



# EXTENSIONNET

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## APEN policy gains momentum

### July forum to set scene for national summit

by Greg Leach

Management Committee (Policy)

An APEN forum that will address National Extension Policy in July is the first tangible event that will mark the culmination of several years' thinking about extension policy.

The forum, to be held in Sydney, will be a precursor to a much more significant event - a national summit likely to be held in March 2005 - that will bring together some of the major players from industry and government to plot a way forward for extension policy in Australia.

Why is APEN instigating two events to discuss extension policy? Quite simply, we want to ensure that there is a clear line with extension policy (this will be developed at the first event in Sydney) that can be negotiated and supported by a national audience at the second event (in Canberra). At the national summit negotiations will demand that our draft extension policy position is super-clear, well thought out and backed by APEN. We support that all participants in the Canberra summit will expect to 'give and take' in discussions with political, funding, academic, private and public sector stakeholders. The quest is to develop an 'extension policy' position that all can live with.

#### ABOUT THE AUTHOR



Greg Leach (right) is an extension specialist with the Department of Natural Resources, Mines and Energy in Queensland. Here, he's talking policy over lunch with attendees at a recent APEN function in Caloundra, Qld. His email is [greg.leach@nrm.qld.gov.au](mailto:greg.leach@nrm.qld.gov.au).

#### What is 'extension policy', and why do we need it?

It might help to introduce some background. In a specially convened APEN National Executive (NE)\* meeting in July 2003, the policy question was put to NE members and some of APEN's funders and sponsors. The meeting considered the nature of policy at two levels:

\*see story page 10

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APEN is pleased to acknowledge the support of:



Horticulture Australia



DAIRY AUSTRALIA

## APEN policy gains momentum (cont'd from p1)



Long time extension expert **Jeff Coutts** has also contributed considerable intellectual input into the extension policy challenge so far

**It's important to sharpen the focus on policy, and keep it sharp, so that our organisation doesn't drift into a zone of irrelevancy.**



Last edition, I think I promised a shot of me that didn't look so terribly serious. This is a bit more casual, but the overall look is no more beautiful I'm afraid.

1. Extension Policy 'in-agency' – how various agricultural, NRM, environmental, conservation or development agencies support and fund extension staff and resources as a policy instrument to help bring about sustainable futures for rural and regional Australians and their landscapes
2. APEN Policy – how APEN as a peak body advocates extension's role, actively promotes it to agencies and stakeholders, lobbies for it, and defends attacks on it.

At the first level, extension policy might be as simple as maintaining a public definition of 'good' extension and promoting that definition to government departments, industry and other stakeholders. At the second level it might mean that APEN – as a peak extension organisation – informs government agencies or other bodies that is unhappy if extension is discounted, misapplied or removed from the research and development schema.

It's important to sharpen the focus on policy, and keep it sharp, so that extension and APEN doesn't drift into a zone of irrelevancy. If APEN doesn't have anything significant to say in support or defence of extension, then it will be increasingly easier to dilute, sidestep or remove extension altogether. Most APEN members know that extension has not been positioning itself well to meet the rapidly increasing needs of regionalised NRM arrangements. Nor has extension been able to match the ability of traditional science to quantify the net benefits of investment in trials, experiments and research projects, and that this is extension's

weak link. Instead, we need to make other positive claims – both qualitative and quantitative if possible – about the value of extension and ensure that these claims are heard clearly and often by funders, industry, governments, regional bodies, other key stakeholders and our peers.

### It's all Greek to me

Declaring any sort of policy position inevitably tips APEN into a political arena. Whilst some members might feel uncomfortable about this, it's our argument that the world is *already* political because *people* are political (the Greek root 'polis', meaning people, gives rise to words such as police, policy, politics and metropolis). One of the central tenets of extension is that it deals with people, and APEN might be shirking its responsibilities if it takes a 'non-political' approach, and therefore non-policy approach, to doing its business.

This doesn't mean, of course, that APEN needs to be overtly political in ways that bring unwelcome attention from funders, collaborators and especially members. It is vitally important that we get the balance right between being respectful of our members' and sponsors' wishes but at the same time being firm and forthcoming about our views on the value of extension.

That's why the forthcoming Sydney forum will be focused on gathering the views of the biggest possible cross-section of APEN members as we can manage. We need to know members' views on extension policy, extension's role in shaping the eco-environment in rural Australia and how the relation-

### From the editor

I admire the commitment that Greg Leach and his team have applied to the challenge of developing an extension policy (*main story*, page 1). We live in an era when wheels need to be extra squeaky to get the oil, and for too long extension has quietly endured being redirected, restructured or even wiped out. A formidable extension policy may go some way to redressing this historical pattern, and Greg and his team are the right people to do it. Take every chance to contribute to the policy discussions. As extension professionals, we may not get many more chances.

