

What will you learn today? How will it help you tomorrow? How can your business learn better in 2005?

How do we capture the lessons from our business experience and performances, both good and bad, over the past day /week/ month? How do we encourage and support people at all levels of the business to think about doing things differently and better?

It is difficult enough for senior executives and department managers to thread a mindset of continuous learning through the deluge of daily activities. The real challenge is to get every employee operating with a "What if / Why don't we / How can we do it better?" mentality.

I've had thoughts over the past 12 months (never properly developed) of creating posters for the workplace similar to the ones that promote safe work practices or energy conservation, to promote the concept of learning. Wording like;

- "If you don't know why, ask"
- "Why do we do it this way?"
- "Is there a better way?"

As you can see, I need to do a lot more work, but there's something in it!

Another partly formed idea is having every work team or group holding a regular meeting, which is focussed on current work practices and how to make them better. Nothing novel in the concept I know, but if undertaken consistently it would provide a catalyst for positive change and ongoing learning.

Learning from experiences (positive and negative) and applying this learning to improve the business can contribute to an increased competitive advantage through improved performance, improved quality, increased customer satisfaction, a committed and results focused workforce, and a greater ability to deal with change.

Some of the search strings (words used for an internet search) that people used in October to find the Winetac website were:

- 'assessment about developing people'
- 'competitive advantage strategy'
- 'culture competitive advantage definition'
- 'developing learning culture'
- 'learning plan template'
- 'organisational structure as a way of upgrading employee skills'
- 'ability to learn faster than your competitors'
- 'attain and sustain competitive advantage'

Looks like the message that learning is one key to competitive advantage is getting out there!



From all of us in the Winetac team, may you enjoy the holiday season and our best wishes for a prosperous 2005.

Peter, Sarah, Emma & Jenny

NEWS

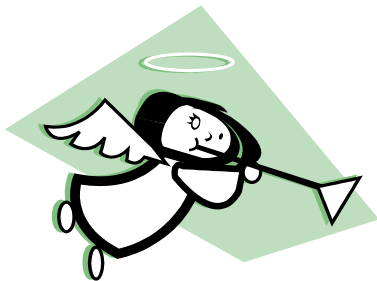
At the August meeting of the Winetac board it was agreed that Winetac will not be able to continue in its current form beyond the life of CRCV funding, which expires 31st December, 2005. The board is therefore commencing the planning process for dissolution of the organisation by that date.

The situation provides a timely opportunity for determination of the most appropriate arrangements for securing long term industry representation on critical learning and skill development matters.

In response to the announced closure of Winetac, the executive council of the Winemakers' Federation of Australia (WFA) determined at its Oct 29 meeting to support the establishment of an Education and Training Committee as a formal WFA committee. The terms of reference and membership of the committee will be developed so that the committee can be operational by July 2005.

Initially it is proposed that WFA will provide the Executive Officer for this committee, with servicing the committee occupying approximately 25 to 30 per cent of the time of this WFA staff member.

Winetac welcomes WFA's leadership and commitment to the learning and skill development priorities of the industry, and will work closely with WFA staff to ensure a smooth transition to the new structure. To download the discussion and recommendations paper, go to www.winetac.com.au/downloads/WFA%20ET%20representation.pdf



Meet the National Grape and Wine Industry Tertiary Committee

A committee has been established to provide direction for the objective of enhancing the relevance, responsiveness, quality and accessibility of grape and wine industry related tertiary education programs within Australia. Committee members are:

James Sweetapple, Cargo Road Wines

Georgie Dornier, Yalumba

Sylvia Healy, Orlando Wyndham Group

Maryanne Pidcock, Captains Paddock

Chris Dundon, Food and Beverage Australia Limited

Chris Byrne, Wine Grape Growers' Australia

Doug Young, Winemakers' Federation of Australia

Malcolm Allen, Australian Society of Viticulture and Oenology

Mark Gibberd, Margaret River Education Centre, Curtin University

The committee is currently focusing on developing program guidelines for viticulture and oenology programs at the degree and graduate diploma level. These guidelines will articulate industry requirements in terms of graduate attributes. To be completed early in the new year, the guidelines will then be shared with tertiary providers with view to enhancing the development, delivery and review processes of future programs available to industry.

For more information on this project, contact Sarah.

