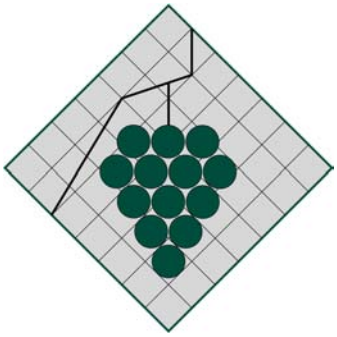
WINETAC

Releasing Australia's Potential



Program 1 Innovation and Technology Adoption

To implement a national skill development and training management strategy for the wine and grape industries

FINAL REPORT to
GRAPE AND WINE RESEARCH & DEVELOPMENT CORPORATION

Project Number: WTC 97/1

Principal Investigator: **Libby Boschen**

Research Organisation: **WINETAC INC**

Date: **13 July 2001**

Program 1 Innovation and Technology Adoption
WTC 97/1 To implement a national skill development and training management strategy for the wine and grape industries.

Funding: *$100,000*

Time Span: *July 1997 – June 1999*

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1. Executive Summary

1.1 Background

The Australian wine industry has long been the beneficiary of a Higher Education System of world standing. However, only a relatively small proportion (say *5* to 10%) of the industry's workforce has had the benefit of this formal system, which is designed to deliver key competencies in winemaking and viticulture.

In contrast, over 90% of the industry's workforce has not had the benefit of a structured vocational education and training system which can fill the void between the Secondary schools sector and the Higher education sector.

With the advent of the inclusive management systems and work practices inherent in such concepts as enterprise bargaining, continuous productivity improvement, team management, Occupational Health & Safety and international quality management systems, the wine industry is now relying to a much larger degree on this 90% of the workforce to achieve competitive advantages.

Over the past *5* years, the wine industry, largely through the Wine Industry National Education & Training Advisory Council (WINETAC), has been working to improve the quality, consistency and accessibility of training in the wine and grape growing industries for this 90% of the workforce, through the establishment of nationally accredited courses in the Vocational Education & Training (VET) sector.

Industry support for the objectives of WINETAC, as listed in this project, is vital if the advances of the past 5 years are to be consolidated. It is imperative that the work to date is not jeopardised before the products and services of WINETAC get to a stage of self-funding.

1.2 Objectives

The objectives for this project varied for each of the two years of funding. The objectives for each year are listed below

1997/ 1998

- Provision of a vocational education and training policy and management structure in the wine grape industries that is controlled by industry;
- Implementation of a national training initiative to expand and upgrade the industry skill base, to support the industry in the achievement of Strategy 2025;
- Development and maintenance of quality assurance mechanisms for training and education such as: a national industry certificate of achievement; industry endorsement of training providers; a national system of assessment including a network of licensed workplace assessors;

- Development of nationally accredited training leading to a national qualification;
- Provision of advice, information and resources to industry and other stakeholders (including training providers and government) by acting as a central clearing house for industry training information;
- Liaison and negotiation with government bodies to ensure the optimal allocation of training resources to secure the skill requirements in the new regions required by the industry expansion program;
- Facilitation of R&D information transfer by the development of new education and extension strategies, the incorporation into training curriculum of new information and methods, and professional development of training providers;
- Facilitation of closer links between training providers within different sub-sectors of the tertiary education arena, and between training providers, researchers and industry through a cooperative approach to designing and delivering optimal training programs to meet industry needs.

1998/19999

- Complete the Wine Industry Training Package
- Successfully implement the Wine Industry Training Package
- Define the future structure and funding source for WINETAC for the next seven years
- Establish WINETAC as the first thought in wine industry education and training
- Provide a first class advisory service
- Develop a quality and accessible assessor network
- Raise awareness of availability and benefits of wine industry education and training
- Promote the wine industry as a credible career option

1.3 Outcomes

Of the sixteen objectives of the project, 14 have been accomplished, with the other two being partially accomplished. The objectives that had an ongoing time frame beyond the life of the project have been incorporated into the Education and Training Program of the Cooperative Research Centre for Viticulture (CRCV). Section 5 of this report outlines the outcomes against each objective.

