



## Overview of April 2011 Program

### Diploma Module:

Facilitate continuous improvement - This module unit describes the performance outcomes, skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements.



"IMPLEMENTING THESE CHANGES WON'T BE EASY. WE'RE PRETTY SET IN DOING THINGS THE WRONG WAY."

www.CartoonStock.com



"What! Nobody thought to bring a paddle?"

### Employability Skills Areas:

- Problem Solving Skills - Capacity to apply problem solving strategies in purposeful, logical and creative ways
- Initiative and Enterprise Skills - Capacity to develop skills that contribute to innovative outcomes, identify opportunities not obvious to others and develop entrepreneurial skills and abilities
- Communication Skills, which contribute to productive and harmonious relationships between employees and customers
- Teamwork Skills, which contribute to productive working relationships and outcomes
- Learning Skills, which contribute to ongoing improvement and expansion in employee and company operations and outcomes

### Project Presentations:

Each graduate will do a four minute pitch on their R&D project. Maximum of four PowerPoint pages (refer MLA template). Topics to address are;

1. What is the problem you are trying to solve?
2. Brief overview of your project and how it addresses the problem
3. What new development or continuous improvement have you created/implemented?
4. Describe the impact your project will have and the value it creates (i.e. financial, better processes/customer relationships, environmental etc)

Please note that graduates attending their first Graduate PD Week are not expected to present, unless you want to!!

## Site Tour:

Sweet's Strawberry Runners, Stanthorpe. Please refer to company profile later in this program.

## Meeting & Accommodation Venue:

Park Regis North Quay  
293 North Quay, Brisbane City  
Ph: (07) 3013 7200

The Park Regis North Quay is located within the CBD in an easily accessible area.

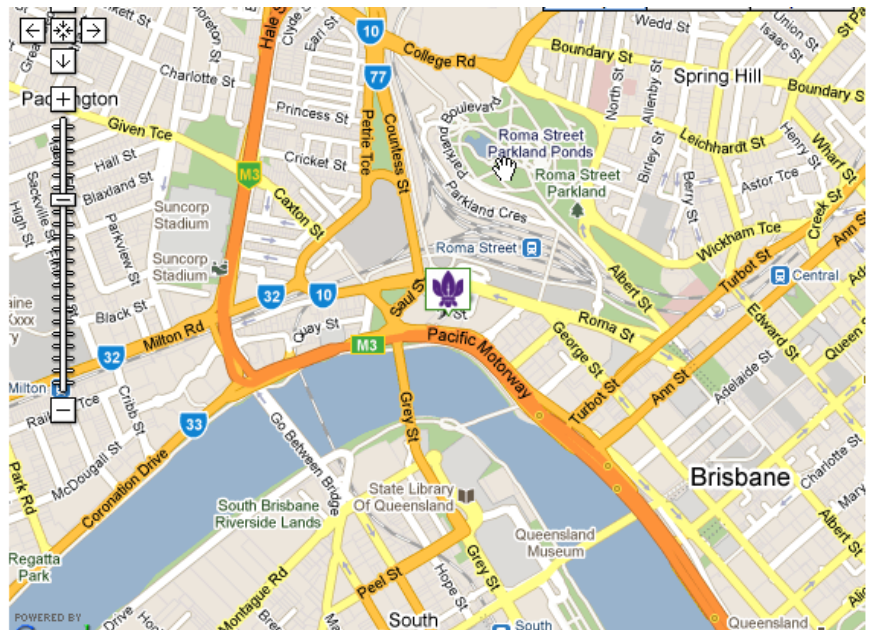
### Walking:

- Roma Street Train Station & Transit Centre: 3 minutes
- Queen Street Mall: 10 minutes

### Parking

- Parking is available for hotel guests at the hotel.
- For those driving to the workshop each day there are a number of car parks in the immediate vicinity. Roma Street Transit Centre is the closest located public car parking facility and is in short walking distance to the hotel. Park Regis will validate tickets to the price of \$17.00 (50% off); the conditions of the validation are as follows:
  - Need to have the ticket/s validated prior to leaving the Park Regis
  - The tickets can only be validated by the Roma Street Transit Centre ticket booth attendants. Validated tickets are not recognised by ticket machines
  - Other parking stations in Tank and Herschel Sts.

<http://www.staywellgroup.com/hotels/brisbane/park-regis-north-quay>



## Please bring:

- USB stick loaded with project presentation (or email to [lallen@mla.com.au](mailto:lallen@mla.com.au))
- Laptop
- Jumper + hat for site tour – please note that Stanthorpe is the coldest town in Qld and temperatures will be low in the evening/early morning
- Dress code for the week is smart casual.

