECT DETAIL PROVIDED	MENTIONED CAREERS	COST
Sunraysia	Easy: icons	<u>Diploma of Production Horticulture</u> <u>http://www.sunraysia.edu.au/AHC50310/diploma-of-production-horticulture/</u> No course details provided (by enquiry only) Cert III and IV also offered	None	Job outcomes available by enquiry	Varies
Queensland					
Australian Capital Territory (Canberra)					
Canberra Institute of Technology	Easy: course finder	<u>Certificate I – Horticulture (AgriFood Operations)</u> <u>http://cit.edu.au/study/courses/horticulture_agrifood_operations_certificate_i</u> Entry level course – basic skills for those without previous connection to industry Delivery tailored to group requirements	Subject list	None listed Can qualify for Australian Apprenticeship	Varies
South Australia					
Western Australia					
Challenger	Moderate: search option	<u>Diploma of Irrigation Management</u> Full time (Murdoch Campus) Part of Science & Environment program (not Agriculture) Suitable for specialising in irrigation design, planning, auditing, drainage, water treatment etc.	Subject list	Irrigation business manager	Varies
Great Southern	Easy: course finder	<u>Certificate II Production Horticulture</u> <u>http://www.gsit.wa.edu.au/courses/course-detail/certificate-ii-in-production-horticulture-katanning</u> 1 semester full time (Gnowangerup & Kooloona campuses) Practical, foundation skills provided Cert II (Organics Focus) is also offered (Denmark campus)	Subject list hard to find – link provided at bottom of Products & Services Catalogue	None listed. Designed to provide foundation skills and knowledge required by the production horticulture sector	Varies
Pilbara Institute	Easy: course finder	<u>Certificate I in AgriFood Operations</u> <u>http://www.pilbara.wa.edu.au/courses-at-pi/certificate-i-in-agrifood-operations</u>	Core subjects listed. Electives to be discussed	None listed. Aims to provide basic skills and knowledge to prepare for work in agriculture or horticulture.	\$1107.51

COLLEGE	EASE OF NAVIGATION	COURSE DETAILS	LEVEL OF SUBJECT DETAIL PROVIDED	MENTIONED CAREERS	COST
		Five weeks (21 hrs per week) Entry level course – basic skills for those without previous connection to industry Can be tailored to suit interests	during enrolment		
South West Institute	Easy: course finder	<u>Certificate III in Production Horticulture</u> http://www.swit.wa.edu.au/courses/Pages/Certificate-III-in-Production-Horticulture.aspx Flexible, self-paced delivery mode (Margaret River Campus) Cert II also offered	Subject list	Production horticulture assistant, farm worker	No info
Tasmania					
TAFE Tasmania delivers a Hort Cert. III course imitated by Fruit Growers Tasmania (FGT). FGT ensures that external trainers with relevant knowledge are engaged in course delivery.					

Appendix 3: Main vegetable production regions

NRM regions are included because ABS data is produced by NRM, state or statistical boundaries

State	Main vegetable producing region	NRM region	# Vegetable businesses	Vegetable area (ha)	Main crops (& Asian vegetables)
NSW	1 Sydney Basin	Hawkesbury-Nepean	672	<4,440	Lettuce, Asian and bunching vegetables, brassicas, leafy vegetables LOTE
	2 Bathurst region	Central West	< 194	<4,440	Sweet corn, beetroot, brassicas, lettuce
	3 Cowra region	Lachlan	< 194	<4,440	Onions, beetroot, leafy vegetables
NT	4 Darwin / Katherine areas	Darwin Katherine	< 194	<4,440	Vegetables general, Asian vegetables LOTE
QLD	4 Bowen/Burdekin	Burdekin	< 194	7995	Beans, corn, capsicums, cucurbits LOTE
	5 Bundaberg	Burnett-Mary	318	7,355	Capsicums, zucchini, beans, corn, cucurbits, snow peas, sweet potato, baby leaf, Asian vegetables
	6 Lockyer Valley (Gatton) /Fassifern	South East (Qld)	614	13,258	Carrots, lettuce, celery, beetroot, brassicas, sweet corn, beans
	7 Stanthorpe	Border Rivers (QLD)	< 194	<4,440	Lettuce, celery, baby leaf, brassicas
SA	8 Virginia / Adelaide Plains	Adelaide and Mount Lofty Ranges	403	<4,440	Lettuce, brassicas, carrots, (cucumbers, capsicums) LOTE
	9 Adelaide Hills			<4,440	Leek, lettuce, celery, brassicas
	10	SA Murray Darling Basin	< 194	7,398	Carrots
TAS	11 North West (Devonport, Burnie, Smithton)	Cradle Coast NRM	298	6,489	Carrots, brassicas, beans, peas, celery, leek, beetroot
	12 North (Scottsdale, Cressy)	NRM North	205	6,220	Peas, beans, carrots, broccoli

State	Main vegetable producing region	NRM region	# Vegetable businesses	Vegetable area (ha)	Main crops (& Asian vegetables)
	13 South (Hobart / Cambridge)	NRM South	< 194	<4,440	Baby leaf, lettuce, brassica, spinach
VIC	14 Werribee	Port Phillip and Westernport	374	12,343	Lettuce, brassicas, cauliflower, Asian vegetables
	15 Cranbourne/Koo Wee Rup (Sand belt)				Lettuce, celery, parsnips, baby leaf, Asian vegetables
	16 Sale/Maffra	West Gippsland	< 194	6,458	Lettuce, baby leaf, brassicas, sweet corn, beans, carrots
	17 Lindenow (East Gippsland)	East Gippsland	< 194	<4,440	
Increasing vegetable production in Northern Victoria (Shepparton, Swan Hill, Mildura), emerging LOTE growers					
WA	18 Perth metro - Swan coastal plain	Swan	216	<4,440	Sweet corn, lettuce, brassicas, baby leaf, Asian vegetables, carrots
	19 Manjimup/ Pemberton, Busselton/Myalup	South West (WA)	194	4,480	Lettuce, baby leaf,

Appendix 19 – VegPRO Certification



The image shows a VegPRO certification template. It features a decorative border of green and grey geometric shapes. In the top right corner is the VegPRO logo, which consists of three stylized leaves in red, orange, and green, with the text 'VegPRO' and 'PROFESSIONAL. PRECISE. PROGRESSIVE.' below it. The main text is centered and includes several placeholder fields: '[Organization]' at the top, 'Certification' in a large bold font, 'This certification is awarded to' followed by '[First name] [Last name]', 'For successfully completing the course' followed by '[Course]', and two lines for dates: '[Issued date]' and '[Expiration date]'. At the bottom left, there is a logo for 'Hort Innovation VEGETABLE FUND' and a small text box containing a disclaimer: 'Funding has been provided by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au'. The bottom right corner has the text 'Expiration Date'.

Appendix 20 – Coaching Outline



Group and Individual Coaching

'Coaching' describes a form of professional development. A coach supports a group or individuals in achieving a specific, work related goal. The coach provides training, advice and guidance to support participants reaching their goal. Coaching differs from mentoring in focusing on specific goals and activities, as opposed to more general goals or overall personal and professional development addressed by mentoring.

Goals of those participating in coaching may relate to any activity area in a vegetable business, ranging from all aspects of crop production, post-harvest management to logistics, marketing, business or supply chain management. It may cover investigating new technology or improving sustainability, resource use efficiency, all aspects of people management or dealing with regulation and QA.

How does coaching work?

Participants work towards goals in a project based approach. This may involve:

- addressing specific, known challenges,
- changing or fine-tuning work or business processes,
- introducing new technology,
- analysing business data,
- identifying and acting on areas for improvement,
- developing a product or supply chain.

Coaching may follow on from other training provided by VegPRO or other training. The coaching would help participants to put ideas into action.

VegPRO Coaching would involve coaching of groups with similar goals or from one business or 'friendly' businesses. The coaching detail will be developed around the needs of a specific group, with input from participants to ensure their expectations are met. The process would involve group coaching workshops and individual support. Depending on the topic and the group, on-line interaction or practical sessions on farm may be part of the coaching.

Successful coaching 'courses'

Who should participate?

Vegetable producers or staff are eligible for VegPRO Coaching. Agronomists or advisers working closely with a participating company may be eligible.

Coaching Goals

Participants will set their own goals, these may be individual goals or shared goals. Sharing may occur amongst an entire group or some individuals within the group e.g. if they are colleagues.

Coaching Outcomes

The expectation is that the Coaching produces tangible outcomes for the participants and the business they are working with/for.

How it will work

The coach will contact participants to understand expectations and aspirations. He or she will help with formulating and achievable goal.

Participants will receive the following:

Training

- Two days of practical, interactive training - the precise topics to be covered will be decided with the group/ individuals at the start of the training, but preferably beforehand.
- Each participant will have a project/problem to work on and develop an approach and actions over the term of coaching which may run for 2-6 months, depending on topics and the groups' preferences

Advice and guidance

- The coach will be available for guidance and follow-up with participants over the term of coaching by email / phone.
- Potentially, a face to face follow up or internet based conversations (Skype or similar) may occur to review progress and challenges
- Participants will have to work on their work focussed 'project' during the term of coaching
- Depending on the group, the coach will include and facilitate networking / working amongst groups. This could include a closed group on Facebook, which could continue after the coaching has finished.

Recognition

The training will be recognised in a VegPRO Training Passport if the participant meets the course requirements i.e. finishes their 'project'. This recognition will be transferable between employers.

For further information

Contact the VegPRO Coordinator, Sophie Lapsley, at sophiel@rmcg.com.au or go to the VegPRO website: www.vegpro.com.au

Appendix 21 – Managing Vegetable Production Systems – Group Coaching



Managing Vegetable Production Systems – Group Coaching

'Coaching' describes a form of professional development. A coach supports learners in achieving a specific professional goal by providing training, advice and guidance. Coaching differs from mentoring in focusing on specific tasks or objectives, as opposed to more general goals or overall development addressed by mentoring.

Target audience

Crop managers in regional vegetable production areas.

Training Goals

Through training, advice and guidance crop managers are better equipped to manage:

- Resource use efficiency - such as land, water, energy/equipment and production inputs (seeds/transplants, fertilisers, crop protection products etc.) – to save money
- Process efficiency (from planning over planting to production and harvesting) – to save time and money
- Production risks (uncertainties, vulnerabilities) in the business they work for – to reduce failures

Vegetable producers can apply for targeted coaching with the training, advice and guidance tailor made for the group if they have between 10 and 15 participants from their business.

Alternatively, several producers can combine to form a group for that receives coaching or individual crop managers can approach VegPRO and the coaching will be delivered once sufficient participants (learners) have shown interest.

Outcomes

Crop managers apply the training, advice and guidance they received, which was specific to the business they work in and their needs. They manage resources, processes and risks confidently and make good decisions. This saves the business time and money.

How it will work

The coach, an experienced agronomist / adviser / trainer, will identify knowledge, skills and experience gaps of participating crop managers.

Participants will receive the following:

Training

- Two days of practical, interactive training - the precise topics to be covered will be decided with the group at the start of the training, but preferably beforehand. Emphasis on developing practical, applied skills and integrating these into the crop production system.
- Each participant to have a project/problem to work on and develop an approach over the next 4-8 weeks.

Advice and guidance

- The coach will be available for guidance and follow-up with participants over the 4-8 weeks by email / phone.
- Potentially, a face to face follow up will occur to review progress and challenges
- Depending on the group, the coach will include and facilitate networking / working amongst groups. This could include a closed group on Facebook, which could continue after the coaching has finished.