Knowledge and skills for sustainability

A nationwide project is currently being managed by Swinburne University of Technology that aims to integrate the knowledge and principles of environmental sustainability and resource efficiency into industry training packages. Outcomes of the project include the writing of guideline standards for environmental sustainability. More information on this project, including opportunities to have your say, can be found at www.swin.edu.au/ncs/research-projects/knowledge.htm

Winetac Board Members for 04/05

The Winetac Board remains the same as for 03/04, with the following members:

Chair: *Sylvia Healy*, SA Wine Industry Association

Deputy Chair: *David Di Troia*, Liquor, Hospitality and Miscellaneous Workers Union

Treasurer: *Neil Jericho*, Winemakers' Federation of Australia

Paul Chambers, Vic Wine Industry Association

Brian Freeman, NSW Wine Industry Association

Tony Devitt, Wine Industry Association of WA
Robyn Buckler, Australian Council of Trade Unions

Peter Lamps, Australian Workers Union

Geoff Scollary, Cooperative Research Centre for Viticulture

Latest CDs delivered to industry

Winetac has been ensuring that the latest resources are reaching industry members with large mail-outs of CDs in the past few months. The tools and information contained in the '*Developing people, driving growth- learning and your competitive advantage*' package are now available on CD, and have been sent out to all state and regional industry associations as well as being profiled at a number of industry events in the past few months. There has been an excellent response to the package so far- for example, the Perth Hills Vignerons Association has requested an additional 40 copies of the CD to distribute it to all members.

Also, a Spray Smart CD has recently been developed by the CRCV. This resource is an extension to the Viticulture Research to Practice® topic Spray Application in Viticulture, and was developed to provide the latest and most practical information to the widest audiences possible.

This CD has been distributed to state and regional associations, viticultural consultants, spray supply organisations and Industry Development Officers, and will also soon be sent to vocational training providers.

Contact Emma if you would like a copy/more copies of the Spray Smart or the Learning and your competitive advantage CD.

Industry vocational education and training solutions are assessed

Winetac undertook specific research into industry VET requirements earlier this year. This research was designed to assess the accessibility, relevance, responsiveness and quality of VET solutions within the Australian grape and wine industry.

The research was conducted nationally and involved a range of stakeholders including 25 employers. The findings have now been collated and summarised in a paper. Go to www.winetac.com.au/downloads/Assessment%20of%20grape%20and%20wine%20industry%20VET%20solutions.pdf

This research also served to identify industry requirements of the VET sector – these requirements are now expressed in a position paper. Go to www.winetac.com.au/downloads/Grape%20and%20wine%20industry%20VET%20position%20paper.pdf

Earlier this month, both papers were forwarded to registered training organisations, state training authorities, industry skills councils and training boards and the Australian National Training Authority. These organisations have been invited to respond to the issues highlighted by the research with view to facilitating collaborative arrangements that enhance future outcomes from the VET sector.

For more information, or to obtain hard copies of either paper, contact Sarah.

To contact Winetac staff, call (08) 8373 7090 or email:

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PROGRESS UPDATES

Following are some highlights of our work over the past 6 months. For full details of progress toward each objective, go to www.winetac.com.au/progress.asp

Objective 1: Strengthened industry understanding of the value of learning and skill development as a factor in increasing competitive advantage

Strategy 1.1- Define and communicate the value of learning and skill development as a factor in increasing competitive advantage

The link between learning and skill development and competitive advantage has been researched, key 'messages' developed and a communication plan put in place. These messages appear on our web (new pages and downloads) and on a CD – *Developing people, driving growth - learning and your competitive advantage* - along with recently developed business tools (business planning tool, a learning culture evaluation tool, a performance management tool and a series of fact sheets under the banner Business needs, learning solutions).

This CD has been sent to every grape and wine industry association in Australia, linking to learning and skill development components of their strategic plans where relevant. The messages have also been communicated via a number of publications issued by the wider learning community.

Strategy 1.2- Develop and implement a process to evaluate industry understanding of the value of learning and skill development

A learning culture evaluation tool has been developed and profiled via our website and September Quarterly Update. Mechanisms to apply this tool have been explored by training and industry organisations; however an appropriate mechanism has not yet been identified.

A process has been identified to collate data on over 40 indicators of learning culture – this data will be qualitative and quantitative and provide a benchmark for future evaluation. Collation of this data has commenced.

Strategy 1.3- Develop and implement an action plan to secure permanent industry representation of learning and skill development

A discussion paper with recommended actions has been developed in partnership with WFA and presented to the Regional Winemakers' Forum and WFA Executive Committee. WFA have accepted the recommendations and will form an Education & Training committee by July 05.

Communication of actions and outcomes to date has occurred through the website and Quarterly Update. The annual board report to key stakeholders also provides an update. Winetac will work with WFA to develop recommendations for membership and terms of reference for the new committee. Meetings with state associations will occur after vintage to keep them informed of developments.

Objective 2: Increased integration of learning and skill development within the industry.