## Departing Graduates

Congratulations and farewell to the following Graduates attending their last PD Week:



**Matt Boyce**  
Environment & Sustainability  
The Midfield Group



**Jonathan Cook**  
Automation Support Engineer  
MAR



**James Mullins**  
Plant Engineer  
Oakey Abattoir (Nippon)

**Never be afraid to do something new.  
Remember, amateurs built the ark;  
professionals built the titanic.  
-- Anonymous**

## New Graduates

Please welcome the following new Graduates to the Program

- Emma Hegarty - Teys Bros (Rockhampton, QLD)
- Michelle Merrett - Teys Bros (Naracoorte, SA)
- Laura Cutajar - Teys Bros (Biloela, QLD)
- Sam Bates - Teys Bros (Rockhampton, QLD)
- Jeremy Cummins - Teys Bros (Brisbane, QLD)
- Sharon Hsu - Nippon Meat Packers Australia (Sydney, NSW)
- Sally Begg – Swift Australia (Mungindi, NSW)
- Joshua White – Swift Australia (Toowoomba, QLD)
- Stewart Hinze – Swift Australia (Caroona, NSW)
- Jacinta Pretty – Swift Australia (Griffith, NSW)

## DAY 1 – MONDAY 11<sup>TH</sup> APRIL

ITEM	TIME	DESCRIPTION	RESPONSIBLE
1.	9.30 – 10.00	Arrival and morning tea	Liz, Danielle
2.	10.00 – 10:10am	Open Seminar. Provide MLA overview for the week	Liz , Danielle
3.	10.10 – 10.30am	Overview of Seminar training sessions and course content: <ul style="list-style-type: none"> <li>• Recap of learning's from October</li> <li>• Diploma Unit of competency</li> <li>• Assessment – Laptops</li> <li>• Employability Skills</li> <li>• Industry visit</li> <li>• Projects</li> <li>• Multidisciplinary workgroups</li> </ul>	Matt, Phil
4.	10:30 – 11:30	Red Meat Industry Case Study : Business improvement in a complex environment	Phil
5.	11:30 – 12:30am	Non-Red Meat Industry Case Study: When the business is struggling how do you improve it?	Matt
6.	12.30 – 1:15pm	Lunch	Provided
7.	1:15 – 4:00pm	Travel: Brisbane to Stanthorpe on Brisbane Bus Lines Present overview and briefing of Site Tour so graduates are well prepared to participate effectively during the site visit. <ul style="list-style-type: none"> <li>• Afternoon Tea (on bus)</li> </ul>	Tim, Phil, Matt
8.	2:50 – 4:00pm	Travel	Matt, Phil
9.	4:00pm	Bus arrives @ Queensland College of Wine Tourism, 22 Caves Rd (Ph 4685 5050)	
10.	4.30 – 6.00pm	Continuous improvement models <ul style="list-style-type: none"> <li>• Detailed outline of the week</li> </ul>	Matt ,Phil
11.	6.00pm	Bus departs for accommodation @ Happy Valley Vineyard Retreat, Glenlyon Dr. (Ph 4681 1370)	Liz
12.	6.50pm	Bus departs accommodation for dinner @ Queensland College of Wine Tourism	Liz
13.	9.00pm	Dinner finishes. Depart dinner for accommodation.	Liz

## DAY 2 – TUESDAY 12<sup>TH</sup> APRIL

ITEM	TIME	DESCRIPTION	RESPONSIBLE
1.	8.20am	Bus departs accommodation for Site Tour	Liz
2.	8.30 – 12.30pm	Site visit to Sweet's Strawberry Runners (SSR), 846 Nundubbermere Rd (Ph 4683 6209)	Liz, Tim
3.	12:35pm	Bus departs SSR for Queensland College of Wine Tourism	Liz
4.	12:50– 1:15pm	Lunch	Provided
5.	1.15 – 2.30pm	<ul style="list-style-type: none"><li>• Theory: Business process mapping – a building block of continuous improvement</li><li>• Practical: Graduates to complete a business process map based on the "Sweet's Strawberry Runners "</li></ul>	Phil, Matt
6.	3.00 – 6.30pm	Bus departs for Brisbane	Liz
7.	7.00pm	Dinner (Optional) @ The Caxton Hotel, 38 Caxton Street, Petrie Terrace Q 4000 (Ph 3369 5544)	Liz (16 booked)