Potential list of training topics

Participants choose relevant topics, and production system / crop(s) to focus on. During the training, they will focus on their 'project or problem' and the aspects of resource use efficiency, process efficiency and managing risks. Topics for selection may include but not be limited to:

- Understanding crop growth stages / physiology for optimum growth and development of target crop
- Land management and preparation / minimum tillage / erosion control / soil amendments
- Cover cropping
- Crop scheduling including determination of optimum harvest time
- Seedling production
- Crop establishment (transplanting and direct seeding)
- Integrated crop management / cultural practices during crop growth / including rotations
 - Farm water and irrigation management / drainage
 - Nutrition management and fertiliser / product selection
 - Pest, disease and weed management
 - Crop monitoring
 - Biodiversity on farms and production benefits (windbreaks, trees, using paddock margins for beneficials etc)
- Using precision agriculture technologies
- Capturing data and using it to improve efficiencies (resources / inputs / labour)
- Harvesting
- Tracking cost of production by crop / cost benefit analysis
- Protected cropping (low cost methods)

Recognition

The training will be recognised in a VegPRO Training Passport if the participant meets the course requirements i.e. finishes their 'project'. This recognition will be transferable between employers.

For further information

Contact the VegPRO Coordinator, Sophie Lapsley, at sophiel@rmcg.com.au or go to the VegPRO website: www.vegpro.com.au

The project Vegetable Industry Education and Training Initiative (VG15028) is funded by Hort Innovation, using the vegetable industry research and development levy and contributions from the Australian Government. Hort Innovation is the grower owned, not-for-profit research and development corporation for Australian horticulture.

Appendix 22 – VegPRO Coaching Information Sheet

VegPRO Coaching

Information Sheet



Group and Individual Coaching

Coaches provide training, advice and guidance to support participants in reaching their goals. Coaching differs from mentoring, focusing on specific goals and activities. This is opposed to more general goals or overall personal development that can be addressed by mentoring. Goals coaching participants may relate to any activity in the vegetable industry.

The objective of coaching is to help participants to put their goals into action.

Topics may include but not limited to:

- crop production
- post-harvest management
- logistics
- marketing
- supply chain management
- new technology
- sustainability
- resource use
- people management
- regulation and QA

How does Coaching Work?

Participants will work towards project based goals such as:

- addressing specific, known challenges,
- changing or fine-tuning business processes,
- introducing new technology,
- analysing business data,
- identifying & planning areas for improvement,
- developing a product or supply chain.

VegPRO Coaching involves coaching of groups with similar goals. Attendees can be from either an indi-

vidual business, or multiple businesses interested in similar topics. The coaching will be developed around the needs of that specific group, with input from participants to ensure their expectations are met. The process involves group coaching workshops, as well as one-on-one support.

Online interaction or practical sessions on farm may be used, depending on the groups requirements. Participants will set their own goals, these may be individual goals or shared goals. Sharing can be amongst an entire group or individuals within the group e.g. if they are colleagues.

The coaching produces practical outcomes for the participants and the business they are working for.

How it works:

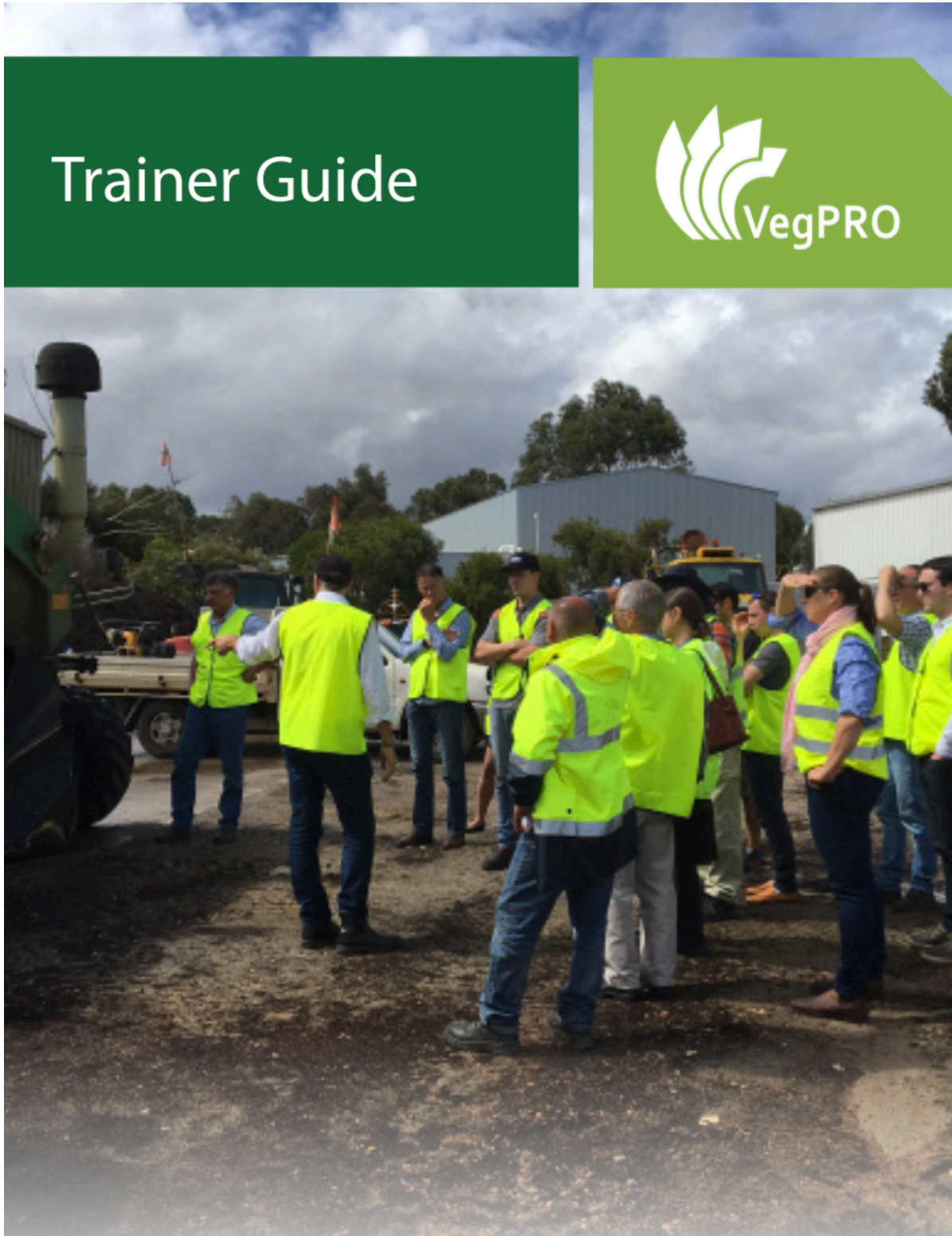
- The coach will contact participants prior to the training to help identify an achievable goal
- Two days of practical, interactive training on the identified topics of the group
- Each participant will have a topic to work on for the term of the coaching (2-9 months)
- Coaches will be available for follow up and guidance over the term of coaching
- Face-to-face or conference calls will be used to review progress
- Optional access to a central communications platform may be available for individual groups to stay in touch and share

Completed training will be recognised in the VegPRO training passport.

For further Information:

Contact the VegPRO Coordinator, Sophie Lapsley, at sophiel@rmcg.com.au or go to the VegPRO website www.vegpro.com.au

Appendix 23 – Train the Trainer Guide



Hort Innovation
Strategic levy investment

VEGETABLE FUND

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

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An introduction to the vegetable industry

The Australian vegetable industry

The Australian vegetable industry is part of horticulture.

- Horticulture is a \$11.3 billion industry (value of production) ranking 3rd after the meat and grains sectors
- At the time of this publication, the total horticultural production volume is 6.4 million tonnes; nearly 3.6 million tonnes of this are vegetables (56%), produced on about 115,000 ha of land
- Close to 210,000 tonnes of vegetables are exported and about 31,000 tonnes are imported
- The production (farm gate) value of vegetables alone is \$3.8 billion (33.6%)
- 99% of households purchase vegetables; the per capita consumption is 87 kg (based on volume supplied; in comparison, meat consumption is 90kg/capita)
- The industry is made up of a diverse range of producers, supported by agribusinesses, advisors, suppliers, marketers, transport specialists and retailers
- There are about 3700 vegetable producers in Australia
- Typical farms range from 50 ha to 1,000+ ha in area:
 - > most businesses are medium sized farms with a trend of moving towards larger scale operations
 - > There are also many relatively small, family operated farms, resulting in 63% of vegetable farms not employing permanent staff
 - > It is important to know that currently 70% of vegetables are produced by the 100 largest vegetable farming businesses
 - > Most large vegetable farms are in regional areas. They employ large numbers of staff, from specialists and managers in production and postharvest technology, logistics and marketing, key production staff in the field and packing houses to large numbers of seasonal workers.
- Advances in technology such as precision farming, remote sensing, nanotechnology, genetic markers, micro sensing and robotics, to name a few, are changing the way vegetables are produced.

Further information can be found in the Horticultural Statistics Handbook at: http://horticulture.com.au/wp-content/uploads/2017/06/HortInnovation_HortStatsHandbook-2015-16-Vegetable.pdf

Vegetable industry bodies/organisations

1. Horticulture Innovation Australia Pty Ltd (Hort Innovation) is one of several Research and Development Cooperations. It is supporting Research, Development, Extension, Market and People Development for Australian Horticulture Industries. For more information about horticulture, visit www.horticulture.com.au

2. AUSVEG represents the Australian vegetable industry as the peak industry body. For more information about the industry, research project results and how the vegetable levy operates, visit the AUSVEG website www.ausveg.com.au or www.horticulture.com.au

Current key vegetable industry projects

a) VegPRO

VegPRO is the vegetable industry education and training initiative, set up to provide training programs requested by Australian vegetable producers and their staff, to help them manage challenges and successfully adapt to the constant changes in the industry. VegPro training is free-of-charge for vegetable levy payers. Visit the VegPRO website for more information www.vegpro.com.au.

b) VegNET

Hort Innovation and vegetable industry representatives developed the National Vegetable Extension Network (VegNET). The aim of VegNET is to extend the latest R&D findings and information to producers through 10 regionally-based extension projects each with its own industry development staff.

The regional extension projects and the leaders' contact details are at <http://horticulture.com.au/get-your-vegnet-state-based-contact-here/>.

c) RD&E projects

Trainers can find out about the latest research, development and extension (RD&E) outputs for the vegetable industry on the Hort Innovations website; www.horticulture.com.au or via the peak industry body AUSVEG www.ausveg.com.au, especially using the InfoVeg link.

Primary producers and training

Most primary producers are familiar and comfortable with a learning process that includes first-hand experiences. Depending on their background and reasons to learn they are motivated by:

- saving time and money
- learning from practitioners and peers
- learning about cutting edge research and new technologies
- engaging in the social aspects of education
- mutual respect with the person providing the information

The most important training aspects for vegetable producers are ease of access, responsiveness, flexibility, a focus on outcomes on farms, and the quality and commitment of trainers.

An important feature of training vegetable producers and their staff is that content and delivery methods are driven by the needs of those who want to learn, and not by the needs or views of training providers. It is worth considering that some training participants may have had negative compulsory schooling experiences.



There are differences in training needs among categories of farmer groups, in general:

- Primary producers enjoy learning from other primary producers
- They appreciate training from people they respect and trust
- They find value in participatory, project or problem based learning
- They request comprehensive training programs
- They appreciate learning outside of a classroom setting e.g. during field days, hands on workshops or industry conferences
- They like regionally based training that reduces travel time
- Primary producers want formal training providers to embrace the changing nature of agriculture and know about new technologies and future challenges

Many primary producers value relevant training that enables good decision making and outcomes on-farm more than formal certificates.

Vegetable producers can be clustered into three loose groupings mainly based on the size of the operation, the attitude towards training, innovation and change (progressiveness), and the capacity and willingness to adopt new concepts and technologies.