1.4 The impact of the project on the industry

This GWRDC project has provided a serious and essential focus on the education and training requirements of the wine and grape industry and for the development of quality infrastructure for the skills development of its personnel. While difficult to quantify, it will continue to provide valuable future benefits for the industry through the increased availability of appropriately skilled labour.

Because of the project, and therefore WINETAC's continued existence, government funding and resource sale revenues have been contributed that would not have otherwise been available. The GWRDC investment of $100,000 over two years has directly resulted in additional funding of $211,689 in government contribution and $116,476 of resources sales, which have been utilised in the project.

1.5 Recommendations

The objectives from within this project that have an ongoing time frame beyond the life of the project have been incorporated into the Education and Training Program of the Cooperative Research Centre for Viticulture (CRCV).

To maximise the returns of the GWRDC investment in this project, it is recommended that ongoing support be provided to the Education and Training Program of the CRCV.

1.6 Financial Accountability

Total Project Funds

GWRDC	$100,000
Australian National Training Authority	$211,689
WINETAC Inc	$116,476
Total	$428,165

An extract from WINETAC INC Financial Reports, Years Ended 30 June 1998 and 30 June 1999, as relating to Project WTC 97/1, is included at Section 8.

2. Background

2.1 Industry Context

The Australian wine industry has long been the beneficiary of a Higher Education System of world standing. However, only a relatively small proportion (say *5* to 10%) of the industry's workforce has had the benefit of this formal system, which is designed to deliver key competencies in winemaking and viticulture.

In contrast, over 90% of the industry's workforce has not had the benefit of a structured vocational education and training system which can fill the void between the Secondary schools sector and the Higher education sector.

With the advent of the inclusive management systems and work practices inherent in such concepts as enterprise bargaining, continuous productivity improvement, team management, Occupational Health & Safety and international quality management systems, the wine industry is now relying to a much larger degree on this 90% of the workforce to achieve competitive advantages.

Over the past *5* years, the wine industry, largely through the Wine Industry National Education & Training Advisory Council (WINETAC), has been working to improve the quality, consistency and accessibility of training in the wine and grape growing industries for this 90% of the workforce, through the establishment of nationally accredited courses in the Vocational Education & Training (VET) sector.

The only way in which the wine industry can determine whether such programs are relevant and of sufficient quality is for the industry to have control of its own VET agenda, including competency standards, course content, delivery standards and assessment standards.

2.2 Relevance and priority assessment

The "Strategy 2025" document for the Australian wine industry identifies that:

> *"The competitive advantage underpinning the 2025 Vision will be created by an innovative industry culture which enables a responsive adoption and evolution of resources, technology, skills and institutions to meet consumer needs."*

Further, the strategy identified for training is:

> *"Implement a national, industry driven training initiative to expand quickly the supply of skilled personnel and to broaden and upgrade the skills of existing employees."*

There are already shortages of skilled workers in key areas, such as laboratory, cellar and vineyard. It is submitted that, such shortages, combined with the background and objectives identified in the Strategy 2025 document, make the above strategy a high priority for the wine industry.

2.3 Requirements

Industry support for the objectives of WINETAC, which mirror the above strategy, is vital if the advances of the past 5 years are to be consolidated.

From the sale of resource materials, WINETAC has established a fund to provide for the future updating and publication of such material. However, the fund is limited and cannot at this stage also provide for the policy-setting, marketing and administrative role currently carried out by WINETAC. WINETAC also has an important role to play in liaising with training providers in the development and delivery of accredited courses and in liaising with the Secondary school sector and the Higher education sector to develop career paths and linkages.

None of this can be done without a full-time Executive Officer committed to the objectives of WINETAC. It is imperative that the work to date is not jeopardised before the products and services of WINETAC get to a stage of self-funding.