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Extension officers still don't take the concept of evaluation seriously enough, although on the strength of some of the evaluation-themed papers presented at Hobart there is some brilliant thinking being done throughout APEN on this topic. I encourage all members to participate in an online survey of ExtensionNet. Although the CM and I will be very interested in the results, we also need to undertake an evaluation of this newsletter to consolidate continued funding. Follow the link to the survey in the next APEN e-bulletin.

Darren Schmidt

ships between funders, governments, regional bodies and industry should or could affect this role (see [www.extensionpolicy.com.au](http://www.extensionpolicy.com.au) for how you can contribute).

## Get it right before we get it right

The idea of the forum is to ensure that we have a well-considered picture of what extension policy could look like before we take it to the 'big' players: funders, industry and government. This is not to say that representatives from those arenas will not be present at the forum in Sydney – they will be. Their role will be to help guide APEN in making the best decisions about what to think about, how to turn that thought into policy and how to present it in the best possible way.

Some good thinking has already been directed at how the forum should come together. A series of small meetings have taken place around Australia in the past few months and a likely focus for the forum has emerged: market failure. Although there are exceptions, in the main consultants and private advisory services ('commercial extension') have not made efforts to enable behaviour change to achieve coordinated action at the collective, catchment or landscape scale. The market failure zone also intersects with large amounts of public money and the push to regional delivery. The market failure zone will be, therefore, a key focus for the forum and a platform for further efforts in improving extension in this country and beyond.

After the forum, it's likely that we'll have only the one chance to take the concept of 'extension policy' to a much wider and much more demanding audience comprising government, the

media and the public. It's therefore important that we get everything right before we 'get it right': the details, the big picture, and the execution.

The second, larger and public summit will need to seek wide media exposure, intelligent cross-representation of relevant stakeholders and excellent political leverage. It will be aimed at securing strong and unequivocal political and institutional support for extension and putting in place the means to re-conceptualise the tenets of our profession so that it can confidently adapt to fit the needs of the present as well as the future.

## APEN's legacy?

It's worth highlighting that APEN's current funders and partners support our move into the policy arena. For APEN, this is a journey into uncharted waters, but as we've tried to point out throughout this story, merely *advocating* a role for extension may no longer be enough to secure its long-term place in natural resource planning or helping people make the changes they need in order to keep rural industries viable.

In addition to advocacy, it's likely that APEN needs to actively formulate a policy that actively pushes extension into these processes in a way that makes sense to APEN members, its funders, collaborators, governments and industries. It is no longer conceivable that extension's historic sponsors – state governments – have the resources needed to 'push' extension at the state level. In this era, it is likely that extension officers will need to do this themselves through APEN.

If we get this right, it may be one of the greatest legacies APEN can leave for future extension professionals.



At the moment, the board's clean for APEN's policy position, but a series of forthcoming policy summits will start to fill in the details

**Got something to say about extension policy? Is it a waste of time? Best thing that ever happened to extension? Commit your thoughts to an A4 page *this week* and send them to the policy forum., under the 'news' tab [www.extensionpolicy.com.au](http://www.extensionpolicy.com.au)**

## National Extension Policy Forum details

**What:** National Extension Policy Forum (a precursor to a larger national event, probably to be held in Canberra).

**Where:** Sydney, Australia. At the moment, a good slice of extension brainpower seems to be within driving distance of this city and many of our collaborators are in Sydney.

**When:** July 21-22, 2004 (Wednesday and Thursday). We'll need as much preparation as possible before the big Canberra forum next year.

**Why:** to flesh out a credible and workable policy position for extension and then sell this on a national scale.

**Who:** A group of 50 invited participants considering the input of all APEN members through the website below. Have your say!

**More info:** [www.extensionpolicy.com.au](http://www.extensionpolicy.com.au). Everything you need to know about the forum is here.

## Are you an educator?

I vividly remember a lecture I attended in my first few weeks of my education degree ...

The lecturer shouted at us -

**“ Don't ever let me come into one of your classrooms and hear you teaching something new to your students!”**

*You could see puzzled looks on all our fresh faces. After all, isn't teaching all about providing new information?*

Well, it turned out that he was making an exaggerated point to drive home the importance of finding familiar 'hooks' and 'hangers' in each of our student's minds upon which to 'attach' any 'new' content we were offering. I was truly impacted by this philosophy and it has stayed with me ever since.