These three loose groupings, which do not have clearly defined boundaries, are:

Progressive vegetable producers

These producers manage large businesses that contribute significantly to Australia's overall vegetable production (70% of vegetables are produced by the 100 largest vegetable farming businesses). They are very aware of production costs and constantly seek to reduce them via adopting new technologies. They are drivers of innovation. They are most likely to:

- Seek specialist advice to help manage various aspects of the business, including the use of paid advisers or employ specialists in the business to look after specialised fields of operation (e.g. business management, agronomy, logistics, research, labour)
- Be proficient at searching for information using on-line resources and travel – or getting somebody to do this for them – and using or adapting suitable information in their business

- Be open to new ideas and people, and see the benefit in direct conversation with researchers and others developing new technologies, as well as providing direction to these people about their needs
- Conduct, initiate or participate in on-farm trials and develop new production methods for their business to improve efficiencies, profitability and their position in the market
- Commit to and pay for training for themselves or their employees that is focussed and relevant to their business success, even if it may take longer than a day or involve travel
- Take some risks and deal with complexity, uncertainties and setbacks when implementing change.
- Not employ specialists to look after specific areas in the business (e.g. agronomy, marketing) or conduct extensive trials
- Prefer to hear about new technologies and concepts from trusted people and have a mainly regionally or state focused outlook
- See the benefit in regional training events, organised study tours, case studies and active learning experiences, which show how relevant and tried new approaches and technologies that can be more or less instantly and successfully implemented
- Feel uneasy about taking risks and dealing with complexity and uncertainties, and will therefore implement change when new technologies are proven to be 'safe'.

Advancing vegetable producers

These producers manage medium sized businesses and are seeking to expand the size and value of their operation (move towards the top 20% of the industry). This includes an increase in staff levels. They are most likely to:

- Be especially motivated to improve the efficiency and profitability of their businesses by using new technologies, varieties, supply chain arrangements, etc.
- Want to hear about new technologies and research results relevant to their business and how these could be used without having to spend a lot of time searching for it, reading lengthy reports or spending a lot of time in training
- Appreciate assistance in filtering and interpreting relevant information due to the vast amount of material available and time constraints to get information relevant to them and their specific situation
- Not have or allocate the time and or funds to spend on intensive training, especially if it takes them or their employees away from the farm for extended periods. This means they will participate in training that is local or regional, is not longer than one day, and is not too costly

Steady vegetable producers

These producers manage smaller sized businesses, which may struggle to provide a positive return in every year of production (36% of vegetable farms have an estimated value of operations less than \$50,000 and they contribute around 2% of the value of vegetable operations¹). These producers, which also include producers speaking languages other than English (LOTE) are most likely to:

- Have reasons, other than profitability, for remaining in the vegetable industry
- Not widely search for new technologies or information in written formats or training opportunities
- Require some support to ensure they meet environmental, food safety (QA) and other compliance requirements (e.g. WH&S, ChemCert) and make use of training already available in these areas once they know about it
- Prefer one-on-one support by trusted individuals (potentially from advisors who speak their main language, if it is not English) rather than group training unless this is driven and delivered by their community
- Be risk adverse and try to avoid complexity and uncertainty.

¹ Thompson & Zhang (2012) Australian vegetable growing farms. An economic survey 2010-11 and 2011-12. ABARES research report 12.11

Adult learning

Vegetable producers and their staff are adult learners.

Understanding adult learners

Adult learners are autonomous, self-directed and goal orientated. They decide whether, when and how they learn and how much time and resources they spend on it.

1. Self-directed and goal oriented

Unless learning is needed for compliance or to get a 'certificate of attainment' that is needed for a job or job promotion, adults learn with an individual purpose in mind. They want to be able to apply the new knowledge immediately to a problem they want to solve or an activity they want to undertake. Therefore, any training must start with setting clear learning objectives. These are best formulated together with the learners. Objectives may vary between learners. The training approach must cater for this. It may be a good idea to collect information on training participants and their objectives during the training preparation stage, rather than at the start of the training session(s).

2. Relevant and appropriate

Adults have accumulated experiences and knowledge and the training must build on these. While brief 'refreshers' can provide context, the training content must not reiterate knowledge learners already have or present information below their level, 'talking down' to them.

Adult learners are unlikely to take part in any learning



opportunity that is not appropriate to their needs or is not relevant to their position or role. This means that it is important to establish the current knowledge and skill level of the learners to ensure that the information delivered is pitched at the correct level.

Consider that adults have 'lived learning experiences' that are hard to determine before or early on in the training. They may come out during the training event and can provide valuable case studies.

Learners need to know how new information fits with existing knowledge so that they understand why a new skill or concept is being discussed or practiced. If information is irrelevant and the pitch is not appropriate, learners will not remain interested in the activity or information presented.

For best results in a group, the content should be provided in several different ways to engage all personality types and cover different learning styles.

Try to appeal to different learning styles such as:

- "Show me." Visual learners rely on pictures, graphs, diagrams and illustrations and would like handouts or writing on a white board or flipchart.
- "Tell me." Auditory learners listen attentively and actively participate in discussions. They will respond to clear instructions and questions.
- "Let me do it." Practical learners need to do something physically to understand it. For people in practical jobs, hands on experience is a useful teaching tool. Learning by doing something relevant and interesting will improve motivation and retention of information.

Adults working in agriculture are mostly practical people, which means active learning opportunities are important. Using two or more senses is vital to maximising learner retention and caters for learners who learn better through other senses. This means there cannot be a 'one-size-fits-all' approach for the diverse groups of vegetable producers and their staff.

3. Support and respect

Adults will not continue with any learning experience if they do not feel respected by the trainer, coach or other learners. It is essential to the learning process that learners are provided with a supportive, comfortable environment where they can feel free to ask questions, make comments and take risks.



4. Motivating

Appropriateness, relevance and understanding are the first considerations to achieving motivation. If information is not relevant to the job, interest and motivation will wane quickly.

The main aspects driving motivation for different types of people are:

- Social relationships, meeting like-minded people
- External expectations, e.g. compliance, licensing requirements
- Personal advancement, e.g. getting a better job or making more money
- Escape / stimulation
- Cognitive interest, interest in the topic
- Appropriate level of difficulty
- Learning by doing
- Having fun

Barriers may include:

- the conflicting demands on time
- financial constraints
- extensive travel demands
- relevance
- poor communication about content
- timing during the season

- not being sure about the value of the learning experience
- the topic or the way it is taught is too complex and difficult to comprehend
- the trainer is not respected
- level of literacy
- level of power, standing within a business
- Competitiveness of the industry; competing businesses may not attend the same training session or may not contribute for fear of giving information to their competitors.

5. Feedback, two-way communication and reinforcement

A learning experience should allow for interaction between the trainer and the learners and amongst learners. Both positive and negative feedback are important. It is helpful for learners and the quality of training to:

- Ask for feedback on whether learners understand the information that is delivered and whether it is useful
- Give learners the opportunity to confirm retention of correct information, e.g. via summaries, informal questions, a quiz or rewarding the learners' performance (reinforcement)

Preparing for training

1. Set objectives and select appropriate delivery methods

A training plan will vary depending on the delivery method, the subject matter, the training environment, the needs of the learners and time constraints. Here are some important summary points from the above sections you need to consider when preparing for training people in primary industries:

- Set clear objectives: State at the beginning what will be learned in each session.
- Demonstrate: Interactive sessions are most effective. Talk for five to ten minutes and then encourage discussion in small groups or pairs. With larger groups, weave in exercises or practical work such as viewing field demonstrations. Research methods you can use by asking others who have relevant experience.

- Practice: Most learners will retain more knowledge from hands-on experience so allow opportunities for this wherever possible – take them into the field, the laboratory or the pack house and get them working. Keep ‘classroom’ style sessions and PowerPoint presentations to a minimum.
- Give feedback: Learners like to know if they are on the right track to reach the objective – encouragement, reassurance and gentle, constructive criticism will assure them.

You may have different personality types in one group and must manage how they interact with yourself, with each other and the topic.

- ‘Energisers’ or ‘Innovators’ prefer having an experience; they can have strong opinions, which they like to share. They are usually quite confident and may even have an agenda which may affect the

Example training plan

Date:	22 September 2017		
Time:	10.30am - 12.30pm		
Lesson Topic:	Diseases in Babyleaf Vegetables		
Objective/Purpose:	The lesson participants will be able to identify and manage 5 common diseases on babyleaf spinach		
Time Frame	Lesson Design	Content	Resources/notes
10.30 am	Introductions	Introduce yourself and let the trainees do the same	Trainees may bring a ‘prop’ that signifies what they want to learn or where they are from
10.40 am	Sharing the Objective	Introduction to session topic & sharing and clarifying the objective	Group discussion, list of information needs for the group on a whiteboard or butchers paper
10.50 am	Input	Presentation on babyleaf diseases	Handouts and recording sheets. Disease reference material
11.10 am	Demonstration	View photos of disease symptoms and discuss	Session Handouts p 4, 5: 5-10 diseased lettuces
11.30 am	Check for Understanding	Group discussion	Sticky notes, Whiteboard
11.40 am	Practice	Participants to collect examples of various diseases in field and discuss control options	View crops in the field and discussion of what can be seen and how it relates to the ‘lessons’
12.10 pm	Review content	Revision / consolidation exercise	Revision exercise in pairs or small group. Mutual feedback
12.20 pm 12.30 pm	Closure/ Reflection	Do participants think objective was reached? Will this info be useful in the workplace?	Small group discussion, then open plenum & whiteboard

dynamic of the group. On the other hand, energisers can have a positive impact and get a discussion going

- 'Reflectors' like to review an experience before contributing to a discussion; they may come across as quiet or disengaged; they can make valuable contribution if given the space and time for reflection and formulating a considered opinion
- 'Theorists' prefer to draw conclusions from an experience before getting involved in discussions and especially in planning; they may never get involved if they do not reach a conclusion
- 'Realists' are guided more by practical considerations than by ideals; they like to plan next steps based on facts they have learned.

2. Project based learning (PBL)

Project based learning is especially suited to adult learners and training people who are working. The 'project' provides focus and context and facilitates use of what has been learned.

Project based learning is a teaching method in which learners gain knowledge and skills by working for an extended period to investigate and find solutions to a complex question, problem, or challenge. Ideally, projects are focused on learning goals and outcomes for the farming business. They include essential project design elements. This means learners learn the skill of addressing problems systematically. The following elements should be included in PBL:

- **Key Knowledge, Understanding, and Success Skills:** The project is focused on outcomes (learning goals), combining technical content with skills such as critical thinking/problem solving, communication, collaboration, and self-management.
- **Challenging Problem or Question:** The project deals with a real problem to solve or a question to answer, at the appropriate level of challenge.
- **Sustained Inquiry:** Learners engage in a rigorous, extended process of asking questions, finding resources, and applying information.
- **Authenticity:** The project features context, tasks and tools, that can be applied to or come from the learners' work environment – depending on the topic, it may include aspects of learners' personal concerns, interests, and issues in their work place.
- **Learners Voice & Choice:** Learners make decisions about the project, including how they work and what they want as an outcome.
- **Reflection:** Learners and trainers reflect on learning, the effectiveness of their inquiry and project activities, the quality of their work, obstacles and how to overcome them.

- **Critique & Revision:** Learners give, receive, and use feedback to improve their process and products.
- **Public Product (as appropriate):** Learners make their project work public by explaining, displaying and/or presenting it to people beyond the training course.
- **Collaborative learning:** This is an aspect of project based learning where participants work together to solve problems and complete projects. It deepens the learning experience and builds collaborative skills. This is applicable to training of staff belonging to the same company or others who are happy to share information.

3. Use learners' time wisely

Producers and their staff have taken time from their jobs to attend the training and expect the training to be worth their while. Prepare your training with this in mind and consider the following:

- **Relevant and beneficial information:** If not, the learner will lose interest and consider the time wasted
- **Realistic timeframe:** Don't try to pack in too much or, conversely, not have enough to do in the session
- **Set realistic goals:** Not too hard or too easy as the learners will lose motivation and/or concentration
- **Be interactive:** foster discussions amongst learners; they can benefit from each other's experience and knowledge.