3. Objectives

1997/ 1998

3.1 Provision of a vocational education and training policy and management structure in the wine grape industries that is controlled by industry;

3.2 Implementation of a national training initiative to expand and upgrade the industry skill base, to support the industry in the achievement of Strategy 2025;

3.3 Development and maintenance of quality assurance mechanisms for training and education such as: a national industry certificate of achievement; industry endorsement of training providers; a national system of assessment including a network of licensed workplace assessors;

3.4 Development of nationally accredited training leading to a national qualification;

3.5 Provision of advice, information and resources to industry and other stakeholders (including training providers and government) by acting as a central clearing house for industry training information;

3.6 Liaison and negotiation with government bodies to ensure the optimal allocation of training resources to secure the skill requirements in the new regions required by the industry expansion program;

3.7 Facilitation of R&D information transfer by the development of new education and extension strategies, the incorporation into training curriculum of new information and methods, and professional development of training providers;

3.8 Facilitation of closer links between training providers within different sub-sectors of the tertiary education arena, and between training providers, researchers and industry through a cooperative approach to designing and delivering optimal training programs to meet industry needs.

1998/19999

3.9 Complete the Wine Industry Training Package

3.10 Successfully implement the Wine Industry Training Package

3.11 Define the future structure and funding source for WINETAC for the next seven years

3.12 Establish WINETAC as the first thought in wine industry education and training

3.13 Provide a first class advisory service

3.14 Develop a quality and accessible assessor network

3.15 Raise awareness of availability and benefits of wine industry education and training

3.16 Promote the wine industry as a credible career option

4. Methodology

Key tasks	Performance indicators	Timeframe	Responsibility & links
1. Training Package i. Implement the packaging of the competency units to provide flexibility for companies to design training programs comprised of units from one or more streams. ii. Reflect the Training Package in relevant industrial awards and enterprise agreements	i. Unit weightings and band structure for the Training Package agreed ii. Training Package implemented in relevant awards iii. Program of industry education seminars completed	Nov 97-June 98 Nov97–June 99 Oct 98–Dec98	Relevant industrial parties, in liaison with WINETAC Education seminars to be coordinated by WINETAC with state and regional bodies
2. Learning resources i. Review learning resource materials following the review of the national competency standards	i. New learning resource materials completed and ready for sale	July 97-Dec98	WINETAC Executive Officer would coordinate project. Funding being sought through NFITC.
3. Assessment Tools i. Update the assessment tools ii. Incorporate with review of learning resource materials	i. New assessment tools completed	July97 Dec98	WINETAC Executive Officer would coordinate project. Funding being sought through NFITC.
4. Certificates i. Implement a system for issuing industry recognised Certificates of Competency	i. WINETAC Certificates of Competency available upon passing accredited assessment	July98 and ongoing	WINETAC Executive Officer to liaise with industrial parties
5. Workplace Assessors i. Maintain a national register of workplace assessors ii. Ensure ongoing provision of workplace assessor training courses iii. Ensure provision of refresher workshops for workplace assessors to maintain quality of assessments	i. Current register to be kept up to date ii. Workplace assessor training courses available in major wine areas iii. Workplace assessor transition workshops conducted in major wine areas iv. Accredited industry assessors available to industry	Ongoing July97-June99	WINETAC Executive Officer

