

# Irrigation Australia Conference

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*Investing in skills and  
workforce development  
– it pays*

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**AGRI-FOOD  
INDUSTRY SKILLS  
COUNCIL**

# AFISC: Strategic Intent



*“Improving agrifood production  
through innovative skills and  
workforce solutions”*

# Outline of Presentation



- Introduction
- AFISC – positioning for the future
- *Skilling Australia for the future* .. A new initiative
- Driving enterprise productivity
- Expanded Role for AFISC
- Investment in training and skills development adds up
- Questions and discussion

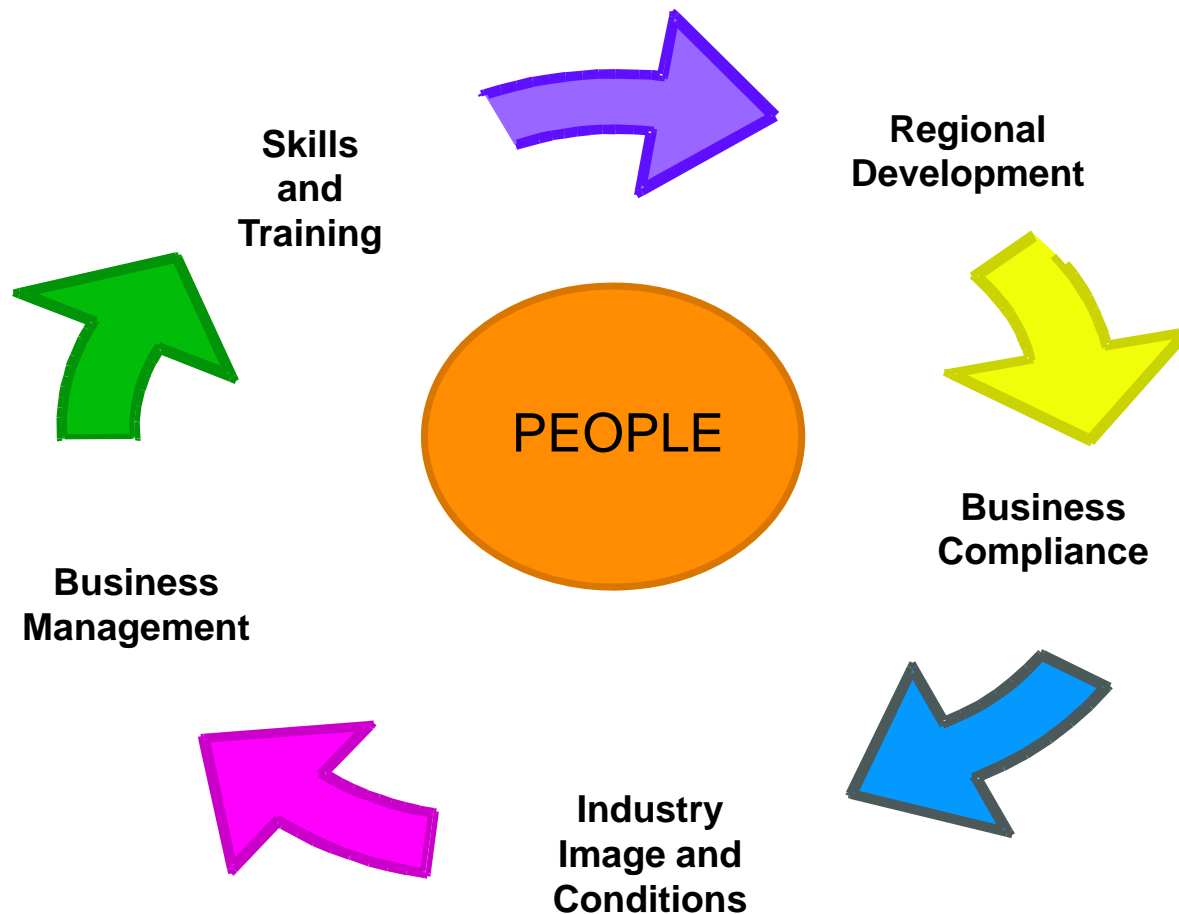
# AFISC Role and Strategies

- **Working with industry, enterprises and government on short and long-term solutions to skills and labour shortages**
- **Enhancing employability, productivity and participation**
- **Addressing impediments – industry image, decent and rewarding jobs, infrastructure, investment in people and business skills**
- **Reforming and continuously improving Training Packages - job-ready skills and capability**
- **A focus on regional and community development, networks and cross-industry capability**