Be mentally and physically prepared

- Make sure your information is relevant and up-to-date.
- Prepare teaching aids, e.g. equipment, handouts, visual aids and resources needed for the training session.
- Prepare the learning area, e.g. field, shed, room, pack house, staffroom or any space where the training session(s) will be held.
- Have a contingency plan in the event of an unforeseen hiccup in the initial plan for your training session – weather, electricity, internet connection, or even your delivery method not working with that group, etc. Smile, don't panic and move on – be prepared to be flexible!

4. Prepare a training plan or "running sheet"

It is a good idea to plan your training, including topics, resources, delivery method and breaks – time keeping can be difficult if you are not careful. Don't forget time for review and contingency plans.

An example training plan can be found on the previous page.

Managing the learning environment

1. Develop a cohesive group

- Get to know each other: Suggest to the group, "Spend several minutes talking to the person next to you and learn two things about them, besides their name, to report back to the rest of the group shortly" ... or similar.
- Names: Attempt to memorise learners' names as soon as possible – name badges will help everyone get to know each other. Get everybody to introduce themselves.
- Small group work: A good strategy to implement as soon as the first session starts is to assign everyone a number (1-4) or veg (beet, bean, turnip, tomato) so people can identify their groups when work begins. This is a good opportunity for the learners to network ... and helps the quieter people to join in straight away.

2. Make it practical and fun

- Make it hands on. Producers and staff are mostly practical people who want to learn from practical experience; ensure enough time is spent 'doing' and with interactions rather than on theoretical learning. Avoid lengthy PowerPoint sessions.
- Make it fun. As well as energising the group and making everyone more relaxed, a laugh will help to recall information from a session.

- Share stories. Everybody has a story and sharing experiences is a great way to learn from others. Make sure the environment is 'safe' and relaxed to facilitate 'opening up'.

Think, pair, share – a group activity

This is a technique you may like to incorporate into your session as it ensures that questions aren't going to be intimidating and that everyone takes time to consider possible answers:

Divide the group into pairs and say something like:

"Think to yourself for a moment - What could be the reason for? What might we do about? What would successes look like? What can we do now to initiate change? Exchange ideas with your partner. Then in pairs, share your ideas with the rest of the group. In a minute, I'll call on a couple of people to report back."

Placemat – a group activity

This is a good technique for engaging quieter learners.

1. Divide the session into groups of around 4 learners per table with a large sheet of blank paper between them divided into 4 sections.
2. Ask a question and each person writes his or her own answers in words or pictures in their section.
3. Each person takes up to 2 minutes to share answers with their group.



9 QUICK TIPS TO BETTER CARE FOR AN INTROVERT

- ✓ Respect their need for privacy
- ✓ Never embarrass them in public
- ✓ Let them observe first in new situations
- ✓ Give them time to think; don't demand instant answers
- ✓ Don't interrupt them
- ✓ Give them advance notice of expected changes in their lives
- ✓ Give them 15 minute warnings to finish whatever they are doing
- ✓ Reprimand them privately
- ✓ Teach them new skills privately

4. Each group then writes or draws 2-3 common answers in the middle of the sheet of paper.
5. The teacher then elects a spokesperson from each group to report back to the session.
6. Open to discussion.

Also look up how to use dotmocracy <http://dotmocracy.org/steps>

3. Running the training sessions

- Use energisers: Warm-up activities thrown in to keep up the concentration, energy and focus can take the form of a quick, fun quiz or discussing an off-topic question.
- Check for understanding: Ask questions, give quizzes or observe learners working on tasks - don't just say, "Do you understand?" or "It's easy."
- Move around the learning space, circulate: Be in proximity to everyone during instructions so everyone feels included, even if you are in the field or the packing shed.
- Plan the next steps: Make sure learners plan how to use new knowledge in the workplace.
- Wrap up: Ask learners to recap what you have taught them. Check the knowledge will end up in the workforce – "How will you use all this at work?" "What did we not cover and how can we address this?"

4. Managing diverse groups

- Various academic and experience levels: Be aware that some members of the session may be intimidated by the more experienced or educated members. Respect and encourage all. Encourage the more experienced people to impart

knowledge to others. Try to find out about the knowledge level of your group ahead of delivery to customise content and methods.

- Allow time: Pause after an important point for the information to be taken in, for reflection and possible questions.
- The right to 'pass': Allow the learners who do not want to answer a question put to them, the right to pass on it. Often, a learner used to working on his or her own, could be uncomfortable to voice an opinion to an unknown group. Be mindful.
- Suspend judgement: Avoid negative responses. Don't say, "No, wrong answer," instead, "That was a good thought, Brad. Can you think of another possible answer?" ... or similar.

5. Extroverts, introverts and ambiverts:

Introverts

It is easy for us to assume that introversion is the same as being shy when, in fact, introverts are simply people who find it tiring to be around other people for long periods without a break.

Introverted people are known for thinking things through before they speak, enjoying small, close groups of friends and one-on-one time, needing time alone to recharge, and being upset by unexpected changes or last-minute surprises. Introverts are not necessarily shy and may not even avoid social situations, but they will definitely need some time alone or just with close friends or family after spending time in a big crowd.

Extroverts

People who are extroverted are energised by people. They usually enjoy spending time with others, as this is how they recharge from time spent alone focusing or working hard.

9 QUICK TIPS TO BETTER CARE FOR AN EXTROVERT

- ✓ Respect their independence
- ✓ Compliment them in the company of others
- ✓ Accept and encourage their enthusiasm
- ✓ Allow them to explore and talk things out
- ✓ Thoughtfully surprise them
- ✓ Understand when they are busy
- ✓ Let them dive right in
- ✓ Offer them options
- ✓ Let them shine

Managing the learning environment

AMBIVERTS — the in-betweens that most of us are probably closer to

Since introverts and extroverts are the extremes of the scale, the rest of us fall somewhere in the middle. Many of us lean one way or the other, but there are some who are quite balanced between the two tendencies. These people are called ambiverts.

Ambiverts exhibit both extroverted and introverted tendencies. This means that they generally enjoy being around people, but after a long time this will start to drain them. Similarly, they enjoy solitude and quiet, but not for too long. Ambiverts recharge their energy levels with a mixture of social interaction and alone time.

6. E-Learning

For learners of the 21st century there is a lot more flexibility, choice and storage capacity when it comes to gathering information, and with the rapid growth of technology and population it is inevitable that e-learning will become a major agent for education.

Benefits

E-learning has benefits to both trainers and their students:

- **Accessibility:** worldwide access to YouTube videos, reports and news items. You don't have to know everything, just where to source information
- **New and stimulating ways to connect:** Teachers and learners can connect through live lectures, discussions, webinars and online forums
- **It's quick, efficient and timesaving:** You can send your group links to videos, reports and other resources prior to the course commencing
- **Flexibility:** You can use e-learning on its own or integrate it with other learning methods
- **Cost effective:** E-learning can reduce the overhead costs of traditional classroom learning

Barriers

It is important that barriers are considered when using e-learning including for instance:

- **Internet access:** Not everyone has access to the internet and you may need to be flexible in the delivery method, using print media/texts and recorded lectures for download.
- **Lack of understanding:** Often related to age and education, there can be significant gaps in computer skills among your learners. You may need to design your course to accommodate these gaps, allowing time or short activities or support for familiarisation before getting into course content.

- **E-Learning Design:** Poor design of e-learning can be a significant barrier to effective learning. It is important that you:
 - > Understand your course audience
 - > Set aims and objectives to ensure content is consistent
 - > Avoid 'flooding' learners with information by breaking content down into 'bite sized' chunks and focussing on the important messages
 - > Utilise several different learning materials and methods, which may include discussion forums, lectures, short videos, text and tests
 - > Use effective feedback mechanisms for the learners so they can communicate their progress or where they got stuck
 - > Undertake course evaluation to support continual improvement

E-learning Tips

If you are new to using e-learning to deliver training, here are a few quick tips to get you started:

- **Find a mentor:** Find someone with e-learning experience who can share their knowledge and support you
- **Give it a go:** Familiarise yourself with the internet and social networking sites such as Twitter or LinkedIn. Have a look around for interesting resources for your learners, such as YouTube videos, papers and fact sheets on your chosen topic
- **Online etiquette:** If you use an online site for your learner group, ensure everyone knows the online etiquette expected. This includes maintaining respect for one another just as in a face to face training event
- **Collect feedback:** When training using e-learning, ensure that you capture the experience of students through feedback, collecting suggestions for improvement.

Give it a go

Just because e-learning is new and innovative, does not mean it must be difficult or challenging. Use above tips and you will be well on your way to an innovative, engaging and flexible training.

Assessment and feedback of training

We already mentioned that it is important to summarise and review

Reinforcing and summarising key information helps learners to identify the important information to remember.

Use techniques like:

- Asking the group to recall the main points from the session and writing these up on a whiteboard
- Share highlights of the session – things you might have learnt, new experiences, etc.
- Ask: what is something you will change in your workplace

because of this training?

- Encourage constructive criticism
- Collect feedback from trainees: Ask participants to fill out a feedback sheet and collect straight after the session.
- It may pay to follow up after 6-12 month to find out how the training has been used.

SOME KEY THINGS TO REMEMBER

- ✓ Focus on project or problem based learning
- ✓ Speak less than the learners and plan that they do more than just listen to a lecture. If classroom-style instruction is unavoidable, use group work, discussion or debates. Depending on the topic, you can ask learners to do some homework prior to each session.
- ✓ Politeness is crucial for gaining respect and, therefore, having their attention.
- ✓ Always keep a positive tone in your voice.
- ✓ Be enthusiastic and energetic. Where possible, plan an activity that will involve getting up and moving about to reenergise a classroom style session
- ✓ Reflect on the important issues of the session where learners can share their concerns, challenges, compliments and 'wow' moments with everyone getting an equal voice.
- ✓ Share experiences. Your own personal experiences or anecdotes will interest them and sharing their own stories, when appropriate, will enrich their learning experience. You will need to be a good timekeeper though!
- ✓ Encourage the less talkative and introverts who may be shy but appear to be interested in voicing opinions or answering questions. This may require giving them time to think by themselves, do not put them on the spot by a direct question.
- ✓ Include practical activities

FURTHER INFORMATION ON ADULT LEARNING

- ✓ <https://ala.asn.au/adult-learning/the-principles-of-adult-learning/>
- ✓ http://www.canr.msu.edu/od/uploads/files/PD/Facilitating_Adult_Learning.pdf
- ✓ <http://www.fastfamilysupport.org/fasttraining/Other/teachingadults-whattrainersneedtoknow.pdf>
- ✓ <http://www.sierra-training.com/pdf/adultlearning.pdf>

FURTHER INFORMATION ON VegPRO

- ✓ VegPRO Coordinator - Sophie Lapsley sophiel@rmcg.com.au 0426 200 996



The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.

**Hort
Innovation**
Strategic levy investment

**VEGETABLE
FUND**

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

APPENDIX

Appendix 24	Introduction to VegPRO Presentation
Appendix 25	VegPRO Presentation to the BFVG - Bundaberg
Appendix 26	Training Event Flyer Examples
Appendix 27	Becoming an Approved VegPRO Trainer
Appendix 28	Establishing a Training Agreement
Appendix 29	VegPRO Promotion
Appendix 30	VegPRO Flyer

Appendix 24 – Introduction to VegPRO Presentation



VegPRO
The Vegetable Industry Education and Training Initiative

Horticulture Innovation Australia
VG15028 Vegetable Industry Education and Training Initiative is funded by Horticulture Innovation Australia Limited using the vegetable levy and funds from the Australian Government

RMCG
Environment | Policy | Agriculture
Rural | Economic | Communities



- **VegPRO:**
 - The Vegetable Industry Education and Training Initiative,
 - Provides targeted training
 - Aids upskilling at all levels
 - Provides training based on specific needs.
- **VegPRO is:**
 - Industry owned
 - Industry driven
 - Offers people to say what THEY want
 - Covers all aspects of the industry





• **Training Programs:**

- Custom made to suit needs
- Use innovative methods
- Levy funded.
- Easy to access
- Flexible and responsive to changing needs.