Key tasks	Performance indicators	Timeframe	Responsibility & links
6. Training Support Structure i. Introduce a Training Hotline and provide a support structure and a "One Stop Shop" for industry training enquiries	i. Training Hotline established ii. WINETAC providing general telephone support	July97 and ongoing	WINETAC Executive Officer. Close liaison with other industry bodies.
7. VET System Quality i. Manage the quality issues associated with the delivery and assessment of training and the maintenance of industry standards nationally	i. Nationally consistent assessment tools ii. Use of accredited assessors and trainers promoted throughout the industry iii. Recommended improvements to standards to be logged by WINETAC.	July97 and ongoing	WINETAC Executive Officer. Close liaison with workplace assessors and training providers
8. Sector Links i. Assist in promoting and establishing links between the VET, Higher Education and Secondary Schools sectors ii. Establish close contact with other training providers, particularly the TAFE system	i. Wine industry standards recognised by other education sectors ii. Support projects aimed at removing barriers to inter-sector recognition of competencies and achievements	July97 and ongoing	WINETAC Executive Officer to liaise closely with other education sector policy bodies.
9. Government-Industry Links i. Maintain close contact with appropriate Government bodies to facilitate the development of Government-industry training projects ii. Communicate availability of government programs to support industry objectives	i. Government-industry projects funded and successfully completed ii. Availability of government training programs communicated to industry	July97 and ongoing	WINETAC Executive Officer. Close liaison with government departments and industry training councils.
10. Sales & Administration i. Maintain administration of the sales and promotion of WINETAC Learning Resource Materials ii. General administration of WINETAC	i. Growing acceptance and sales of learning resource materials ii. Administrative support to allow WINETAC and its Executive Committee to function properly.	July 97 and ongoing	WINETAC Executive Officer and administrative staff.

5. Outcomes

Of the sixteen objectives of the project, 14 have been accomplished, with the other two (#8 and #14) being partially accomplished. The objectives that had an ongoing time frame beyond the life of the project have been incorporated into the Education and Training program of the Cooperative Research Centre for Viticulture.

The following outline provides a brief description of the outcomes in relation to each objective.

5.1 Provision of a vocational education and training policy and management structure in the wine grape industries that is controlled by industry;

The project has enabled the appointment of two WINETAC personnel, an Executive Officer and an Administrative Assistant. A council and executive committee, representing all sectors of the industry, have been established and the WINETAC constitution has been reviewed and amended. A five year strategic plan has been developed and annual business plans put in place.

5.2 Implementation of a national training initiative to expand and upgrade the industry skill base, to support the industry in the achievement of Strategy 2025;

WINETAC accessed $211,689 of Federal Government funding to develop a National Training Package for the Australian Wine and Grape Industry. This included qualifications for AQF Levels 1-3, Learning and Assessment Resources and Professional Development Resources.

5.3 Development and maintenance of quality assurance mechanisms for training and education such as: a national industry certificate of achievement; industry endorsement of training providers; a national system of assessment including a network of licensed workplace assessors;

National assessor guidelines have been developed to ensure consistent assessment outcomes. Professional development of assessors has been undertaken. Changes to the national training system to ensure national registration of all assessors has been actively supported by WINETAC.

5.4 Development of nationally accredited training leading to a national qualification;

Achieved through 5.2

5.5 Provision of advice, information and resources to industry and other stakeholders (including training providers and government) by acting as a central clearing house for industry training information;

WINETAC provided a broad range of advice and coordinated the distribution of relevant information to all interested parties and stakeholders. This service has been of immense value at a time when the national wine industry training system has been undergoing such significant change. Sales of resources were 47% above budget, demonstrating their value to the industry.

5.6 Liaison and negotiation with government bodies to ensure the optimal allocation of training resources to secure the skill requirements in the new regions required by the industry expansion program;

WINETAC secured a significant funding injection from ANTA (see 5.2) which contributed positively to this objective. It increased the accessibility of training in all regions by opening up communication routes, providing relevant, hands on information and implementation models. The upgraded self paced learning resources allows on the job training to be easier and more effective. Regular contact with state and regional wine and grape industry training committees has allowed WINETAC to guide local initiatives and agendas.

5.7 Facilitation of R&D information transfer by the development of new education and extension strategies, the incorporation into training curriculum of new information and methods, and professional development of training providers;

All WINETAC training resources that have been developed or updated include the latest in R & D and industry practices. These resources are used for both new entrants into the industry and to train and upskill existing personnel. The four largest producers are using the resources along with the vast majority of training providers in the wine producing regions.

5.8 Facilitation of closer links between training providers within different sub-sectors of the tertiary education arena, and between training providers, researchers and industry through a cooperative approach to designing and delivering optimal training programs to meet industry needs.