# Priorities

- Attracting people to work, train and stay
- Strengthening industry and employer leadership of VET
- Sustaining and growing agri-food businesses in a global marketplace
- Targeted consultation and engagement with industry, small and large enterprises, RTOs and governments
- Better information and evidence on key industry skills and workforce drivers, and finding innovative and sustainable solutions
- Reviewing and reforming Training Packages in consultation with industry, DEEWR and States

# Attraction and retention: Influences on the agri-food industry



# Priorities...

- **Genuine industry involvement and leadership**
- **Influencing government policy at cross ISC level**
- **Driving innovation and urgency**
- **Partnering with Training Providers**
- **Higher level skills and articulation**
- **‘Train early, train often and train fast’ (Craig Goodhand, Elders)**

# TP review objectives

- Clearly understood training packages
- Build industry capacity and leadership to support implementation
- Promote Training Packages as tools that support industry growth and sustainability
- Provide a systematic approach for continuous improvement

# TP review objectives (cont.)

- Improved units – better defined scope, intent and purpose of existing competencies
- Expand the number of units in some areas e.g. specialised machinery and equipment
- Rationalisation – remove redundant units, identify suitable units to import
- Targeted consultation with key groups to provide feedback on approach and products

# Training Package changes



- New integrated training package based on industry groupings:
  - Agriculture (Rural Production)
  - Horticulture (Amenity Horticulture)
  - Conservation and Land Management
- Additional grouping – services and pathways for sectors that work across these industry groups, such as irrigation

# Irrigation Industry feedback



- Advice provided by Irrigation Australia on behalf of industry
- Follow up meetings held regarding new units of competency and skill sets
- Need feedback from industry

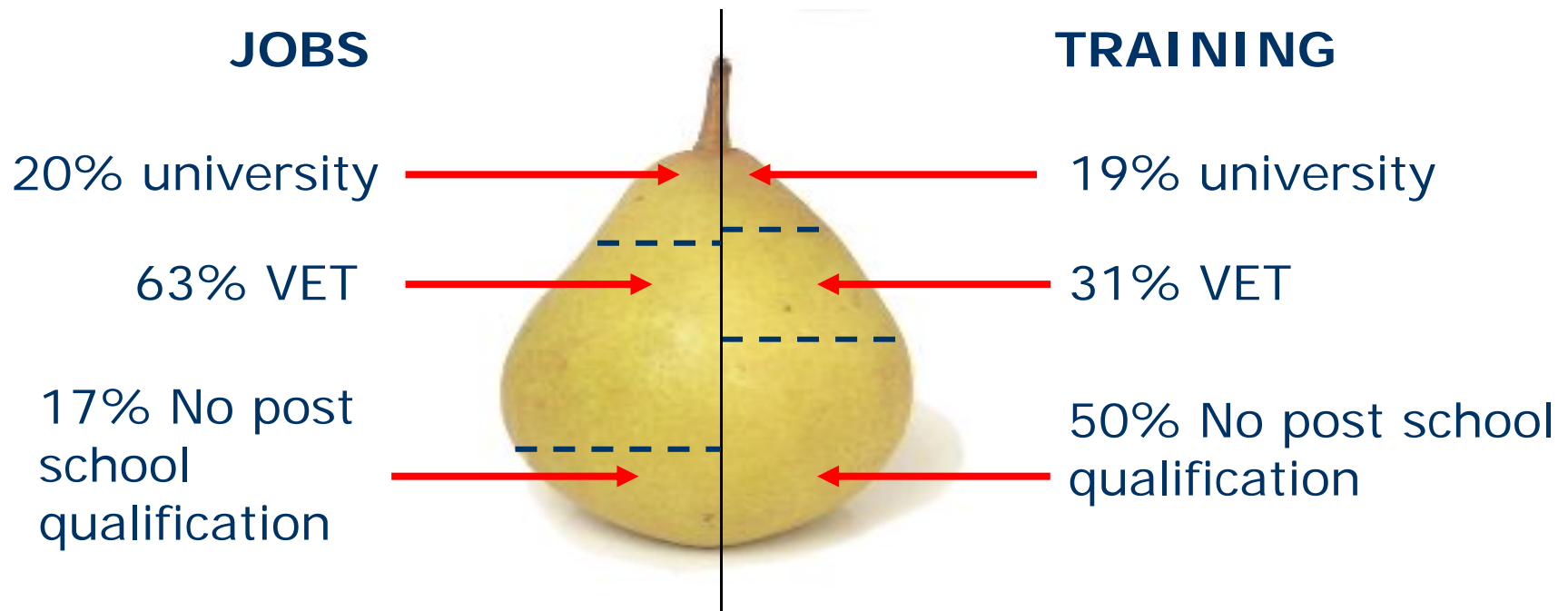
# TP improvements

- Retain industry qualifications and unique coding with potential for specialisations, e.g. installation, retail
- Additional unit - *Recommend irrigation products and services*
- Unit guides
- Skill sets