• **Other Initiatives:**

- A Hub – for training information relevant to the vegetable industry
- Training Passport – collection of skills and qualifications
- A mentoring program
- Train the trainer
- Provide a service to link producers, staff and supply chain members to existing training services.



The success of VegPRO will come down to you..... So get on board



Contact Us:

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 - or 04 2620 0996



- Facebook - www.facebook.com/VegetablePRO



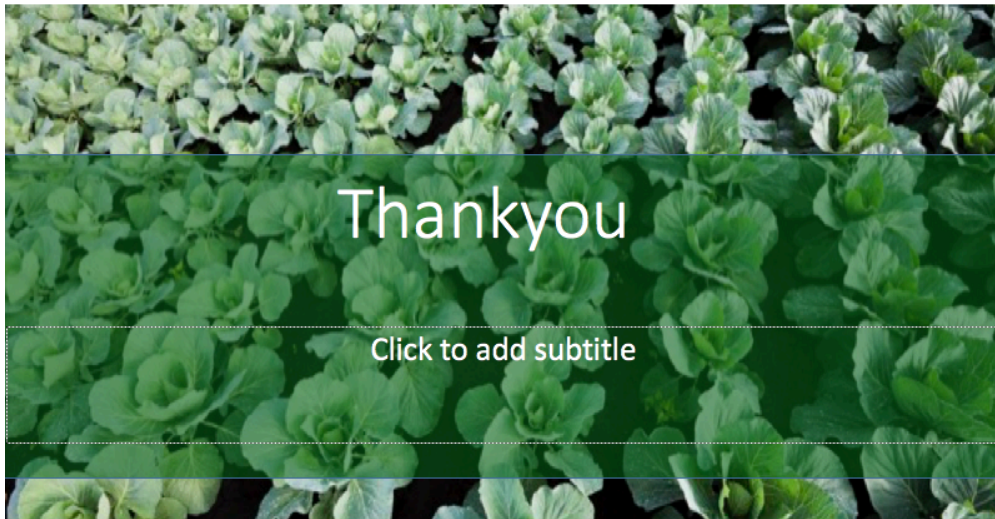
- Twitter - <https://twitter.com/VegetablePRO>



- Linked In - <https://www.linkedin.com/groups/7071774>



- Website - www.vegpro.com.au



VG15028 Vegetable Industry Education and Training Initiative is funded by Horticulture Innovation Australia Limited using the vegetable levy and funds from the Australian Government



Appendix 25 – VegPRO Presentation to BFVG



What is VegPRO

- <https://www.youtube.com/watch?v=vl--vIM2W8o>







Hort
Innovation

The VegPRO Christmas Carol



These are the Events of VegPRO Past.....

 47 Ideas & requests collected	 13 Events/meetings attended	 7 Training events delivered	 81 Feedback forms received
--	--	--	---

Hort
Innovation

A couple of Events of VegPRO Present.....

VegWHS – Farm Safety

- Online at www.vegpro.com.au
- Get a carrot from your [VegNET](#) representative
- Customise the forms, procedures and signs to fit your business



Train the Trainer

- For Anyone who trains staff, coordinates workshops or gets groups of growers together
- Online at <https://www.vegpro.com.au/copy-of-training>
- Comes with a great guide with tips and tricks for delivering training



Hort
Innovation

Some of the Events of VegPRO Future.....

- Over 60 different training events already planned
- Covering:
 - Negotiations
 - Post Harvest Management
 - Chemical Handling
 - Value Adding and Marketing
 - Pest & Disease ID
 - Irrigation
 - Protective Cropping
 - Business management
 - Inductions..... to name but a few

Hort
Innovation

VegPRO is for YOU

- Follow us Online at www.vegpro.com.au
- Have a training need get in touch:
 - VegPRO - Sophie sophie@rmcg.com.au

Sub heading

- [VegNET](#) – your local representative

- Watch out for training in Magazines and newsletters
- Follow us on social media
- Make use of levy funds the training is free to levy members

VegPRO hopes that you enjoy the training being offered in 2018 and wishes you all a safe and Merry Christmas



Appendix 26 – Training Event Flyer examples



A FREE workshop for the Australian Vegetable Industry, with priority given to vegetable R&D levy payers

Irrigation Basic Skills Workshop

Date & Venue
24th October 2018
 University Farm, 701 Richmond Road, Cambridge

25th October 2018
 TBA Cressy

26th October 2018
 124 Forthside Road, Forthside

Places are limited - Register at:

Cambridge
<https://vegproirrigationascambridge.eventbrite.com.au>

Cressy
<https://vegproirrigationascressy.eventbrite.com.au>

Forthside
<https://vegproirrigationasforthside.eventbrite.com.au>

VegPRO's face-to-face courses are designed for the vegetable industry. **This workshop will deliver practical, hands on training to irrigation operators in the vegetable industry.**

The training will cover:

- Water-soil-crop relationships
- Understanding and managing the irrigation system
- Determining an irrigation schedule that matches crop water needs
- Measuring and interpretation of soil moisture monitoring information
- Strengths and weaknesses of soil, plant and weather based approaches for irrigation decisions.

We are proud to have Dr Kelvin Montagu and Adam Harber to deliver this series of workshops




Hort Innovation **VEGETABLE FUND**

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

The strategic levy investment project Vegetable Industry Education and Training Initiative (VG15028) is part of Hort Innovation Vegetable fund.



VegWHS - Workplace Health & Safety on Vegetable farms

VegPRO is taking the headache out of Workplace Health & Safety on Vegetable Farms

Vegetable businesses now have a resource package that helps to efficiently address all their Workplace Health & Safety Needs

Everything you need to know and do, and all the essential forms can be found on the **WHS CARROT USB**:

There are 2 easy steps:

1. You have picked your carrot up already and its lingering on your desk; find it now or get a **WHS CARROT USB** from your dedicated VegPRO Coordinator; Sophie Lapsley, sophielapsley@rmcg.com.au, 0426 200 996
2. Promptly watch a couple of vegetable growers getting WHS up to date on their farm using the **WHS CARROT USB**. See how easy it is - follow their example and have a go!

Don't wait until something goes wrong, update your farm WHS now

Access the training videos now:
<http://www.vegpro.com.au>
 and use the "Training " link



Hort Innovation **VEGETABLE FUND**

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

Detailed information
 For detailed information on the WHS CARROT USB, a strategic levy investment 'Develop vegetable industry occupational health and safety resources (VG13053) please go to: <https://auveg.com.au/infoveg/infoveg-search/develop-vegetable-industry-occupational-health-and-safety-resources/>

VegPRO - Run a safe vegetable business

Hort Innovation **VEGETABLE FUND**

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

Detailed information
 For detailed information on the WHS CARROT USB, a strategic levy investment 'Develop vegetable industry occupational health and safety resources (VG13053) please go to: <https://auveg.com.au/infoveg/infoveg-search/develop-vegetable-industry-occupational-health-and-safety-resources/>



VegPRO's face-to-face courses are designed for the vegetable industry.
This workshop will deliver practical, hands on training for Pest & Disease ID in the vegetable industry.

- Training sessions will be split into sections:
- Pests and contaminant insects
 - Diseases
 - Viruses
 - Bacteria

- Each section will be split into topics allowing for specific focus and understanding of:
- Basic life cycle
 - Conditions favouring development
 - Crops impacted (including secondary hosts – weeds etc)
 - ICM principles

There will be a session at the end of the training day which will look at maximising the efficacy of crop protectants

We are proud to have Stuart Grigg deliver these workshops



Date and Venue

Date: 23rd October 2018

Location: Fresh Select
610 Duncans Road
Werribee South
VIC

Places are limited - All registrations will be through Eventbrite:
<https://vegpropestanddiseasevicwerribeesouth.eventbrite.com.au>



 Hort Innovation <small>Strategic levy investment</small>	VEGETABLE FUND	This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au
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The strategic levy investment project Vegetable Industry Education and Training Initiative (VG15028) is part of Hort Innovation Vegetable fund.



#VegInnovations2018 Regional Roadshow

Vegetable innovation trends: Opportunities for your business

A series of **FREE ALL NEW** one day regional workshops for people involved in the Australian Vegetable Industry.

Providing insight, tools, resources and contacts to help **you** develop value-added vegetable products that **catch & keep** consumer interest.

Tasmania: Deloraine

Date: Thursday 7th June 2018. 0830 - 1600hrs.

Venue: Deloraine Rotary Room Pavilion

Limited Spaces – **Register NOW** at
<https://vegproveginnovationstas.eventbrite.com.au>



Previous VegInnovations participants said;

"this was a fantastic opportunity"

"great to see examples of what can be done"

"provided a great networking opportunity"

"thought provoking, entertaining and informative"



This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au



How to communicate, increase confidence and develop practical skills

Negotiations + Influencing workshops

A FREE 2-day workshop for the Australian vegetable industry, with priority given to vegetable R&D levy payers

If you deal with people on a day to day basis, whether it be with your customers, staff, people you purchase from, or transport and logistics companies, then this is the course for you.

Date: 14th-15th March 2018

Venue: Fairymead House
Thornhill Street
Bundaberg North, QLD

Limited seats - Register at:

<https://www.eventbrite.com.au/e/how-to-communicate-increase-confidence-and-develop-practical-skills-negotiating-influencing-workshop-tickets-41936990668>

What attendees are saying:

"This course will help me handle situations better and get more out of the situation"

"It gave me the improved ability to understand different negotiation positions"



VEGETABLE FUND

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.



Handle difficult conversations - Negotiations + Influencing

A FREE 2-day workshop for the Australian vegetable industry, with priority given to vegetable R&D levy payers

Some of the topics covered:

- Increase confidence and effective communication
- Distinguish between "what" is being spoken about from "how" to speak about it
- Develop flexibility in your style and manner
- Manage emotional and difficult conversations
- Identify tactics and have a strategy for responses
- Use language for understand and create cooperation
- Control and influence to get to better pricing outcomes
- Prepare effectively to combat wholesaler retail push
- Identify needs
- Avoid conflict
- Improve listening skill to and get a positive response
- How to transfer skill to the farmgate profitability



This course is suitable for supervisors upwards, or anyone that deals with staff, suppliers or logistic companies on a daily basis.

For more information contact:

VegPRO via sophie1@rmcg.com.au or 0426 200 996



VEGETABLE FUND

This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au

The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.



Horticulture Code of Conduct

Introductory workshop for growers
In Vietnamese



National Vegetable
Extension Network
VICTORIA - GIPPSLAND

Do you know how the new Horticulture Code of Conduct applies to you? How do you make sure your business is compliant?

The workshop will cover:

- Overview of the Horticulture Code of Conduct
- Outline areas of the code relevant to growers
- Understand the obligations of growers and traders
- Fines under the code
- Record-keeping requirements and Horticulture Produce Agreements.

Register to participate in this introductory workshop. Places are limited; secure yours **today**.

<https://www.eventbrite.com.au/e/horticulture-code-of-conduct-information-session-for-vegetable-growers-humpty-doo-nt-tickets-42883042334>

Details

Date: Tuesday 27th March 2018

Time: 12.00pm - 1.30pm

Location: Humpty Doo Golf Club

565 Pioneer Drive
Humpty Doo

Contact: jill@horticulturecodeconsultants.com.au

jacqueline@horticulturecodeconsultants.com.au



A FREE 2-day workshop for the
Australian Vegetable Industry,
with priority given to vegetable R&D levy payers

Chemical Handling Training

photo: Cameron Cowan

Dates 22nd - 23rd February
2018

VegPRO's face to face courses are designed for the vegetable industry to raise awareness of the potential hazards and risks of chemicals and how to apply them safely.