Strategy 2.1- Support the inclusion of learning and skill development in all industry planning processes

State and regional (selected based on response to contact in June) association plans have been sourced and mapped to Winetac strategic objectives for the purpose of identifying common objectives in relation to learning and skill development. The *Developing people, driving growth – learning and your competitive advantage* CD has been sent to all state and regional associations, with particular reference to any common objectives and an invitation to further develop existing links.

The information and tools on the CD is also on our website, for free download and use by industry to aid the inclusion and implementation of learning and skill development within strategic and operational plans. This is supported by Emma, who has had direct contact with a number of associations, employers, industry development officers and grower liaison officers for this purpose. Broader support has also occurred with related organisations- for example, tools have been shared with the Queensland Wine Industry Development Division.

Strategy 2.2- Support the implementation of learning and skill development within industry operations

All Winemakers' Federation of Australia scholarship funds are now allocated, with the final recipient to commence studies early in 2005.

Thirty five PhD researchers have been engaged on CRCV research projects during the term of the Centre, with nineteen currently supported. There are also three honours students being supported through the program for the 2004 year.

Support materials for the Wine Sector Training Package have been reviewed and distributed to align with updates to the Wine Sector Training Package. New support materials have also been developed and promoted.



Objective 4: Enhanced quality of learning and skill development solutions.

Strategy 4.1- Develop and implement a national VET action plan

Wine Sector Training Package maintenance and diploma of viticulture course development activities (both development of a new course and review of an existing course) continue. Category 2 Training Package updates have been completed by the consultant, with changes to be endorsed by employee representatives prior to submission with ANTA.

A VET national action plan has been developed and is being implemented – due to changing ISC structure and long term funding issues, this document will exist as a working document.

A paper detailing the outcomes of an assessment of the accessibility, responsiveness, relevance and quality of vocational education and training (VET) solutions available to industry has been completed. It, and a corresponding position paper, has been communicated to industry, training providers, state training authorities and industry training boards with view to identifying and implementing actions that result in enhanced future outcomes from the VET sector.

Strategy 4.3- Integrate CRCV research outputs into learning and skill development solutions

Development of a fact sheet based on information from CRCV project 2.2.2- 'Plant parasitic nematode quantification and management strategies in viticulture' has been completed. This will become the basis of a viti-note by the CRCV. A Partial Rootzone Drying (PRD) DVD has also been developed, and has been distributed to licenced Research to Practice organisations and Grape-cheque coordinators.

Strategy 4.4- Manage CRCV extension programs

There are now twenty organisations Australia wide licensed to deliver a range of the topics as suits their expertise and client base. The licensed organisations include 4 consulting businesses, 3 government departments, 7 TAFEs and private vocational providers, 2 wine producers, 2 industry associations and 2 universities.

The organisations are providing the training and information to their clients in the format that best suits their needs; running workshops in the traditional two-day format, or breaking the information up into smaller components or adding it into other existing training.

'SpraySmart', a CD ROM based training tool developed in CRCV Project 4.4.10 was distributed in September 04. SpraySmart is a practical decision-making tool that can be used to improve spray application in the vineyard, and to overcome some of the difficulties encountered in accurately and effectively applying pesticides.

PROFILE

Research to Practice® 'Hands On'- update on pilot series

Growers involved in the pilot series of Research to Practice® Hands On workshops are learning the importance of regular vineyard measurements, as they work to achieve pre-determined yield and quality goals for harvest 2005.

Coordinated by the Cooperative Research Centre for Viticulture (CRCV) and conducted by regional viticultural consultants, the pilot series involves growers in New South Wales, Victoria, Western Australia and South Australia.

The original format of Research to Practice® was designed to extend the principles of viticulture, mainly through presentations at workshops. This model will continue to be available while the 'Hands On' format increases interaction in the vineyard. It has grown out of industry advice through the Grape and Wine Research and Development Corporation's Priorities Reference Group that there needs to be greater opportunity for growers to understand and apply the principles at a local level. The GWRDC instigated the Hands On concept to meet this industry need, taking the classroom into the vineyard where seasonal conditions and other influences on management can be addressed in a very practical way.

Participants have signed up for four workshops, which commenced in September/October and will conclude in March/April, once harvest has been completed and final yield and quality data is available.

The aim of the workshops is to help growers achieve their yield and quality targets, and provide them with the tools and information as the season progresses to ensure these are achieved. Western Australian consultant Jim Campbell-Clause said a number of the growers in his three groups – Geographe region, Margaret River and Manjimup/Blackwood – were sceptical about the workshops.

"Some of the growers thought the concept of the workshops was pretty basic and, in many ways, they are correct. We are looking at the building blocks of good vineyard management," Jim said.

"After the first workshop they were surprised that they learnt so much. When we looked at the results they had collected in their vineyards, some growers were surprised that the data was different to what they thought it would be, demonstrating the importance of accurate measurements."