Initial links and dialogue between tertiary providers has been facilitated. Some TAFEs and Universities are working together to identify credit transfer between levels, which WINETAC has actively encouraged. In response to an increasing number of schools wishing to deliver wine industry VET, WINETAC has contracted the development of a best-practice implementation model specifically for schools.

5.9 Complete the Wine Industry Training Package

The Wine Industry Training Package has been completed and is available for sale. The project has effectively defined the benchmarks for performance for wine and grape industry personnel nationally up to and including “trade” level.

5.10 Successfully implement the Wine Industry Training Package

The Training Package is successfully implemented nationally. Each training provider registered to deliver wine industry training has been visited to ensure they are aware of the Training Package. 25 workshops have been held nationally for employers and employees, to show them how to use the new system and to maximise the benefits it offers them.

5.11 Define the future structure and funding source for WINETAC for the next seven years

WINETAC is appointed as the managing organization for the CRCV 2 Education and Training Program for the 7 year duration of the CRCV, with the WINETAC Executive Officer being the CRCV Education and Training Program Manager.

5.12 Establish WINETAC as the first thought in wine industry education and training

WINETAC has proactively promoted the necessity of its work for the successful achievement of the goals identified in Strategy 2025 to key opinion formers. The industry's invitation for WINETAC to manage the education and training program in the CRCV has been taken as confirmation that its role and successes have been acknowledged by the industry.

5.13 Provide a first class advisory service

WINETAC has published a "User Guide" for wine industry vocational education and training. The guide is a plain English, no nonsense guide on options, procedures, costs, funding available and roles and responsibilities. Telephone and face to face advisory services on all aspects of education and training have continued to be provided to all stakeholders.

5.14 Develop a quality and accessible assessor network

This outcome was delayed because of the introduction of the new training system. Activity has concentrated on developing assessor quality assurance mechanisms within the new Training Package, which was determined to be of foundational priority before developing an assessor network.

5.15 Raise awareness of availability and benefits of wine industry education and training

WINETAC has taken every opportunity to promote training to industry employers and employees. Examples include articles in relevant industry publications, a stand at Wine Australia and the national workshops outlined in 5.10.

5.16 Promote the wine industry as a credible career option

A career information leaflet has been published, outlining the opportunities and possibilities for a career in the industry. A portable display stand has been developed and displayed at various events.

6. The impact of the project on the industry

This GWRDC project has provided a serious and essential focus on the education and training requirements of the wine and grape industry and for the development of quality infrastructure for the skills development of its personnel. While difficult to quantify, it will continue to provide valuable future benefits for the industry through the increased availability of appropriately skilled labour.

Conversely, if the project had not been undertaken, these developments would not have occurred.

Because of the project, and therefore WINETAC's continued existence, government funding and resource sale revenues have been contributed that would not have otherwise been available. The GWRDC investment of $100,000 over two years has directly resulted in additional funding of $211,689 in government contribution and $116,476 of resources sales, which have been utilised in the project.

7. Recommendations

The objectives from within this project that have an ongoing time frame beyond the life of the project have been incorporated into the Education and Training Program of the Cooperative Research Centre for Viticulture (CRCV).

To maximise the returns of the GWRDC investment in this project, it is recommended that ongoing support be provided to the Education and Training Program of the CRCV.

8. Financial Accountability

Extract from WINETAC INC Financial Reports, Years Ended 30 June 1998 and 30 June 1999, as relating to Project WTC 97/1

	Total 1998 & 1999 ($)
Income	
GWRDC Grant	100,000
Training Package Development	211,689
Resource Sales	116,476
Total Income	**428,165**
Expenditure	
Administrative expenses	35,065
Cost of resource sales	49,446
Project management expenses	17,232
Salary & on costs	9,686
Training Package development expenses	199,647
Travel & accommodation	7,915
Vehicle operation	19,174
Total Expenditure	**428,165**