*Essentially, if the information we are offering is new we need to help people find ways to link this new data to things they already know to ensure it is usefully retained. And I don't believe that this only applies to genuinely new information – that is, facts previously unknown to the learner. My experience leads me to suspect that it also applies when the information being offered is not requested by the learner – when it is offered without a the learner having a perceived need to know it. This is particularly relevant to those of us in organisational and people development, since, most of what today's employees need to know, they already know. They just don't do what they know. Our role is really to lead them to the point where they just start consistently doing what they know.*

Ask yourself this question ... if you sat down to plan a training session on say, 'customer service', would you a) reach for your notes (or those from a guru) on excellent customer service or b) begin planning a session that seeks only to draw out the elements of ideal customer service from within the 'gut' of your participants?

I believe that all too often the answer is a). But why? What new things about excellent service could you possibly give to a person who has had a lifetime of exposure to all grades of customer service – from the perfect to the abominable. The only thing they may not be doing, is actually doing those things they know are needed to provide excellent service.

Therefore, to improve performance, our role as human resource developers should be to extract those 'things' from our participants. They already know them – we just need to bring them to see them and to do them. Then, and only then, should we give them a set of training notes – if indeed it still proves necessary.

*This is not just theory, this is what we must do to be effective in people development. It's what the word education means! From the Latin 'educere' - 'to draw out', 'to bring up' or 'to lead forth'. And a root of the word train is also, 'to draw' (most often a locomotive 'draws' its carriages along the track.) However, my experience as a school teacher, education officer, corporate trainer and developer of training products, suggests that despite this imperative, much of the of organisational and people development revolves around 'pouring in'. That is, offering information without first drawing out a need to know.*

In professional training and development, this is a serious oversight. It wastes money (lots of money), it promotes lack of interest, irrelevance and cynicism, it means minimal lasting behavioural change and learning transference, lack of commitment and understanding, and often ignores existing talent.

So as L&D, OD and HR professionals we owe it to our organisations and more so to our participants to ensure we get back to the roots and start educating.

And to help you remember, let's take a look at a device from the world of pumps and dredges known as an 'eductor'.

The eductor is a beautiful piece of physics. It's a jet-type pump that contains no moving parts - it's all about its shape. Scientifically speaking, an eductor moves liquid from one place to another by entraining the pumped liquid in a rapidly flowing stream of water (otherwise known as the venturi effect). Because of the shape of the device, the flow of water creates a negative pressure (suction) that draws the other liquid in.

In short, it is a device that draws out one liquid using the movement of another.

Now, why are eductors used? Why not just use an ordinary pump? Well, there are many good reasons - and as it turns out - each with



### About the author

*Craig Browne has spent more than 17 years in various education and corporate training and development roles. He now specialises in developing product-based solutions for organisational and people development challenges. He is a firm believer in the idea that many of the most pressing and crucial people development issues in organisations can be solved by simply helping people to communicate more clearly, more deeply and more regularly.*

*Craig is the Managing Director of the Australian company, CCS Corporation and principal developer of that company's flagship product, the Compatibility Communication System - a unique face-to-face communication tool used by trainers, educators, facilitators, change managers and coaches in more than 70 countries worldwide.*

*Visit his company's website  
[www.ccscorporation.com.au](http://www.ccscorporation.com.au)*

# Diffusion of innovations

NEWS EVENTS IDEAS NEWS EVENTS IDEAS NEWS EVENTS IDEAS NEWS

## Fostering sustainable behaviour without printing a word of information

Doug McKenzie-Mohr, a well-regarded Canadian environmental psychologist, specialises in community-based social marketing to deliver sustainable behaviour. According to his blurb, "most programs have relied upon disseminating information. Research demonstrates, however, that simply

providing information has little or no effect on what people or businesses do. But if not ads, brochures or booklets, then what?"

To answer this question, he's delivering one day workshops around Australasia in the middle of the year. Dates and contact people below:

Sydney, NSW: May 24, 2004

**Information: Bryony Cooper**

**02 9460 2103, [bryony@pbai.com.au](mailto:bryony@pbai.com.au)**

Monash, VIC: May 31, 2004

**Information: Charles Nilsen**

**03 9518 34325,**

**[CharlesN@monash.vic.gov.au](mailto:CharlesN@monash.vic.gov.au)**

Hobart, TAS: June 4, 2004

**Information: Dr. Karyl Michaels**

**03 6231 2564,**

**[Karyl.Michaels@bigpond.com](mailto:Karyl.Michaels@bigpond.com)**

Brisbane, QLD: June 7, 2004

**Information: Rachel Dunn**

**[PAPPHS@brisbane.qld.gov.au](mailto:PAPPHS@brisbane.qld.gov.au)**

Noosa, QLD: June 8, 2004

**Information: Bruce Davidson**

**07 5449 5244, [CEO@noosa.qld.gov.au](mailto:CEO@noosa.qld.gov.au)**

Perth, WA: June 10, 11, & 14, 2004

**Information: Greg Allen**

**[greg.allen@environment.wa.gov.au](mailto:greg.allen@environment.wa.gov.au)**

Auckland, New Zealand: June 16, 17 & 18, 2004

**Information: Carole Inglis**

**64 9 4866722, [carole@wasteminz.org.nz](mailto:carole@wasteminz.org.nz)**



*If ads, books or brochures don't get the information out, what will? Have a look at these workshops.*