Venue TBC
Bowen
Queensland

This course includes safe chemical handling, storage and transport as well as safe application of chemicals using correct personal protective equipment and understanding chemical labels. This course includes ACCHM303 Prepare and Apply chemicals and ACCHM304 Transport and Store Chemicals.

Places are limited - Register at:

<https://www.eventbrite.com.au/e/chemical-handling-for-vegetable-growers-qld-bowen-tickets-42770056390>



This project has been funded by Hort Innovation using the vegetable research and development levy and funds from the Australian Government. For more information on the fund and strategic levy investment visit horticulture.com.au



The project Vegetable Industry Education and Training Initiative (VG15028) is a strategic levy investment under the Hort Innovation vegetable research and development levy Funds.

How to stand out from the crowd:

Developing valued, visible vegetable products

A FREE one day workshop for the Australian Vegetable Industry, with priority given to vegetable R&D levy payers



Providing insight, tools, resources and contacts to help **you** develop value-added vegetable products that catch & keep consumer interest..

Date: Friday 4th August 2017. 0830 - 1600hrs.

Venue: Food Innovation Centre, Monash University Clayton Campus, Level 2 (217), Green Futures Building (86), 13 Rainforest Walk, Clayton Victoria, 3800.

Limited seats – Register at www.veginnovations.eventbrite.com

This project VG15028 has been funded by Horticulture Innovation Australia Limited using the research and development Vegetable levy and funds from the Australian Government.





Who should attend

Managers and staff charged with technical research and development, marketing, business development, sales and marketing within vegetable production, processing and marketing companies.

Benefits of attending

Hear, see, touch, taste and learn about:

- Finding and developing concepts
- Meeting consumer needs
- Creating valued, unique products
- Getting packaging and presentation right
- Effective marketing, including social marketing
- Working with retailers
- Making great export products
- Resources and support
- Real-life success stories

Fantastic day, the best workshop I have been to in a long time! Very relevant, informative, well organised, good level/balance of speakers and networking. Thank you!!

An attendee from a previous Vegetable Innovation Workshop.

Workshop insights from

- Food industry experts
- Ideas creation specialists
- Consumer insights gurus
- The Food Innovation Centre – Virtual Supermarket and 3D prototyping
- Innovative product developers
- Supply chain partners



**Limited seats – www.veginnovations.eventbrite.com
or via VegPro www.vegpro.com.au**

For more information contact:

VegPro via sophiel@rmcg.com.au mob: 0447 440 334
or hazel@mactavishwest.com.au mob: 0459764859


mactavish:west



Farm Safety



Sun Safety



Manual Handling



Behaviours



Emergency Response



Personal Protective Equipment



Fresh Produce Handling



Machinery Safety



Chemical Safety

Veg-Induction

Inductions for field workers on vegetable farms. It is delivered online in a narrative, video format made up of 5 minute modules.

WOULD YOU USE THIS TOOL?

WHAT EXTRA TOPIC WOULD YOU LIKE INCLUDED?

WE NEED YOUR FEEDBACK

Sophie Lapsley 0447 440 334
sophiel@rmcg.com.au
www.vegpro.com



Compliance



Commercialisation



Strategy Succession



Financial Management



Business Planning



Investment



Cost of Production



Record Keeping



Managing Risk

Managing Growth

Managing the Vegetable Business

Modular course covering all aspects of management of a vegetable business. The course would be suitable for all decision makers in the business

ARE YOU INTERESTED IN THIS COURSE?

WOULD YOU PREFER DELIVERY ON LINE, IN A WORKSHOP OR ON SITE?

WHAT ELSE WOULD YOU LIKE INCLUDED?

WE NEED YOUR FEEDBACK

Sophie Lapsley

0447 440 334

sophiel@rmcg.com.au

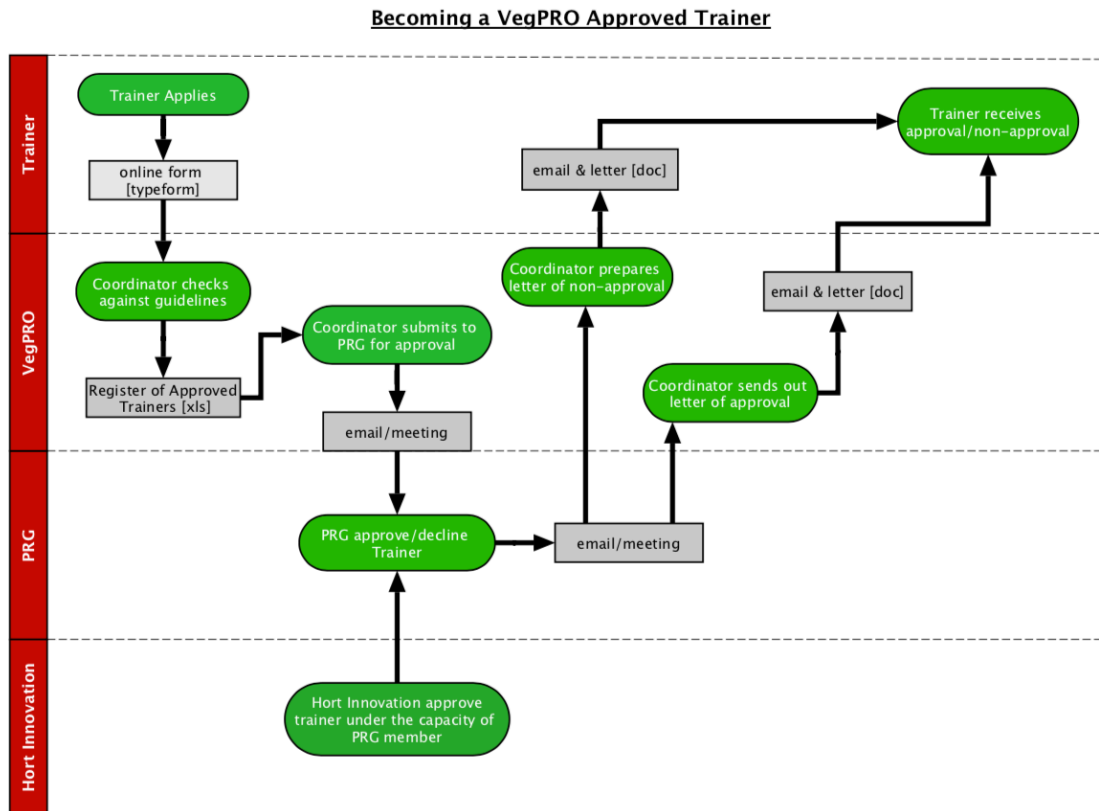
website www.vegpro.com



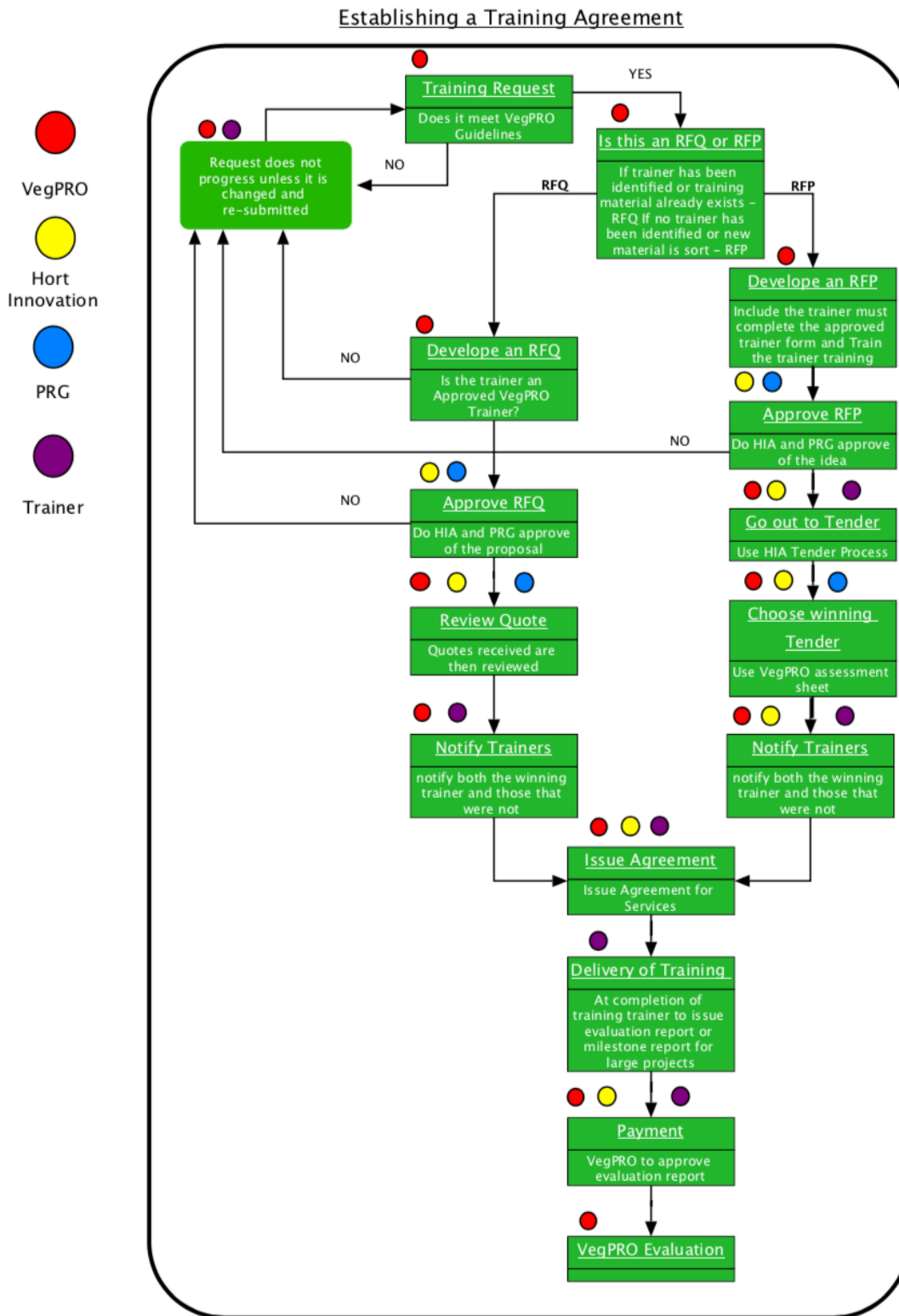
VG15028 Vegetable Industry Education and training Initiative has been funded by Horticulture Innovation Australia Ltd using the research and development vegetable levy and funds from the Australian Govern-



Appendix 27 – Becoming a VegPRO Approved Trainer



Appendix 28 – Establishing a Training Agreement



Appendix 29 – VegPRO Promotional Material

Banner



Training for the Vegetable Industry



Upskilling at all levels



RMCG

VG15/029 Vegetable Industry Education and Training Initiative has been funded by Horticulture Innovation Australia Ltd using the research and development levy and funds from the Australian Government

**Horticulture
Innovation
Australia**

Glass Cleaning Cloths



www.vegpro.com.au



VG15028 Vegetable Industry Education and Training Initiative has been funded by Horticulture Innovation Australia Limited using the research and development vegetable levy and funds from the Australian



Notepads



GROW YOUR SKILLS

What do you need?

contact:
Sophie Lapsley 0447 440 334
www.vegpro.com.au

Postcard



**Do you have a Skills or Training need?
Industry Funds available**

**PRODUCERS/STAFF/
INDUSTRY MEMBERS:**

Contact us with your training needs and ideas.