Unlike many workshops where the topics are set, the Hands On series is designed to have fewer constraints to allow growers to dictate their own learning and to allow for different issues as they arise. In Beechworth and the Alpine region of Victoria, participants spent time learning about shoot thinning techniques, yield estimation and controlling vigour. Fruitfulness, pruning systems and canopy management were the major topics covered by workshops in Geelong (Bellarine Peninsula), Yarra Valley and Sunbury.

And in Western Australia, a major topic of interest to participants was vineyard variability. "All of the growers are aware of vineyard variability, but not so sure what to do about it. We looked at how they can use measurements to determine the extent of the variation which is important in deciding if an area of the vineyard should be managed differently," Jim said.

"Another topic we spent some time covering was canopy management, with many of the growers experiencing too much vigour. We looked at canopy and fruit balance and how they can reduce their vigour in the next month."

Future workshops will look at irrigation, soil management and nutrition. Pest and disease problems, as they occur, will also be covered. At the end of the 2005 season, growers will be involved in a final workshop to assess whether they achieved their targets and what they might do differently next year.

Workshops will be run for the next 3 years, with 62 more groups expected to utilise this training option. If you're interested in learning more about Research to Practice® Hands On, or to register your interest in participating, please contact Peter.

RESOURCES

Training and Assessment Training Package endorsed

The new Training and Assessment Training Package (TAA04) was endorsed in October, and is now able to be used by Registered Training Organisations (RTOs) as final modifications were completed and approved on November 23rd.

This package will supersede the Training Package for Assessment and Workplace Training, with RTOs having 12 months from the date of publication to transfer to the new qualifications.



This new package is comprised of 39 Units of Competency, which are grouped into 8 Fields of Competence:

- Learning environment;
- Learning design;
- Delivery and facilitation;
- Assessment;
- Training advisory services;
- Coordination, management and quality of training and/or assessment;
- Language literacy and numeracy practice;
- Imported units.

To read more about the Training and Assessment Training Package, go to the Innovation and Business Industry Skills Council (IBISC) website: www.ibisc.com.au or call (03) 9815 7000. The training package can be purchased from IBISC or from Australian Training Products- www.atpl.net.au

Comprehensive course information can be found at Winediva

When searching the Internet for information on wine courses, one of the features that students expect is choice. Wine Diva's directory of wine-related courses at www.winediva.com.au is one of the more comprehensive of those available in Australia. Students can search by course type, provider, internal/external, and level (profession or enthusiast). Around 1500 visitors browse this wine education directory each month. Both Australian and overseas students visit the site, with a recent increase recorded in Asian traffic.

'Target your search by course provider' is a very useful feature for wine educators. The information is sensibly arranged. Course name, duration, internal/external and course location provide a quick overview, and a link to the institution allows for further exploration by students, educators and career advisors.

A quick check on the currency of the information shows Wine Diva is up-to-date and well-maintained. The 'back-end' of Wine Diva is a robust database built in SQL Server 2000.

The education directory is part of a larger wine portal. Links from other areas such as wine jobs and events will be added as part of the future development of the site, and will encourage people to look at education options.

Winetac has recently linked the training provider information on our website to Winediva. This will ensure industry has access to the most recent information on institutions and courses available.

If you have any queries about Winediva, contact Carolyn on (02) 4285 7199 or info@indexat.com.au

RESOURCES continued

Keep up to date with the latest developments in learning and skill development

For the latest news, research, developments, events and resources in relation to learning and skill development, why not subscribe to one or more of the following free email newsletters:

Newsletter	Overview	How to subscribe
The Communicator	Topical information re education and training	http://www.edna.edu.au/edna/go/pid/347
The Networker	Cross sectoral bi-weekly newsletter re education	http://www.edna.edu.au/edna/go/pid/347
Higher Education Update	The latest developments, research and news in higher education	http://www.edna.edu.au/edna/go/pid/347
VET & ACE e-news	News, policy, events, conferences, resources for the VET and ACE (Adult Continuing Education) sector	http://www.edna.edu.au/edna/go/pid/347
VETAB	NSW department of education news	http://www.vetab.nsw.gov.au/pubs/index.htm
DET	QLD department of education news	http://newsletters.trainandemploy.qld.gov.au/default.asp
DFEEST	SA department of education news	http://www.training.sa.gov.au/OVETpubs/
OPCET	TAS department of education news	http://www.opcet.tas.gov.au/
OTTE	VIC department of education news	http://www.otte.vic.gov.au/publications/index.htm
DET	WA department of education news	http://www.training.wa.gov.au/resources/content-publications-categories.asp
DEST	Federal department of education news	http://www.dest.gov.au/directory/pubs_general.htm

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