## DAY 3 – WEDNESDAY 13<sup>TH</sup> APRIL

ITEM	TIME	DESCRIPTION	RESPONSIBLE
1.	8.30 – 9.00am	Theory: Problem solving – a building block of business improvement	Matt, Phil
2.	9.00 – 10.00am	WA Red Meat Industry case study	
3.	10:00 – 10:20am	Morning Tea	Provided
4.	10:20 – 12:30pm	Activity based session: WA Red Meat Industry case study <ul style="list-style-type: none"> <li>• Applying six problem solving tools and techniques</li> </ul>	Phil, Matt
5.	12:30 – 1:30pm	Lunch	Provided
6.	1:30 – 2:30pm	Activity based session: WA Red Meat Industry case study <ul style="list-style-type: none"> <li>• Applying a business process map</li> </ul>	Phil, Matt
7.	2:30 – 3:30pm	Graduate Project Presentations – 7 x 5 mins <ul style="list-style-type: none"> <li>• Graduates to pitch a new development or continuous improvement aspect to their project</li> <li>• Discussion based on presentations</li> </ul>	TBA
8.	3:30 – 3:50pm	Afternoon Tea	Provided
9.	3.50 – 5.15pm	Theory: The importance of knowledge & change management when implementing business improvements	Phil, Matt
10.	5.15pm	Seminar Close	Phil, Matt
11.		Free night	

## DAY 4 – THURSDAY 14<sup>th</sup> APRIL

ITEM	TIME	DESCRIPTION	RESPONSIBLE
1.	8.30 – 9.30am	<p>Major practical activity ( Assessment Task)</p> <p>Based on what you have learnt throughout this week (including, CI models, business process mapping, problem solving tools, knowledge management and change management) develop a continuous improvement program for the WA Beef Industry.</p> <p>This task will be completed in multidisciplinary workgroups and will be presented on Friday to the whole group.</p> <p>Group activity</p>	Phil, Matt
2.	10:00 – 10:20pm	Morning Tea	Provided
3.	10:20 – 11:30am	Major practical activity (Assessment Task)	Matt, Phil
4.	11.30 – 12.00pm	<p>Research article review: Opinions and Expectations about Continuous Improvement Programs by Bernett and Nenti (2010)</p> <ul style="list-style-type: none"> <li>• Group activity</li> </ul>	Matt, Phil
5.	12:00 – 12.30pm	Continue Major Practical Activity (Assessment Task)	Matt, Phil
6.	12.30 – 1.30pm	Lunch	TBA
7.	1.30 – 2.30pm	Continue Major Practical Activity (Assessment Task)	Matt, Phil
8.	2.30 – 3.30pm	<p>Graduate Project Presentations – 7 x 5 mins</p> <ul style="list-style-type: none"> <li>• Graduates to pitch a new development or continuous improvement aspect to their project</li> <li>• Discussion based on presentations</li> </ul>	TBA
9.	3.30 – 3.50pm	Afternoon Tea	Provided
10.	3.50 – 5.15pm	Continue Major Practical Activity (Assessment Task)	Matt, Phil
11.	5.15pm	Seminar Close	
12.	6.30pm	Group Dinner (Compulsory)	Liz



## DAY 5 – FRIDAY 15<sup>th</sup> APRIL

ITEM	TIME	DESCRIPTION	RESPONSIBLE
1.	8.30 - 9.00am	Assessment: Knowledge test	Matt, Phil
2.	9.00 - 10.00am	Sweet's Strawberry Runners Business Process Mapping Presentations <ul style="list-style-type: none"> <li>• Group presentations to SSR representative Tim Sweet</li> </ul>	All
3.	10.00 - 10.20am	Morning Tea	
4.	10:20 - 12:30pm	WA Red Meat Industry Case Study Presentations <ul style="list-style-type: none"> <li>• Group presentations</li> </ul>	Matt, Phil
5.	12.30 – 1.15pm	Debrief Administration tasks Awards <ul style="list-style-type: none"> <li>• Working Lunch</li> </ul>	All
6	1.30pm	Graduate Week Finishes	All

## Site Visit



### Sweet's Strawberry Runners

Sweets Strawberry Runners SSR was established out of a traditional Stanthorpe based stone fruit and vegetable production enterprise. For more than 10 years, SSR have been supplying quality Strawberry plants to Strawberry growers throughout Queensland, Nationally and also some international markets.