TRAINING PROVIDERS:

Can you provide training support, want to be on our training providers list? Contact us.

STUDENTS/STAFF:

Want to gain skills relevant to the Vegetable industry and don't know where to go?



Sophie Lapsley
Doris Blaesing

0447 440 334
0438 546 487

sophiel@rmcg.com.au
dorisb@rmcg.com.au



"This project has been funded by Horticulture Innovation Australia Limited using the vegetable levy and funds from the Australian Government."



[@VegetablePRO](https://twitter.com/VegetablePRO)



www.vegpro.com.au

Appendix 30 – VegPRO Flyer



VegPRO is an industry owned and industry driven initiative offering people in the vegetable industry a chance to put forward their training needs for any aspect of their business.

Prerequisites are: a need for training and a commitment to participate

Have your say: VegPRO offers people in the vegetable industry a chance to flag their training needs and fill gaps in existing training services. This is done through “Open Calls”.

Filling known gaps: The VegPRO team will prepare “Requests for Proposals” to fill existing gaps in training services. Formal and informal training providers can apply for funding to deliver the training.

Training programs: These will be custom made to suit needs using innovative methods. They will be relevant, easy to access, flexible and responsive to regional and changing needs. The training programs will be levy funded.

Training Hub: VegPRO will offer a hub with information on vegetable industry training, providing updates on upcoming training events.

Training Passport: VegPRO will provide a training passport where recognised qualifications and participation in VegPRO training can be recorded for individuals.





Other initiatives: Mentoring program, trainer training, and a service to link producers, staff and supply chain members to existing training services.

Dedicated coordinator: If you would like to know more about the initiative or lodge a training need, please contact the coordinator Sophie Lapsley at sophiel@rmcg.com.au or 0426 200 996.

Who is VegPRO for?

Growers, producers, logistic companies, permanent staff, casual staff, wholesalers, retail, people who wish to join the vegetable industry, training providers, agronomists and advisors.

Stay Connected

-  @VegetablePro
-  VegPro
-  [Linkedin.com/groups/7071774](https://www.linkedin.com/groups/7071774)
-  [Vegpro.com.au](http://vegpro.com.au)

APPENDIX

Appendix 31	Program Logic
Appendix 32	VegPRO Training Feedback Survey
Appendix 33	Training Requests 2019
Appendix 34	Approved Trainer Register
Appendix 35	Review of Available courses in Production Horticulture - Overview

Appendix 31 – Program Logic

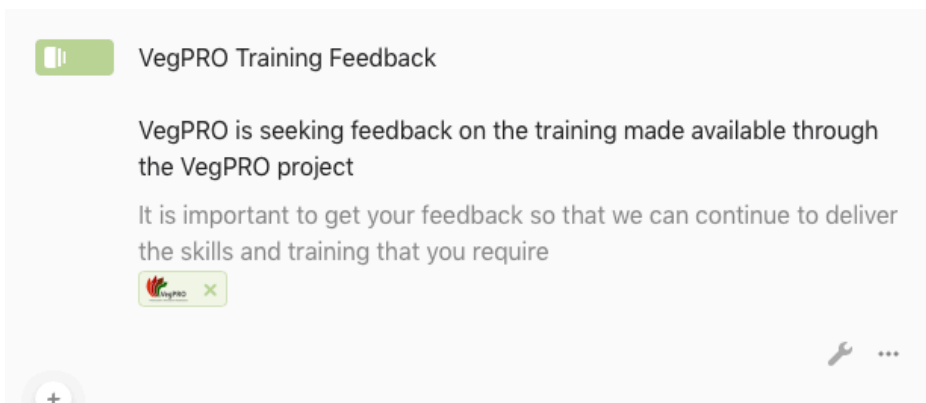
+ VG15028 Vegetable Industry Education & Training Initiative – Project Logic

Situation	The vegetable production context is increasing in complexity and risk and thus, demands growing sophistication and professionalism in the management of vegetable business operations; the same applies to trainers. In this context, training and learning must focus on advancing the vegetable industry's capacity to successfully manage challenges and adapt to constant change. VG14061 designed a tailored approach to deliver training to <u>businesses</u> in the vegetable industry.
Problem	Lack of education and training offerings tailored for vegetable businesses (relevance, ease of access, responsiveness, flexibility) and other criteria identified via VG14061
Overall vision	Australian vegetable businesses have the capacity to successfully manage challenges and adapt to constant change due to more informed decisions

Inputs	⇒	Activity	⇒	Participants	⇒	Outputs	⇒	Short term <u>(KASA)</u>	Medium term <u>(Practices)</u>	Long term <u>(Condition)</u>
Coordinator Other project team members PRG members Funding for VG15028 Funding for training development and delivery Relationships (AUSVEG, formal training providers, informal training providers, other Hort Innovation Initiatives e.g. NVEN, Scholarship Program in Pool 2 Leadership Fund)		Branding and promotion, (inc. awareness, success stories, promoting calls for proposals)		Project team, PRG, Hort Innovation, AUSVEG		Logo Media release re launch of the VETI Style Guide / Templates Website and social media Article in Vegetables Australia, AUSVEG Weekly Update, Hort Innovation Growing Innovation		Awareness of VegPRO™ and other education and training opportunities (growers and employees, prospective employees, students)	Growers and employees, supply chain members, prospective employees and students seek out training under the brand	The VegPRO® branded training is recognised for the high quality of proficient, professional and productive people it produces
		Developing a pathway to certification of training for the vegetable industry		Coordinator, project team, PRG, Rural Skills Australia?, Training providers		Recommendations as a minimum Pathway to certification as a goal		Understanding of certification requirements	Engagement with the certification providers to determine a pathway	Certified training courses tailored to the vegetable industry are delivered
		Developing a training passport		Coordinator and Project team		Recommendations as a minimum Passport system finalized if feasible		Understanding of passport requirements	A passport system is adopted	The VegPRO® Training Passport is acknowledged throughout the vegetable industry
		Training procurement: - Targeted call for proposals with closing date (to meet known needs) - Open call for proposals (new needs) with no closing date - Assessment of proposals and engagement of providers		Coordinator, Project team, PRG, levy payers, industry stakeholders, training and education providers, Assessment Panel (BC, SL, DL)		Procurement guidelines / templates Training M&E guidelines Calls for proposals Proposals (Training Plans) from providers Proposals from levy payers / industry stakeholders Panel assessments and recommendations Contracts with providers		Growers / groups, Industry stakeholders identify specific training needs and develop proposals accordingly Training providers understand industry needs and develop proposals accordingly	Training plans are improved based on feedback and provide project legacy Training plans can form the basis for certified courses	Providers offer training (and education) that is tailored to the vegetable industry i.e. meets essential criteria of relevance, ease of access, responsiveness and flexibility (as well as further specific requirements identified via VG14061)
		Training delivery		Coordinator, training participants, training providers		Training plans and resources Training evaluation data and summary reports Other specific outputs from training activities e.g. participant action plans Annual M&E summary reports		Training participants have increased understanding, skills and knowledge in i) priority topics (from VG14061) ii) topics identified as priorities for their businesses	Training participants successfully apply lessons learnt in their business / workplace They return to VegPRO for further training	People who have engaged with VegPRO training for themselves or their employees report that it had a positive effect on their business
		Communications and linkage		Project team, Hort Innovation, AUSVEG, training providers, education providers, extension providers e.g. NVEN, Hort Innovation Pool 2 Leadership Fund Scholarship Program, researchers		VETI Hub (website) Training "brokerage", feedback to and linking providers / trainers Feedback from industry on training needs Regular project updates Articles in AUSVEG and Hort Innovation publications Articles in vegetable industry media networks and education and training networks Notes from meetings with providers		Lasting linkages are developed between education and training providers and the vegetable industry Industry employees and prospective employees have an increased awareness of training and education opportunities	Communication and linkages are maintained and improved because all involved value it	High demand for, and participation in, industry training and education both, VegPRO training and other opportunities brokered through VegPRO


	Trainer training	Project team, training providers	Trainer training scoped, designed and delivered as needed M&E summary reports (Y2&Y3)	Trainers understand needs (as identified in VG14061) of the vegetable industry	Trainers use methods that meet needs of the vegetable industry, they exchange tips and tricks	Training providers are in tune with evolving needs and use new insights to meet them
	Mentoring program	Project team, levy payers, stakeholders'	Program design and plans, mentor training Mentors and mentees paired / group mentoring established as appropriate Annual M&E summary reports Feedback from participants	Increased leadership, problem solving and <u>decision making</u> skills; personal development. (Mentoring Program participants)	Mentoring program participants are confident in their business decision making and prepared to mentor others	Leadership development across the industry
	Project governance; monitoring and evaluation	Coordinator, Project team, PRG, Hort Innovation	Work/ <u>comm</u> s plans, Logic, Milestone reports PRG meeting minutes Annual M&E reports Project team meeting notes	Hort Innovation and levy payers observe good value for levies invested in VegPRO	Levy payers are supportive of VegPRO	Industry confidence that education and training <u>has</u> a great impact on their profitability

Appendix 32 – VegPRO Rraining Feedback Survey




- * 1 Which VegPRO training course or event did you attend
- This can include workshops, courses, coaching and VegPRO online tools
- Negotiations + Influencing
 - Developing valued, visible vegetable products
 - VegWHS - "carrot"
 - Train The Trainer
 - Young Vegetable Grower Coaching
 - Chemical Handling
 - VegInductions
 - Fresh Produce Handling

- * 2 What date was the course, event, or workshop that you attended or on what date did you use the VegPRO training tool?


*  3 Where was the event held?

Please select online if you carried out the training on line or Website if you used one of the VegPRO training tools


- Melbourne
- VIC Other
- QLD Other
- Online
- Website

 4 How did you find out about the training


- Email
- Facebook
- Twitter
- LinkedIn
- Website
- HIA Article
- AUSVEG


 5 How satisfied were you with the training?

- Very satisfied
- Satisfied
- It was OK
- Could have been better

 jumps to 6 7 8 9




 6 Is there anything that would be good to change?


 comes from 5 jumps to 10

 7 What could be improved?


 comes from 5 jumps to 10

 8 Why was it only OK?


 comes from 5 jumps to 10


 9 How could it be made better?

 comes from 5 jumps to 10

 10 How relevant was the content to you or your business?

where 1 is not relevant and 5 is very relevant

 comes from 7 9 8 6

 11 Do you have anything to comment about the relevancy of the course to either you or your business?

- ✓ 12 How would you rate the format, location, timing, duration, and ease of access of the course, training event?
- Excellent
 - Good
 - OK
 - Needs Improvement

🗨️ ↘ jumps to 13 14 16 15 17

- ⇄ 13 Is there anything that would be good to change?

🗨️ → comes from 12 ↘ jumps to 17

- ⇄ 14 What could be improved?

🗨️ → comes from 12 ↘ jumps to 17

- ⇄ 15 How could it be made better?

🗨️ → comes from 12 ↘ jumps to 17

- ⇄ 16 Why was it only OK?

🗨️ → comes from 12 ↘ jumps to 17

- ✓ 17 How would you rate the trainers?

including knowledge of the subject, was it pitched at the right level, was there enough interaction, was it organised and well structured, did they keep your attention

- Excellent
- Good
- OK
- Needs Improvement

🗨️ → comes from 12 14 13 16 15

- ⇄ 18 Do you have anything to comment about the trainers?

- ★ 19 How would you rate your knowledge/skill/understanding of the subject BEFORE the course?


Where 1 equals little understanding and 5 a very good understanding


- ★ 20 How would you rate your knowledge/skill/understanding of the subject AFTER the course?