## Are you an educator? (cont'd from previous page)

a poignant lesson for those of us in the world of organisational and people development:

- the educator can often perform the pumping at a faster rate than can be obtained by straight pumping with normal pumps
- the unique venturi design of an educator enable smaller pumps to circulate large volumes of solution - the educator will pump four to five litres of solution for each litre of water forced through it
- educators are good for processes such as the controlled mixing of chemicals, suspending solids, 'sweeping' debris or sludge toward a filter
- educators are good for priming other pumps
- educators don't have to use any power source other than the flow of the water - which can often be just the mains pressure
- educators can also be used to pump liquids that cannot be pumped by other portable pumps such as volatile fluids or fluids that contain small particles.

I put it to you that as organisational and people development professionals, **WE SHOULD BE EDUCATORS!**

- With the right approach and tools: we can create the 'suction' to draw out much more from our participants in a shorter time
- we can and should control how much we mix our content with what is coming out from our participants - maybe we don't even need to introduce anything!
- we can prime the learning situation
- we can use less effort - be more like learning environment managers or facilitators - use what's there
- more easily raise subjects and issues with potentially volatile responses - reduce cynicism - people do not argue with their own data - so don't pour in our data - draw out theirs.

As I suggested earlier, a key to all of this is a profound belief that in a large percentage of the people and organisational development needs of employees in today's organisations (customer service, sales, team building, vision, values, management, leadership) the people already know what to do - they just don't

always do what they know!

*We need to spend our time and resources, in leading people to the point where they just start doing what they know. We need to educate from them the fundamentals that they know well and assist them to do them, use them and say them in their work practices. Socrates reputedly once said, "learning is remembering". His next words could well have been, "so just help your participants to remember". Strive to find ways and tools to help them compare the ideals they remember and hold to be true, with the reality of their current practice, and you can kiss 'pouring in' goodbye.*

One word says it all, **educate**.

NOTE: this article was reprinted with permission from **Inside out**, the online newsletter of Franklin Covey Pty Ltd. For subscription details, refer to page 9.

# Your APEN - your network

## Tassie chapter gets busy post-forum!

### Future partnerships in agriculture and natural resource management

The Tasmanian Chapter of APEN was reinvigorated as direct result of the National Forum held in Hobart last November.

Partnerships in public and private areas of rural life were a hot topic of the forum and provided the basis of a forum in March 2004, to coincide with the AGM. Five people from private and public rural industries (producers, NRM managers, agribusiness, Tasmanian Landcare Association and local and State government representatives) spoke about their experiences in forming partnerships. All speakers said their work benefited from partnerships – whether with groups or individuals. The best partnerships were those that were formed over time, with open communication between the partners and acknowledged that when the job was done the partnership either changed focus or wound up (see column right).

Inspired by the talks, the forum moved on to discuss future opportunities, with APEN playing a lead role. The group of 25 participants (many of whom became APEN members) came up with plenty of ideas:

- Finding ways to demonstrate profitable benefits of natural resource management
- Developing extension as a profession by forming better links and communication in the State
- Making use of the opportunities for provided by the approximately \$500 million that is spent by research and development corporations each year. How can we effectively take that information to people who can use it?
- Demonstrating the value of extension to those who are paying for it i.e. our employers
- Taking the first steps in developing partnerships.

A new enthusiastic committee for APEN Tasmania was elected at the AGM which followed the forum. The new committee has a solid basis for the next meeting in June where we will start planning our next event.

Time to start putting our ideas into practice!

*John Pauley, General Manager of Food, Agriculture and Fisheries opened the day by speaking about the **opportunities in extension and the benefits it can provide to rural industries**. Extension professionals are essential in helping rural industries keep up with research and demonstrating the benefits of natural resource management.*

*In the private sector, Peter Hardman from Simplot said that **by sharing information potato growers meet and exceed their expectations** which offers a win-win for the growers and also the company.*

*Jodie Epper from the Tasmanian Landcare Association gave a very different example of a partnership. Jodie has been through a steep learning curve negotiating with an individual who wants the Tasmanian Landcare Association to be a beneficiary of his will. Jodie explained that the situation was a step outside the norm and presented a new way of operating. She believes **it is important to be open to new opportunities and to take on change as the outcomes can be of great benefit**.*