# Skill sets

- IA Certification Program
  - Installer
  - Contractor
  - Operator
  - Manager
- To be included as industry examples of skill sets in new training package

# Where are we now?



# *Skilling Australia for the Future – A new training agenda*



- Focus on industry-driven skills and training
- Lifting Australia's productivity
- Optimising economic and individual potential
- Finding solutions to skills and labour shortages
- Attracting and retaining capable people in enterprises

## These outcomes will be achieved by...

- Improving responsiveness and flexibility in meeting enterprise training needs
- Better diagnosis of skills development and training needs at enterprise level
- Delivering quality training through better implementation and support
- The targeted allocation of new training places

# AFISC's expanded role



- Provide industry intelligence and advice to Skills Australia, governments and enterprises
- Develop, implement and continuously improve TPs and workforce development products and services
- Advise enterprises on skills and training solutions
- Work with enterprises, providers and government to allocate training places

# AFISC's expanded role

- Diagnosing the training needs of employers
- Assist in identifying suitable training providers
- Working with Employment Service Providers to provide training to job seekers

# AFISC Environmental Scan

## PURPOSE

Based on current industry views and evidence from across Australia:

- a) Provides an understanding of the factors shaping and impacting on agrifood workforce development
- b) Advises on how Training Packages and the VET system are currently responding
- c) Captures ‘what we know’ and ‘what it means’ to the agrifood industry.

## KEY MESSAGES

- Incremental building blocks of skills as well as full qualifications are paramount
- Conceive and pilot a contemporary funding model to enable training providers to deliver training to our industries
- Develop a national agrifood workforce development strategy.

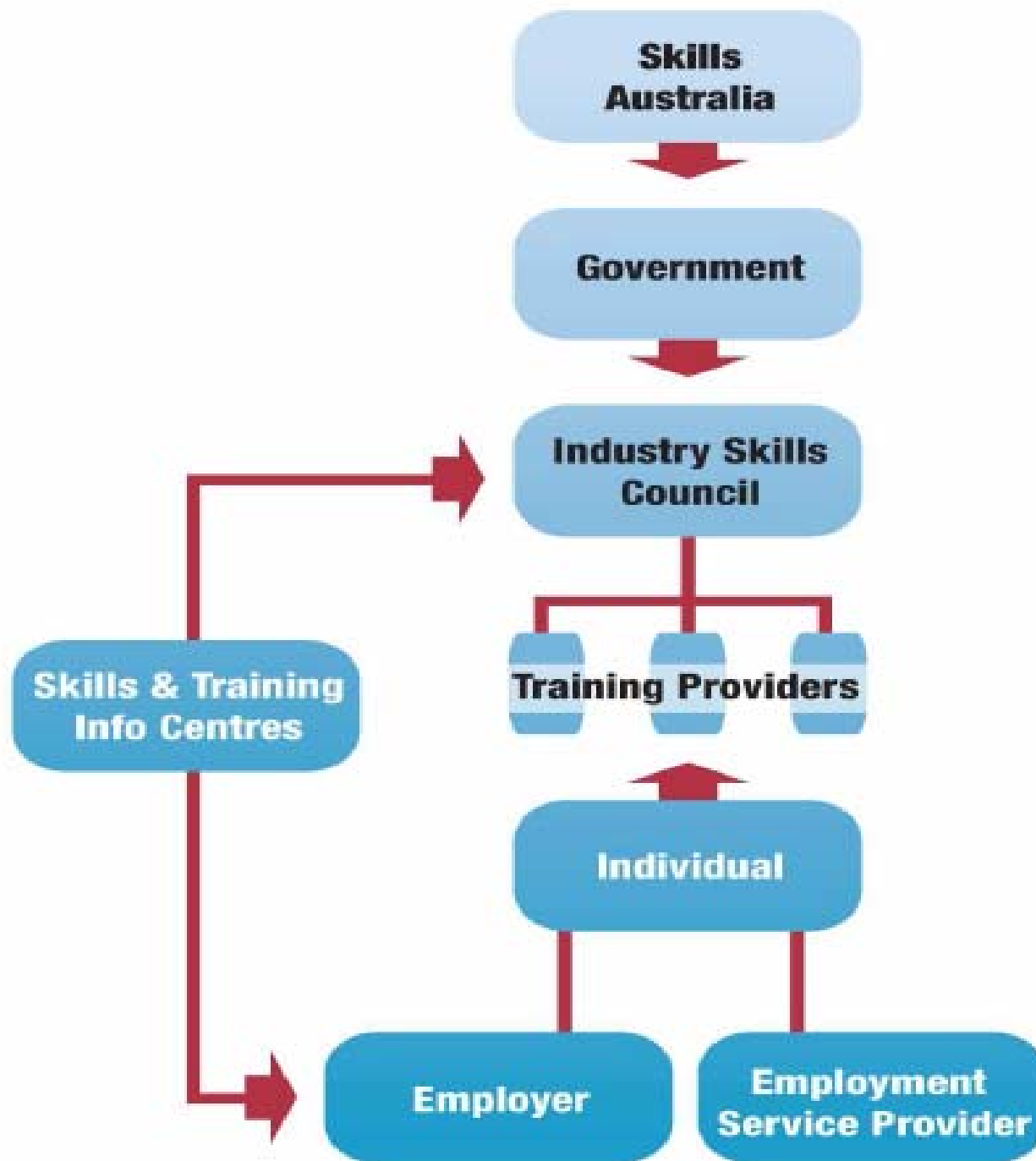
# Skills Australia and Government Objectives