Where 1 equals little understanding and 5 a very good understanding

 21 How will the skills learned, benefit you in your role?


 22 What will you implement or change, as a direct result of this training?


 23 Which part of the training did you find the most valuable?


 24 What is your Name ?

 25 What state are you from?

- ACT
- NSW
- NT
- QLD
- SA
- TAS
- VIC
- WA

 26 What is your best email contact?


 27 What is the best phone number to contact you on?

 A VegPRO thanks you for the time to complete this survey and hopes to keep improving and delivering the training that you need.

Appendix 33 – Training Requests 2019 with PRG Feedback


Training Event	States	YES	NO	Comment
Negotiations (2 day)	QLD, WA, (others?)		x	Already done in SA, VIC,TAS and QLD and maybe WA....Where are they up to as I haven't seen anything since MS102 and technically it should be finished by now
Communication (1 day)	ALL			Depends what you mean by communications
Irrigation Training	ALL		x	Already contracted 8 workshops in VIC, SA, NT, TAS. Would prefer to see how these go before potentially offering more to the states that haven't been covered
VegInnovations	ALL		x	Already contract 6 workshops in QLD, VIC, SA, TAS and WA and believe the resources now available on line can offer initial training for others who missed out.
Food Safety	ALL			Depends what you are proposing here I guess
Basic Greenhouse	ALL	x		Would like to see the Uni if Western Syd involved if we can
Process Mapping	ALL but NT			What exactly are you proposing?
Biosecurity	ALL			Depends, I would have thought that this was already fairly well covered by other govt organisations and specific projects
Rural First Aid & Mental Health	ALL	x		Yep sounds worthwhile, would like to see it tie in with the WHS resources and training if we can
Chemical Handling (full)	ALL		x	
Chemical Handling Refresher	ALL		x	Chem training is already provided by Duff and Train Safe-15 courses offered by Duff in TAS, QLD, SA, VIC, TAS and two courses in NT By Train Safe.
Spray Calibration	ALL		X	Would have thought this topic had been done to death and information was available already
HARPS/HAZOP	ALL		x	Is being provided by the HARPS project
Coaching (1 event)	ALL			Depends on what is being proposed
Post Harvest	ALL	x		This will be addressed by the post harvest project if/when that gets up and running...
Pest & Disease ID	ALL		x	Stuart Grigg will offer 4 courses in Vic and TAS. Id like to see how these go before we look at increasing the number to other states and this would need to tie in better with the Pest ID app for the industry
Social Media/Software/Apps	ALL			Depends what is proposed
RESOURCES				
Industry/Veg Fact Sheets				
WHS Online modular course				
Online Short Courses (different levels)				



Appendix 34 – Approved Trainer Register


 "Registration to be an Approved Trainer for VegPRO"


Are you a trainer, familiar with adult learning and or the vegetable industry?

Would you like to be notified about tenders and other opportunities? Then please fill out this short form to be considered as an approved trainer for VegPRO





 1 Thank you for your interest in becoming an approved trainer for VegPRO. The following form collects the data required for the approval process and is completely confidential.


As the main applicant, what is your **full name**?

There will be a chance to add colleagues and their relevant expertise at a later date.





 2 Do you have a company name?


If you do not please just state "no"


*  3 Do you have an ABN or ACN


If you do not please put no


*  4 What is your Title or Role?

*  5 Please state your **postal address**?

*  6 What is your best Contact Number?

*  7 What is your email address?


 8 Do you have a website?

*  9 Please select which Insurances you have


- Public Liability
- Professional Indemnity
- Workers Compensation

*  10 Do you comply with the current Workplace Gender Equality Act?

- YES
- NO
- Unsure

*  11 Do you know of any potential conflict of interest you may have delivering training for Hort Innovation?



Describe any possible conflicts of interest here, if you do not have any just state "none"


*  12 What States does your business cover?



In what states do you have resources to deliver training?


- WA
- NSW
- QLD
- SA
- TAS
- VIC
- ACT
- NT

*  13 Are you a registered training/education provider

  jumps to 14 15

 14 Please add registration details here

  comes from 13

*  15 Do you have a formal certification to deliver training?

  comes from 13  jumps to 16 19

16 Please add Certification details here

[once you have added all certifications skip to question 14]

→ comes from 15

17 Please add Certification details here

[once you have added all certifications skip to question 16]

18 Please add Certification details here

[once you have added all certifications skip to question 16]

* **19** In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.

For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning

→ comes from 15


* **20** What Methods of delivery do you like to use in your training?


- Online/ E-learning
 - Videos
 - Presentations
 - Workshops
 - Seminars
 - Activities
 - Workbooks
 - Site Visits
- > [View all choices](#)

* **21** What Methods of assessment do you like to use in your training?


- Exams
- Assignments
- Presentations
- Workbooks
- Class participation

* **22** How many years have you been delivering training?


*  23 What is your hourly rate of pay?


 24 What are the average disbursement costs?


i.e. cost of travel time, mileage etc


*  25 Do you have another colleague you would like to add to this application?


- Yes
- No

 ↘ jumps to 26 60

 26 What is their **full name**?

 → comes from 28

 27 What is their email address?

*  28 In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.


For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning

*  29 What Methods of delivery do you like to use in your training?

- Online/ E-learning
- Videos
- Presentations
- Workshops
- Seminars
- Activities
- Workbooks
- Site Visits

> [View all choices](#)

*  30 What Methods of assessment do you like to use in your training?

- Exams
- Assignments
- Presentations
- Workbooks
- Class participation

* # 31 How many years have you been delivering training?

* ✓ 32 Do you have another colleague you would like to add to this application?

- Yes
- No

☰ jumps to 33 60

☰ 33 What is their **full name**?

☰ → comes from 32

✉ 34 What is their email address?

* ✓ 35 In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.

For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning

* ✓ 36 What Methods of delivery do you like to use in your training?


- Online/ E-learning
- Videos
- Presentations
- Workshops
- Seminars
- Activities
- Workbooks
- Site Visits

> [View all choices](#)



* ✓ 37 What Methods of assessment do you like to use in your training?


- Exams
- Assignments
- Presentations
- Workbooks
- Class participation



* # 38 How many years have you been delivering training?


*  39 Do you have another colleague you would like to add to this application?


- Yes
- No

  jumps to 40 60

 40 What is their **full name**?

  comes from 39


 41 What is their email address?

*  42 In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.


For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning


*  43 What Methods of delivery do you like to use in your training?

- Online/ E-learning
- Videos
- Presentations
- Workshops
- Seminars
- Activities
- Workbooks
- Site Visits

> [View all choices](#)

*  44 What Methods of assessment do you like to use in your training?

- Exams
- Assignments
- Presentations
- Workbooks
- Class participation

*  45 How many years have you been delivering training?

* ✓ 46 Do you have another colleague you would like to add to this application?

- Yes
- No

🗨️ ↗ jumps to 47 60

≡ 47 What is their **full name**?

🗨️ → comes from 46

✉ 48 What is their email address?

* ✓ 49 In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.

For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning

* ✓ 50 What Methods of delivery do you like to use in your training?

- Online/ E-learning
- Videos
- Presentations
- Workshops
- Seminars
- Activities
- Workbooks
- Site Visits

> [View all choices](#)

* ✓ 51 What Methods of assessment do you like to use in your training?

- Exams
- Assignments
- Presentations
- Workbooks
- Class participation

* # 52 How many years have you been delivering training?

* ✓ 53 Do you have another colleague you would like to add to this application?

- Yes
- No

🗨️ ↗ jumps to 54 60

≡ 54 What is their **full name**?

🗨️ → comes from 53

✉️ 55 What is their email address?

* ✓ 56 In which areas have you had experience delivering training?

This is just to give us an idea of what areas you have delivered training in.

For "other" this is any training that you think might relate to the vegetable industry

- Agriculture
- Horticulture
- Logistics
- Warehousing
- Adult Learning

* ✓ 57 What Methods of delivery do you like to use in your training?

- Online/ E-learning
- Videos
- Presentations
- Workshops
- Seminars
- Activities
- Workbooks
- Site Visits

> [View all choices](#)

* ✓ 58 What Methods of assessment do you like to use in your training?

- Exams
- Assignments
- Presentations
- Workbooks
- Class participation

* # 59 How many years have you been delivering training?

* ≡ 60 Can you give us some examples of training you have delivered?

Just list a few courses or training you have delivered by title

🗨️ → comes from 53 46 39 32 25

✓ 61 Would you have anyone that has attended a course we could contact?

- Yes
- No

☒ ↘ jumps to 62 73

⇄ 62 What is their **full name**?

☒ → comes from 61

⇄ 63 Which course did they attend?

⇄ 64 What is their email address or contact number?

✓ 65 Would you have another person that has attended a course we could contact?

- Yes
- No

☒ ↘ jumps to 66 73

⇄ 66 What is their **full name**?

☒ → comes from 65

⇄ 67 Which course did they attend?

⇄ 68 What is their email address or contact number?

✓ 69 Would you have another person that has attended a course we could contact?

- Yes
- No

☒ ↘ jumps to 70 73


⇄ 70 What is their **full name**?


☒ → comes from 69

⇄ 71 What is their email address or contact number?

 72 Which course did they attend?

 73 Do you have any other information you would like to add?

 → comes from 69 65 61

 A VegPRO would like to thank you for your interest in becoming an approved trainer for VegPRO. We will contact you shortly with progress

If you have any questions please don't hesitate to contact the coordinator Sophie Lapsley : Mobile 0426200996 or email sophie.l@rmcg.com.au



Appendix 35 – Overview of the Review of Available Courses in Production Horticulture

OVERVIEW OF THEME AREAS OFFERED BY TAFE, UNIVERSITY AND VIA ONLINE DELIVERY	Theme Areas												
	1	2	3	4	5	6	7	8	9	10	11	12	13
	Science	Technology	Production environment	Field Production	Protected Production / hydroponics	Postharvest	Business	Economy	Markets	People	R&D	Extension	Nursery*
North Coast Institute			✓				✓			✓			
Northern Sydney Institute													
Riverina Institute			✓	✓			✓			✓			
Western Institute			✓	✓						✓			
Western Sydney Institute			✓	✓			✓			✓			✓
VIC													
Bendigo TAFE			✓	✓			✓			✓			
Chisholm			✓	✓	✓	✓			✓	✓			
GO TAFE				✓		✓			✓	✓			
Melbourne Polytechnic													✓
South West TAFE			✓	✓			✓		✓	✓			
Gordon TAFE													✓
Sunraysia Institute													✓
QLD													
TAFE East Coast				✓		✓	✓		✓	✓			
TAFE South West			✓	✓			✓		✓	✓			
Canberra ACT													
Canberra Institute of Technology				✓						✓			
SA													
TAFE SA			✓	✓			✓		✓	✓	✓		
WA													
Challenger Institute of Technology		✓	✓	✓		✓	✓			✓	✓		
Durack Institute of Technology			✓	✓		✓	✓			✓	✓	✓	
Great Southern Institute of Technology				✓						✓			
Pilbara Institute													
South West Institute of Technology				✓						✓			
TAS													
TasTAFE			✓	✓		✓	✓		✓	✓			
AUSTRALIAN UNIVERSITIES													
WESTERN AUSTRALIA													
University of WA	✓	✓	✓	✓			✓	✓	✓	✓	✓		
Curtin University	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		
SOUTH AUSTRALIA													
University of Adelaide	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	
TASMANIA													
University of Tasmania	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
QUEENSLAND													
University of Queensland	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
Central Queensland University	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
NEW SOUTH WALES													
University of New England	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
Charles Sturt University	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
University of Western Sydney	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
University of Sydney	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
VICTORIA													
University of Melbourne	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
LaTrobe University	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓
ORGANISATIONS OFFERING ONLINE DELIVERY													
Canberra Institute of Technology	✓		✓	✓		✓	✓			✓	✓		
Advance													✓
ACS Distance Education	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Madec *				✓						✓			