*Brett Hooper, a farmer from northern Tasmania, gave us some sound advice when forming partnerships with landowners. Time spent getting to know your client is important. He said **being invited onto someone's property was like going into someone's lounge room. To be invited in the first place, you need to gain the owner's trust**. Continuity in relationships is also important and Brett suggests extension officers are much more successful when they are in the job longer than 12 months. We would agree with that!*

*Roger Howlet, former General Manager of the Clarence City Council pointed out that **a sunset clause for partnerships is often necessary**. We should remember that when the job is done, it's time to examine the need for the partnership to continue.*

**A Special Report from**  
**Ursula Taylor**  
**President,**  
**APEN Tasmania**



# Your APEN - your network

## Melbourne APEN chapter update

### 45 attendees discover the effects of 'self image'

A successful first event for the year was held earlier this month with over 45 people participating in a great discussion about self stories and how they impact on learning. Facilitator Kevin Balm was the guest speaker, presenting a very stimulating body of work on "Conditions influencing on-farm implementation of education and training learning outcomes".

Kevin discussed the findings of the study, undertaken by Participative Technologies Pty Ltd completed in March 2002, that was funded to provide a better understanding of key socio-cultural conditions influencing primary producers to implement education and training learning outcomes. The study named six current self-stories or self-images to discern the relationship between producers' operating self-image and their implementation of learning outcomes. The concept of self-image used in this study is based on the work of Kenneth Boulding (1956), Maxwell Maltz (1960) and John Hattie (1992).

The six self-images that were identified during this study were:

- The fatalistic battler self-story - "Farming is an everyday battle but it's the only livelihood choice we have"
- The isolated independent self-story - "Farming is an individual pursuit and to be successful we need to be self-reliant"
- The guarded conservative self-story - "Farming practices based on past experience are serving us well, so we see no need to change"
- The farming lifestyle self-story - "We farm because the lifestyle appeals to us and it provides us with a good livelihood"
- The self-confident farm manager self-story - "To farm successfully we have to manage the operational realities of various on-farm enterprises"
- The professional business manager - "Farming is a business choice we make underpinned by a professional, managerial attitude"

The project also identified a range of conditions influencing the self-images. A condition is a form of message from one's internal and/or external socio-cultural environment serving to reinforce a supportive, or dislodge a limiting self-image. The key conditions supporting and limiting the self-images include:

- producers degree of self-awareness;
- the value they place on learning; their attitude to risk and change;
- the extent to which their needs are matched by training activities provided;
- the relationship structure between producers, providers and industry; and,
- the availability of support from family, industry and community sources.

While primary producers are key influencers of the socio-cultural environment shaping their self-stories which in turn determines implementation of learning outcomes; training providers, coordinators, industry and government by their actions, can and do, significantly influence the socio-cultural conditions influencing producers' implementation of learning outcomes.

A copy of the full report can be found on the affa website [www.affa.gov.au](http://www.affa.gov.au).

Melbourne APEN's next event is a workshop on engaging small and culturally and linguistically diverse landholders. Learning new approaches from Richard Molinar, USA (University of California Cooperative Extension Service).



### Act on the spark, then report it

*Events like the APEN Tassie Forum seem to provide the spark for follow-up activities. If your chapter has held, or is intending to hold, follow-up events from the Tassie Forum, then please let us know at ExtensionNet.*

### Double exposure

*Members have indicated that a number of the papers 'flagged' at the Tassie Forum deserve wider exposure in ExtensionNet. Keep an eye out for future articles.*



**Report from Jo Vigliaturo, President APEN Melbourne**

# Your APEN - your network

## SEQld-NNSW chapter recaps on Tassie forum

In February, 35 extension people met in the lush sub-tropical surroundings of Oasis Resort in Caloundra on Queensland's Sunshine Coast to have a 'debrief' of the Tassie forum held in November last year.

This event fulfilled two objectives: first, it helped the people who actually made it to Hobart to reflect on the many good ideas and stories they'd heard about in November. Second, for the people who weren't able to be in Hobart, it was an opportunity to share the good news about developments in contemporary extension practice.

People had some wonderful recollections of the

Tasmanian event. Some were keen to "hear where others were at in evaluation". One thought "the death of jargon and sacred cows" in extension was a positive. Another thought that the positioning of extension "as part of a wider complex of policy, market forces, regulation and education" was useful. Nearly all agreed that they had great memories of the people who attended: all committed to undertaking best practice in extension and pushing the professional boundaries wherever possible.

Irene Kernot, Geoff Bulow, John Bagshaw, Greg Leach and Jessica Wallwork re-delivered their Tasmanian presentations and fielded loads of questions. One of the principal organisers, Scott Ledger, generally ran the whole thing and did it well.