- Achieving full employment
- Competitiveness of Australian economy
- Promotion of innovation through skills acquisition
- Providing sufficient numbers of qualified workers for industries of national importance
- Role of State and regional economies in contributing to these objectives

# Skills Australia Role

- Analyse current and emerging skill needs and demands across industry sectors
- Assess evidence from research and consultation with industry to inform workforce development needs
- Distribute information to businesses and workers to advise on training and employment decisions
- Advise Government on current and future skills needs to inform on education and training reforms and investment of public funds
- Make recommendations on allocation of training places



# Measuring Up and Getting A Return On Your Training Investment

Study summary

Kevin Bryant

CHIEF EXECUTIVE OFFICER

Fred Hardy

BUSINESS & QUALIFICATIONS DEVELOPMENT MANAGER

# What did we learn?

## Qualitative

Trained people stay longer in industry

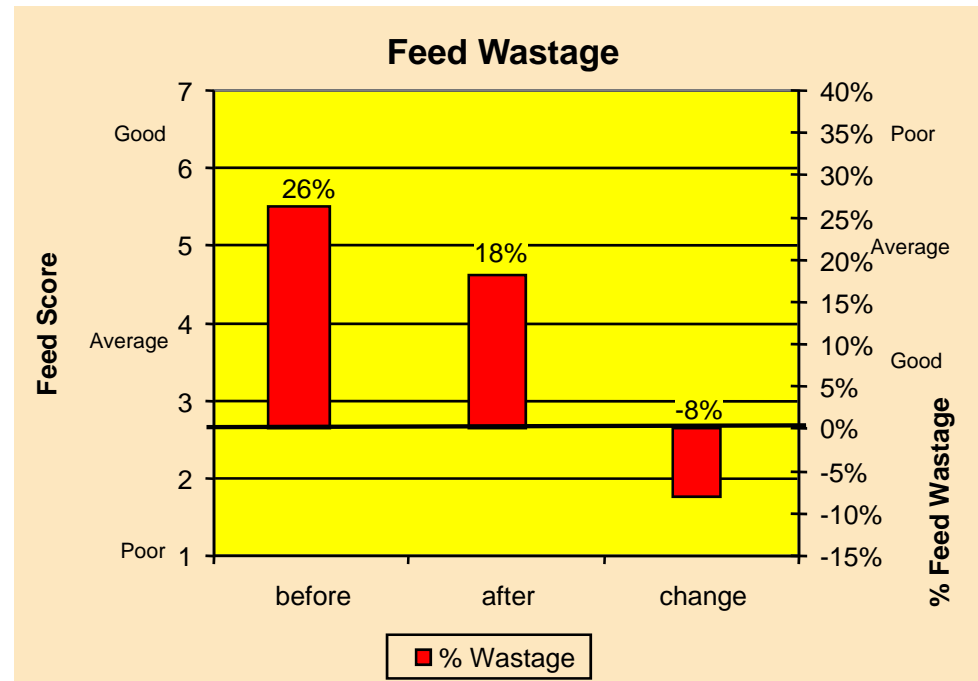
- Improved employee motivation & reliability through understanding the farm system
- Agriculture ITO training facilitates tapping into on-farm skills & knowledge
- Trained staff introduce latest farming information to their workplace (next job)
- Farmers and industry want **“can do”** not just **“know how to do”**
- Value of training depends on employer



