Agribusiness Improvement Program

Objectives

The objective of our Agribusiness Improvement Program is to:

Assist growers in developing highly efficient processes that deliver quality products to customers at the right time, right place and at the right price

How do we do this?

Our on-site program provides our clients with the following service package:

- Upfront Business Analysis to identify business improvement opportunities (2 or more days depending on the size of the business)
- Eight structured training sessions over a minimum of 12 months (8 days)
- Project and change implementation support to assist all individuals in the application of new learned skills in the workplace to build robust processes and gain real bottom line benefits (days vary depending on the number of participants, between 1 and 2 days per participant)
- Monitoring of change sustainability

All services are provided on-site at the client at agreed times.

Service level example:

- For a client with 20 funded participants the total service level would be at least 40 days over 12 months.

What are the benefits?

The benefits for the grower (employer) are:

- Reduced risk (sustainability risk, health and safety risks, biosecurity risks)
- Reduced costs
- Improved quality
- Reduced delivery time frames
- Increased staff engagement and retention
- Improved staff morale

The benefits for the participants (employees) are:

- Nationally recognised Certificate in Agriculture (AHC40116) accredited by the Registered Training Organisation, Inspirative (trading as Vative)
- Skills that are in high demand / more valued employee / increased employability
- Easier and hassle-free workdays
- Feeling of empowerment and purposefulness

Who should participate in this program?

This program is intended for:

- Owners
- Managers / Leaders
- Staff that are keen to contribute and able to complete a Cert IV level qualification

What is different about our approach?

We are the only Training Organisation offering a grower specific business improvement program in Australia.

We are providing this service literally free of charge (government funded, small fee only).

We are providing all services on-site at the client, no matter where they are in Victoria.

We provide implementation support on-site to make change happen. We know that training on its own does not lead to sustained change.

We engage all levels of staff. We know from experience that change cannot be driven by upper management but must come from the workforce. This means education in process design must start here while also involving management.

By training and coaching all staff equally, barriers between owners, managers and staff are removed, opening the communication channel that enables process improvements. All levels of the organisation are working together pulling in the same direction.

Certification of skills and knowledge.

What is the content of this program?

The program covers the following topics over 8 structured training sessions:

1. Introduction to Lean and Continuous Improvement, Review of farm business processes using Process Mapping and Auditing
2. Analysis of a chosen business problem using Root Cause Analysis
3. Planning the implementation of an improvement using the structured DMAIC Project Charter and Budget Plan; Development of a Data Collection Plan to establish the process base line and enable measuring of the impact of the change
4. Monitoring of the change implementation using KPIs & Metrics and impact of the change; Data collection and comparing new baseline against target; Identification of further improvement opportunities
5. Development or improvement of an existing Pest, weed or disease management plan; Development of a Standard Operating Procedure to support pest control; Development of a Pest Monitoring Plan
6. Development & implementation of a Preventative Maintenance Plan for equipment
7. Identify health and safety risks and control measures using Risk Assessment; Develop and implement work health and safety procedures
8. Preparation of a Planting Plan; Preparation of a Crop Monitoring Plan to manage crop health OR

   Preparation of an animal husbandry plan. Managing animal health and welfare to have the most productive herd.

For a more detailed breakdown of the content refer to the Appendix.

Can this program be customised?

Yes. The program is flexible to be customised in many ways:

- Additional content / topics can be added. For example, a client may see a need in computer skills for some staff; so, we teach programs such as Word and Excel.

- Projects and improvements implemented throughout this program are mostly flexible and can focus on any improvement deemed valuable to the business.
- The training delivery will be customised towards the client for each session, whereby discussing and working on real issues and opportunities of the client and participants.
- The timeline of the program is a minimum of 12 months but can be stretched to as much as 24 months.
- Training and support days are flexible, and we will work around the client's availability.

What does it cost?

The program is 96% state government subsidised for those eligible to enrol into the funded Certificate IV program. Eligible is anyone that is an Australian Resident or Citizen and the highest qualification is a Certificate III or Trade Certificate. The enrolment cost per funded participant is $280.

Those not eligible for funding can still participate as non-certified for $50 just to cover the manual print costs. The participation of key staff that are not funded is important to us, as change requires a holistic approach.

The value of the course per non-funded, but enrolled participant is $9,500.

Example:

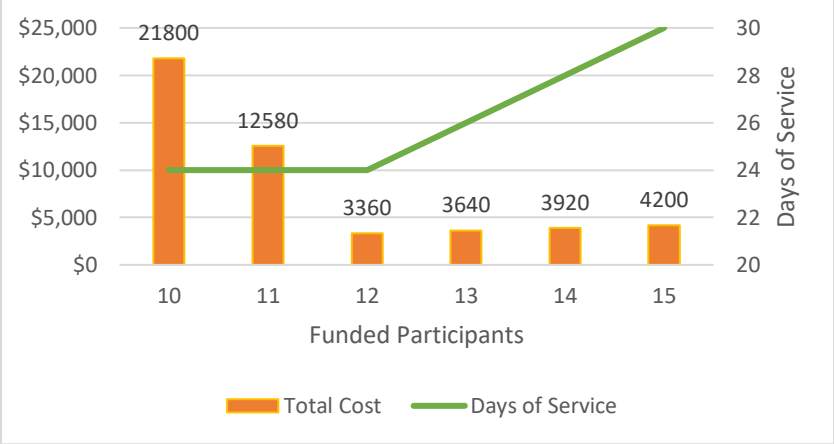
For a client with 20 funded and 5 non-certified participants the total cost for 40 days of service would be $5,850.