Like the Tassie forum, this chapter event demonstrated that extension in this region is maturing as a profession and that there is no real substitute for getting together occasionally to discuss how to do what you do better.



*Top:* Scott Ledger (back to camera) talks to Roger Broadley (middle) and Jerry Lovatt at the Caloundra forum in Qld.

*Above:* a good old extension flavoured round table discussion.

*Right:* Jessica Wallwork delivers on participatory processes





## Australia's best agricultural newsletter?

Staff of the Department of Primary Industries and Fisheries in sunny Queensland have for some time delighted in receiving a weekly email newsletter called "**Information sites of the week**" which is put together by the banjo-plucking web wizard, Dave Meikle (who's also an APEN member). Dave scours the web each week, subscribes to numerous newsletters himself, and selects the best stories of relevance to anyone connected with agriculture. Topics covered include general agricultural news, e-commerce, searching and search engines, the internet, new technology and gadgets and more. It's free to subscribe to **Information sites of the week** and Dave's careful to keep spam well out of the mailing list. Subscribe by emailing Dave at [david.meikle@dpi.qld.gov.au](mailto:david.meikle@dpi.qld.gov.au).

## JOE's 'long view' of extension

The current (April) edition of the *Journal of Extension* ([www.joe.org](http://www.joe.org)) is a ripper. Most of the articles take the 'long view' of extension and seek to appraise extension's place in the sun. This edition will be handy for those of you frequently writing conference and journal papers about the nature, future and relevance of extension. Specifically, this edition features stories on

- ◆ extension futuring (as opposed to planning)
- ◆ identifying extension's 'public value'
- ◆ determining basic extension competencies
- ◆ teamwork ... the myths and the magic
- ◆ extension tenure and promotion and its effect on productivity.

All this plus more: tools of the trade, book reviews. If you've never looked at JOE before, this is a good way to get acquainted. It's a fantastic resource.

## Seven habits of highly effective newsletters

Like many people, you're probably very wary of subscribing to too many newsletters. These days, the reputable and useful newsletters make it very easy to unsubscribe yourself from their lists, but it doesn't seem that long ago that it took extraordinary concentration and a series of complicated keystrokes to remove yourself from a list and reduce your email load.

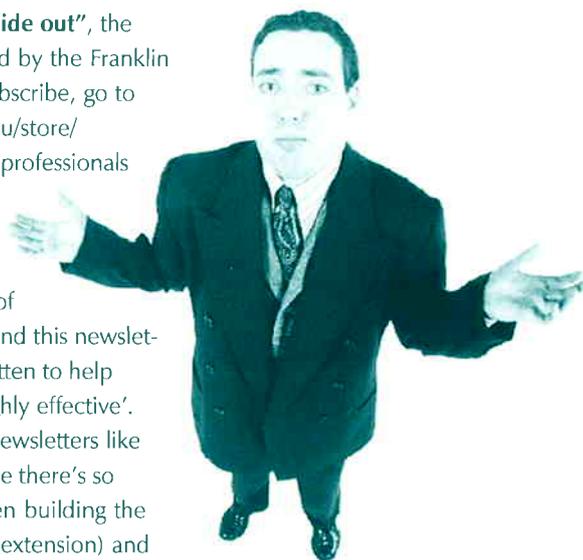
Still, nobody's got time to read more than half a dozen or so email newsletters a week, so people are justifiably cautious about subscribing to new ones. They need to be well written, highly relevant and easy to back out of if necessary.

Which brings us to "**Inside out**", the email newsletter published by the Franklin Covey organisation. To subscribe, go to [www.franklincovey.com.au/store/insideout/](http://www.franklincovey.com.au/store/insideout/). Not too many professionals of any persuasion have ever heard of Stephen R. Covey, author of the best selling "The 7 habits of highly effective people", and this newsletter is filled with stories written to help people become more 'highly effective'.

For extension people, newsletters like this are very useful because there's so much in common between building the capacity of communities (extension) and building the capacity of individuals (Covey, along with virtually every other self-help program out there).

Not everyone will be interested in the bookshop or the workshop calendar that's promoted with every newsletter (though they get big wraps from professionals everywhere), but most extension people will find the couple of articles every month interesting.

For example, why is it hard to be proactive? What makes an entrepreneur? Is there a 'discipline' to getting things done? These sorts of topics abound in this newsletter. Definitely worth browsing through.



### Confused? Stuck?

Procrastinating? Is there a discipline to 'getting things done'? Yes, start by having a look at "**Inside out**". For an example of one of the great stories carried by this newsletter, have a look at Craig Browne's take on education starting on page 4.