**Our aim is to have 'The Right Quality plant, Delivered right to the customers farm at the Right time.'**

SSR location is ideally suited to producing high quality strawberry plants. The farms are located three hours south west of Brisbane. Stanthorpe which is 900 metres above sea level is situated at the northern end of the New England tableland and is part of the Great Dividing Range, bordering New South Wales. This elevation ensures the climatic condition of the Granite Belt gives the ideal chill hours required for the strawberry plants at the end of the growing season. The sandy soils enable us to establish, grow and dig the plants at an optimum plant size and the most desirable time for our customers.

- Sweets Strawberry Runners is a nursery located on the Granite Belt propagating plant material for both raspberry and strawberry fruit growers.
- SSR is a unique strawberry runner grower in that over 90% of strawberry plants produced is a green leaf plant (leaf on as opposed to leaf off).
- SSR has been producing green leaf strawberry plants for the last 13 years, and has grown to be one of Australia's leading suppliers of green leaf strawberry plants, employing over 350 people during the peak harvest period.
- Production of green leaf plants results in significant challenges as compared to leaf off plants. For SSR this has lead to the development and adoption of several innovative technologies for green leaf runner production over the last 10 years including;
  - GPS Star-Wheel harvesting technology
  - Customized bulk handling systems for movement of raw material
  - Customized high humidity chilling systems
  - Under Cover processing with overhead plant material delivery to trim floor allowing production of over 800 000 plants / day.
  - SQL database tracking for AWA piece rate work
  - Real-time time QA data for individual trimmers
  - Customized packaging and vacuum chilling systems
- As a provider of plant material one of the foundations of the nursery business is having access to the genetic material that is relevant to the fruit growers.
- Since 2007 SSR has been propagating plant material developed and owned by Driscolls (America's largest berry producer).
- Over the last two years propagation of Driscolls raspberry plant material has become SSR's biggest area of growth.



## Strawberry runners on the move

**T**HE Queensland strawberry season is still two months away but at Sweet's Strawberry Runners it's peak harvest time.

The family-run business supplies strawberry runners to farms around Australia and overseas. The Stanthorpe-based business employs up to 350 workers to dig, trim, cool, code and pack the runners, before they are shipped to growers. The business was started in 1997 by Wally and Glenys Sweet. Three of their six sons are now actively involved in the business. Tim Sweet says timing is everything when it comes to healthy strawberry runners.

"Time is of the essence in order to ensure plant health and quality," he said. "We specialise in varieties destined



for the early market of the strawberry season, so that our customers can hopefully attract a better price for their product.

"Our business is highly regulated. Because we are dealing in plant material we

have to be certified by the DPI.

"Every block, every year has to be cleared, and we would have inspections carried out about once every fortnight." Tim says soil sanitation and hygiene is crucial to ensure

disease control. "It's been a real challenge to have lost the ability to use methyl bromide as a soil fumigant," he said.

"We now use other methods and we also use crop rotation to keep disease down. Our rotation includes green beans, cereal cover crops and grazing."

Worldwide, the processing of strawberry plants is still a very labour intensive business, however the Sweets have introduced elements of automation into the process.

It's a process which starts at night when the plants are dug and taken to the shed to be cooled. They are trimmed, coded, scanned and vacuum cooled before being delivered to growers.

● [www.sweetstrawberryrunners.com.au](http://www.sweetstrawberryrunners.com.au)

## Facilitators

### **Matt Flynn – Chief Executive Officer, Well Grounded Consultancy & Registered Training Organisation**



Possessing degrees in Psychology and Education, a Diploma of Management and a Certificate IV in Training and Assessment, Matt is well equipped to lead and develop Well Grounded Consultancy. Prior to owning his own consultancy, Matt held a number of senior positions within State Government Departments where he has managed learning and development teams and large scale projects across Queensland. Recently, Well Grounded has formed a formidable educational partnership with "Yancoal Australia" at its' two Central Queensland mines (*Minerva Joint Venture & Yarrabee Coal Company*) to develop an innovative human resource strategy and a customised frontline management training program. Well Grounded has also acquired

Queensland Newspapers as a key client where the Certificate IV in Business Sales is being rolled out across the employee group. Specifically, Matt believes that his role is to work seamlessly with small and large companies to develop customised human resources strategies that genuinely impact on the productivity and profitability of organisations.