What are the constraints?

There are a couple of constraints and solutions to keep in mind:

- If a business has less than 12 proposed funded participants, then either:
    - The business can join another business to meet minimum numbers. We have done this often and it works well, as long as each business is not too far apart and happy to collaborate. The training would be held at either premises or alternating, while the project implementation days will be provided at each individual business site.
    - The business could provide funding to fill the gap from a smaller number of funded participants

  The chart below shows the relationship between funded participants, total cost to the business and the number of days of service that would be provided:



- The program must run for at least 12 months and a maximum of 24 months.
- Certification can only be granted for participants that meet all assessment criteria.

  All assessments are targeted towards business and process improvements and every participant is capable of achieving the qualification that is interested in doing so.

  Each participant must attend all training sessions. We provide catchups for those that could not attend on the scheduled day. The catchup will generally be completed on one of the next training or support days. Service levels may drop if participants cancel / leave the business.

Who are we?

Our business is called Lean 6 Sigma Solutions and we specialise in helping growers to improve their business and become more sustainable.

We have in-depth and long-term experience in assisting a wide range of industries but have specialised in the Agriculture industry in the last 4 years.

We have developed this holistic and all-encompassing funded program with the needs of the industry in mind while ensuring it is easy to access due to its low cost and convenience (on-site).

We are currently working with a range of growers, which include Humphris Nursery, Mulgowie, Montague and Cutri Fruit amongst others.

Our program is received well in the industry and our clients are more than happy to share their experience of working with us.

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Appendix:

Session	Cert IV in Agriculture Business Improvement Program Content	Cert IV in Agriculture Business Improvement Program Learnings & Outcomes
1	Introduction to *Lean* and *Continuous Improvement* Review of farm business processes using *Process Mapping* and *Auditing*	Learning about: • What is waste (8 wastes) • What is Lean • What are the Lean principles of effective businesses • Process Mapping tools • Prioritisation methods • Barriers to success Outcomes: • Identified opportunities for improvements • Process Map • Validation of process map • Recommended and prioritised improvements • Assessed risks and barriers • Implemented improvement • Monitored improvement

2	Analysis of a chosen business problem using *Root Cause Analysis*	Learning about: • The difference between quick-fix and root cause elimination (proactive and preventative) • Tools to identify causes and root causes • Data analysis tools • Error Proofing Outcomes: • Well defined problem • Identification of all possible cause • Narrowing down to most likely causes • Identified Root Cause(s) • Development of a permanent corrective action • Implementation of permanent solution
3	Planning the implementation of an improvement using the structured *DMAIC Project Charter* and *Budget Plan* Development of a *Data Collection Plan* to establish the process base line and enable measuring of the impact of the change	Learning about: • Project management tools • DMAIC Project Charter • KPIs/Metrics • Baseline data • Analysis to the Root Cause • Scheduling tools (work breakdown structure, critical path) • Time management strategies

		• Budget Plan • Cost Factors • Data Collection Plan • Control measures to sustain change • Keeping Records Outcomes: • Developed DMAIC Project Charter for the change • Developed budget plan for change • Developed and used Data Collection Plan
4	Monitoring of the change implementation using *KPIs & Metrics* and impact of the change Data collection and comparing new baseline against target Identification of further improvement opportunities	Learning about: • Monitoring methods • Educating staff • Communication • Report writing • Resistance to change • Budget for change Outcomes: • Developed and used monitoring plan • Confirmed impact and effectiveness of the control measure/change • Further recommendations for improvement

5	Development or improvement of an existing *Pest, weed or disease management plan* Development of a *Standard Operating Procedure* to support pest control Development of a Pest Monitoring Plan	Learning about: • Factors that impact on selection of pest management activities • Pest identification • Integrated Pest Management (IPM) • Noxious weeds and pest management • Access to information to A-Z on weeds • Animal Welfare • HACCP Principles Outcomes: • Assessed pest, weed and disease hazards and risks • Set goals to reduce pest, weed and/or disease infestation • Develop Pest/Weed/Disease Management Plan • Assess costs of Pest/Weed/Disease Management Plan • Develop Procedure for one pest control application • Implement Pest / Weed / Disease Management Plan • Develop Pest & Weed Monitoring Plan
6	Development & implementation of a *Preventative Maintenance Plan* for equipment	Learning about: • Total Productive Maintenance (TPM) approach • Implementing TPM • Maintenance Plan Outcomes: • Developed and implemented a maintenance plan • Reduced costs of failure

7	Identify health and safety risks and control measures using *Risk Assessment* Develop and implement work health and safety *procedures*	Learning about: • Risk Assessment • Hierarchy of Control • Safety Procedures • Safety Legislation & Rights and Responsibilities Outcomes: • Hazard Report and Risk Assessment • Identification of preventative Control Measures • Implemented Control Measure at Critical Control Point • Monitored Control Measure • Implemented risk control procedure
8	Preparation of a *Planting Plan* Preparation of a *Crop Monitoring Plan* to manage crop health	Learning about: • Ground preparation • Fertiliser programs • Plant families • Growth stages and keys • Soil • Crop nutrition • Technology and precision farming

		Outcomes: • Developed planting plan and targets • Monitored and adjusted planting plan • Identified the condition of crop and improved crop health (at least to initiatives to improve crop health must be implemented) • Monitored the impact of treatments