## What's the MC? New faces, new names ...

### National Executive now know as Management Committee

In the process of changing APEN's constitution in the wake of a move to a 'cluster' model for regional activities, members of the old National Executive (NE) revisited the issue of an appropriate name for this group. For some time, the "National Executive" has not been considered an appropriate name because APEN is international rather than national. "Executive" seems a little over the top (never seen a suit at one of the meetings yet, although Neels Botha dresses pretty snappily) and in any case this word usually only applies to the office bearers (President, Treasurer etc). The "Committee of Management" (the old name) was too cumbersome, so it was agreed that "Management Committee" (MC) was acceptable. It's not a big deal, but something all members should know.

### APEN's new email address

APEN now has an official email address: [info@apen.org.au](mailto:info@apen.org.au). This mightn't mean much to members, but it makes APEN look that much more professional to external organisations. Email to this address goes to Roe and she has added it to her email signature.

### Meeting the meeting challenge

The next meeting of the MC will co-incide with the policy mini-summit in July in Sydney. Wherever possible, the MC tries to dovetail its meetings with other APEN events, which ensures not only that MC members are present and available to hear members' views but also that meeting and travel costs are kept to a minimum.

The MC was able to meet face-to-face quite often in the last two years (four times throughout 2002-03). For some, that might seem extravagant but two of those meetings (in Sydney and Tasmania) were piggybacked onto other events and the others were supported by sponsors such as the RIRDC. That means APEN hasn't been hit with a huge bill for meeting expenses and, in practical financial terms, we couldn't afford this anyway!

All that said, we hope that members can see and read about the fruits of these face-to-face meetings. In this period, APEN's structure, marketing program and terms of reference have undergone significant transformation. None of this activity is really possible without some personal interaction. Of course, most of the work still gets done with our bi-monthly teleconferences. Any comments? Email Roe at [info@apen.org.au](mailto:info@apen.org.au).

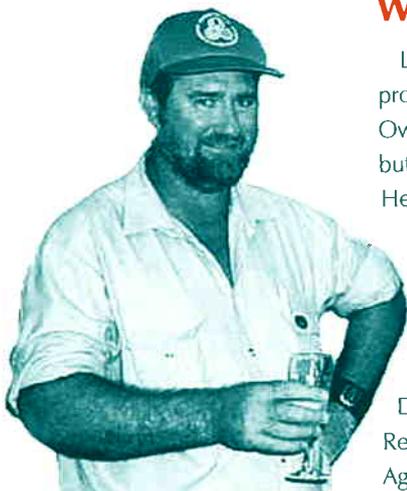
### Welcome to Greg Owens

Last edition, we didn't have space to run a proper welcome to new CM member Greg Owens. So here he is. Greg's a Brisbane boy but has been migrating north since 1958. He's got a B.Sc. in biochemistry (Griffith Uni, Qld), a Grad Dip in teaching, a Dip Ag from Uni of Adelaide, and a Cert Rural Extension (Uni Qld REC - now CRR1-Q).

He's currently Senior Extension Officer with the Horticulture Division, Department of Business, Industry and Resource Development, based at Berrimah Agriculture Research Centre, Darwin. Here, he's responsible for the extension needs of a large variety of crops and extension activities, including Asian vegetables, annual crops and tropical exotic tree crops and a large and developing mango industry.

Greg spent 18 years as a secondary teacher specialising in Agriculture, Chemistry, Biology, and Physics having taught at schools in Ipswich, Julia Creek (Far north-west Qld) and Darwin. The last 10 of those years were as the Farm Manager and Senior Teacher of Agriculture and Horticulture at Taminmin High School, Humpty Doo, NT. The focus there was on skills training in line with local agriculture and horticulture industry practices.

Greg and his wife have a 2ha block in Humpty Doo on which she grows carambola, rambutan and grafted vegetable seedlings. Greg supplies the manual labour. That with two kids is enough to keep them busy.



New CM member Greg Owens (NT) nursing one of the workplace hazards common in the north: mango wine

# New APEN members

A big welcome to the members that have joined in the last quarter (see sidebar, right). On this page, we try to profile a random selection of new members (or, at least, those who provided the best photo of themselves).

It helps if you know who your APEN colleagues are, especially when you attend forums like 'Extending extension' in Tasmania. Let's cultivate an organisation in which, as much as possible, there are no strangers.

## **Nina Rogers** - local government NRM facilitator



Nina Rogers is the Local Government NRM Facilitator for Victoria. The position is a partnership between the Municipal Association of Victoria (MAV) and the Australian Government. In this role, Nina acts as a formal link between the Australian Government, regional NRM agencies and local governments on matters relating to natural resource management.