### **Phil Green - Chief Executive Officer, Greenleaf Enterprises Pty Ltd**

Phil Green is the founder and CEO of Greenleaf Enterprises which he established in 2001 following a successful career where he held executive roles in manufacturing and agribusiness companies. Phil has held General Manager roles in a number of green-field companies including the commissioning and development of Teys-OSI Foods and well established Australian food icons including KR Darling Downs (General Manager - Sales & Marketing). At KR, Phil was part of a new executive team responsible for rescuing the financially troubled company from significant losses to a profit in 15 months and commercial sale within 18 months.

He was a member of McDonald's Global Beef Supply Chain Group during his time as General Manager - OSI International Foods (Brisbane). Phil has lead Greenleaf in development of their own export pork brand and has established vertically integrated supply chain partnerships for other companies. These have included the supply of aquaculture prawns, pork and value-added smallgoods to leading domestic and international retailers such as Ito Yokado and Family Mart convenience store group in Japan. As an advisor to company boards and management teams, Phil provides strategic input, performance benchmarking and business cost analysis to enhance P & L performance and supply chain value. As a consultant, Phil has been involved with the largest beef, lamb, pork and smallgoods companies in Australia, supported by a bachelor degree in food and meat science from Texas A&M University, USA. He was a member of Texas A&M Intercollegiate Meat Judging Team to win the 1993 National Final competition. Phil's company, Greenleaf, help their clients develop and implement business strategies that promote growth and increased profitability. They provide analytical consulting services, develop and implement software management solutions, develop objective measurement systems and facilitate development of business capability.



### **Tim Sweet - Greenleaf Enterprises Pty Ltd**



Tim Sweet is a Project Manager with Greenleaf Enterprises working on projects such as cost benefit analysis reviews of technology applications for MLA's red meat innovation initiatives; market reporting software service development for the Australian meat industry and development of measurement systems for objective carcass measurement. Tim has worked as a subcontractor on Chilling research for Australian Pork Limited which focused on modeling interactions between chilling hardware, the settings on the hardware, and the impact on post mortem meat quality and shrink loss. Tim studies include a Bachelor of Applied Science in Horticultural technology and a PhD from University of Queensland (St Lucia)/University College Dublin. Completed in 2009, his PhD research work was focused on the non-destructive measurement of red meat eating quality using recently developed high resolution ultrasound spectroscopy equipment. Tim has remained active in the family nursery and livestock operations based in Stanthorpe, Qld with a responsibility for scoping, commissioning and implementing management support systems to assist daily operations and to improve processes and practices through the various stages of the company's growth

## Graduate Attendees

Company	Graduate	Job Title	Based
Australian Agricultural Company	Will Hogan	Production Assistant	Grantham, QLD
Cargill Australia	Wendy Smith	OHS/QA/Environmental Supervisor	Stockinbingal, NSW
CRF (Colac Otway)	Heidi Lawson	Sustainable Systems Coordinator	Colac, VIC
Machinery Automation & Robotics	Jonathan Cook	Automation Support Engineer	Sydney, NSW
The Midfield Group	Matt Boyce	Environment & Sustainability Manager	Warrnambool, VIC
Nippon Meat Packers Australia	Sharon Hsu	Production Administration	Sydney, NSW
	James Mullins	Plant Engineer	Oakey, QLD
Swift Australia	Matthew Fisher	Environmental Graduate	Melbourne, VIC
	Talitha Groth	HR Graduate	Brisbane, QLD
	Sally Begg	Feedlot Graduate	Mungindi, NSW
	Joshua White	Feedlot Graduate	Toowoomba, QLD
	Stewart Hinze	Feedlot Graduate	Caroona, NSW
	Jacinta Pretty	Feedlot Graduate	Griffith, NSW
Teys Bros	Liam McNamara	Group Environmental Co-ordinator	Brisbane, QLD
	Josh Kahler	Feedlot Trainee Manager	Condamine, QLD
	Michelle Merrett	Meat Processing Graduate	Naracoorte, SA
	Emma Hegarty	Meat Processing Graduate	Rockhampton, QLD
	Laura Cutajar	Meat Processing Graduate	Biloela, QLD
	Sam Bates	Livestock Operations Graduate	Rockhampton, QLD
	Jeremy Cummins	Livestock Operations Graduate	Brisbane, QLD

### Apologies

- Ross Sharrock, Environmental Supervisor - Cargill Australia
- Mark Jackwitz, Feedlot Trainee - Australian Country Choice.
- Ben Keogh, Japanese Sales & Marketing Support - Swift Australia
- Ryan James, Finance Graduate - Swift Australia.

### Accelerations

- Nick Chambers (Swift Australia) and Fauve Hauschild (Swift Australia) have been accelerated out of the Graduate Program.