# What did we learn?

## Benefits for farmer – Dairy Feed Utilisation

- **30%** improvement in performance after training per trainee (average)



# Bang for buck – the value of training

- Gain to farm per trainee p.a. (average)
- Total no. of ITO trainees in 2005
- Total value add
- Less total costs applied to training (govt/industry/trainee)
- Less total trainee salary cost (off-farm)

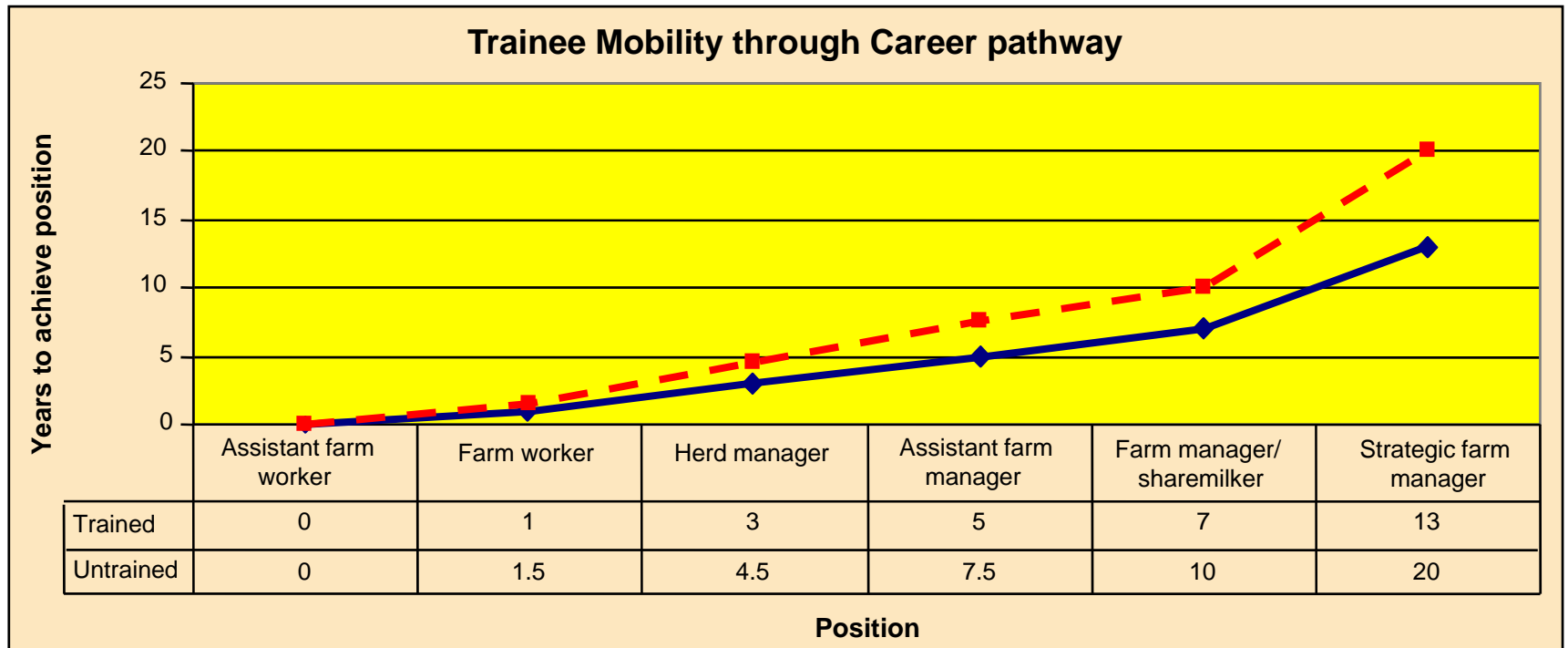
***Dairy:* return to farmer business = 3.4:1**