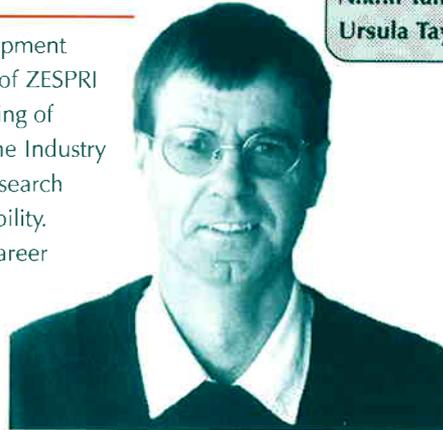
Nina started the position of Local Government NRM Facilitator in January 2004 after two years in a policy role with the MAV as the state's Environment Resource Officer. Nina has previously held environmental management, events management and social research positions at the City of Darebin, Conservation Volunteers Australia and the Country Fire Authority. She has also gained extensive

field experience in conservation and heritage restoration through projects in the Northern Territory, California and Italy. Nina has degrees in Environmental Science/Management from Deakin University and the University of Adelaide.

## **Shane Max** - field manager

Shane, from the cloudy side of the ditch, is the Industry Development Manager for ZESPRI Innovation Company Limited, the R&D arm of ZESPRI International Limited. ZESPRI is responsible for the export marketing of GREEN and GOLD kiwifruit for New Zealand's 2,500 growers. The Industry Development Team is responsible for ensuring the adoption of research findings and industry innovations required for long-term sustainability.

A horticultural degree from Massey University started Shane's career which has included the development and management of corporate orchards, and the management of research orchards both in New Zealand and in the USA. He loves the great outdoors and experiencing it with his wife and four children.



## **Stuart Smith** - supreme commander, Tasharvest (yes, it's his own business and his own title) (we think)



Stuart grew up on an apple farm in Huonville, Tasmania. Interested in science and the family business, he studied agricultural science at the University of Tasmania and graduated in 1992 with first class honours and the Australian Institute of Agricultural Science Prize for most outstanding graduate. After getting married at the ripe old age of 21 and planting cabbages for four months, he then got a job as a Horticultural Research Officer with JR & JS Shaw, Agricultural Consultants, on the North West Coast of Tasmania. This quickly evolved into a consulting/research management role; working with industries such as pyrethrum, onions, carrots and potatoes. He also was involved in setting up a hydroponic potato minituber business. In 1999, he then started his own business, Tasharvest, and has worked extensively in NRM strategy development, farm business evaluation and communication with the rural sector. While doing all this, he completed an MBA part time at the University of Tasmania, graduating from this with the WO McCarthy medal for the most outstanding graduate. He is now in the process of developing teams to deliver whole landscape and catchment environmental change, including the development of community capacity. After eleven years of marriage he has two school age children.

Welcome to these new members who have joined since December 2003

**Sally Bound**, Tasmania  
**Alison Brinson**, Melbourne  
**David Brown**, ACT  
**Mark Butz**, SE NSW & ACT  
**Cynthia Carson**, Qld  
**Christine Corbett**, Tasmania  
**Bob Currie**, Murray-Riverina  
**Lee Drummond**, Tasmania  
**Rob Finlay**, NSW  
**Saide Gray**, Murray-Riverina  
**John Harkin**, Tas  
**Shane Max**, NZ  
**Geoff Park**, Western Victoria  
**Helen Percy**, New Zealand  
**Joanne Plant**, Qld  
**Liz Quinn**, Tasmania  
**Kim Roberts**, WA  
**Nina Rogers**, Melbourne  
**Erica Schelfhorst**, Melbourne  
**Stuart Smith**, Tas  
**Nikhil Tandon**, Tas  
**Ursula Taylor**, Tas

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**New Zealand**  
Neels Botha (See MC)

**South-East NSW & ACT**  
Jess Jennings (See MC)

## Guidelines and deadlines

Submissions should be made in MS Word 6.0 with minimal formatting. A portrait photograph of the author is required. All photographs, figures and/or tables ought to be provided as separate files (preferably TIF, GRIF or JPEG; photos scanned at 300 dpi). Feature articles should be around 1000 words and minor articles 500 words. The editor reserves the right to edit submitted material to meet space restrictions. Letters to the editor or general items of news of interest to the network are welcome. Articles should be submitted at least four weeks prior to publication. Preference is given to articles that are grounded in some form of project or event.

**Editing and layout:** Darren Schmidt, Qld Department of Primary Industries & Fisheries, Kingaroy.

**Production management:** Rosemary Currie, APEN Secretariat, Wodonga, Victoria.

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**Letters and contributions to ExtensionNet are welcome. Suggestions for topics include marketing extension, extension theory, evaluation, or professional development.**

**Stories and photos (next edition) due to Editor 4 June 2004.**