***Sheep & Beef:* return to farmer business = 4.9:1**

# What did we learn?

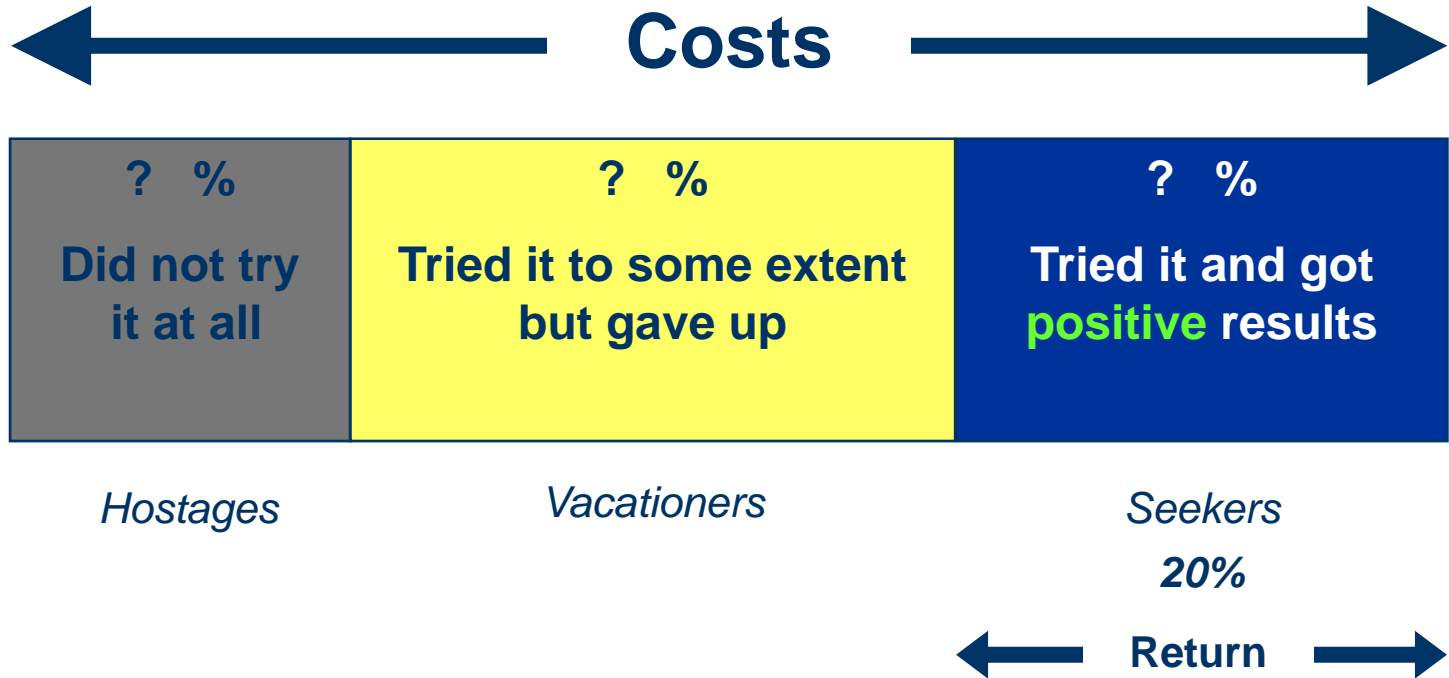
## Benefits to Trainees

- Better career options - move further, faster



 Non trained  Trained

# Predictable Results



# What causes Failure of Impact?

<b>Failure Reason</b>	<b>Preparation &amp; Readiness</b>	<b>Learning Intervention</b>	<b>Application Environment</b>
<b>Percentage Estimate</b>	<b>&gt; 40% !</b> <i>Preparation</i>	<b>&gt; 15% !</b> <i>Training Event</i>	<b>&gt; 40% !</b> <i>On-job follow up</i>

## Failure Reason

## Preparation & Readiness

- *Wrong people attended*
- *No clear reason for attending*
- *Lack of preparation focus*
- *Didn't need it, already used it, etc*

## Learning Intervention

- *Could not learn it*
- *Wanted to learn it, but instruction failed*
- *Bad training design or materials*
- *Facilitator did bad job, etc*

## Application Environment

- *Didn't get any manager support*
- *Had no opportunity to try it out*
- *Lack of peer support*
- *No incentive to use it*
- *Lack of feedback and coaching, etc*

## Percentage Estimate

**> 40% !**

*Preparation*

**> 15% !**

*Training Event*

**> 40% !**

*On-job follow up*