



**the power of people on
Australian dairy farms**

September 2014



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introduction



background

There is little doubt that people are fundamental to all dairy farms. Good people can be the conduit to a successful and well run dairy business, while less capable employees, contractors, farm owners and/or family members can severely inhibit the farm business from reaching its potential.

“The biggest challenge for our industry is people and they are also the biggest opportunity”[^]

The industry identified the need for support, training and development in the people space and began an industry wide program in 2006, focusing on changing work practices in the farm environment and developing regional workforces in the dairy industry. The program was designed to reframe thinking around how people function within whole-farm systems and ensure sufficient people with the right skills, commitment and motivation to maximise productivity are available across the industry.

With the program having reached a level of maturity, it is an appropriate time to review, reflect and seek industry feedback. This process may detect practice change which has led to culture change, identify pathways that can provide stronger dividends for future investment and discover opportunities to best tune the program to the future needs of the dairy industry.

Dairy Australia is committed to growing capability and skills to ensure industry sustainability, outlined in the *Dairy Australia 2013/14 – 2015/16 Strategic Plan*. This strategic priority requires understanding and addressing both immediate and long-term people requirements for the industry, providing development support and educational resources to maintain and build industry capability and ensuring the dairy industry is seen as an employer and workplace of choice.

about the study

With this as context, Dairy Australia commissioned research among dairy farmers. The aim of the research was to better understand farmer attitudes, experiences, perceptions, behaviors and needs with regards to:

- attract, transition and retain employees;
- develop skills and capabilities;
- on farm safety and wellbeing ; as well as a
- profile of people on farm.



The research involved a 20 minute computer assisted telephone interview (CATI) with 401 dairy farmers. Sample list of farmers were provided by Dairy Australia including details of Regional Development Programs (RDP), region, farm size, principal contact name and contact details.

Quotas were set on RDP to reflect the actual farm distribution. A range of Likert rating scale, closed and open-ended questions were used throughout the survey. The research was conducted over the period 23 June – 14 July 2014.

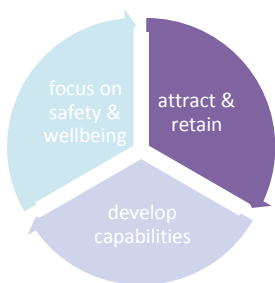
To compliment this quantitative research, an online forum among a small number of farmers was also conducted. The forum covered attracting and retaining farm hands, developing capability, farm OHS and planning. Quotes from the forum are included throughout this report.

The key findings from the research follow.

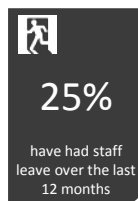
management summary



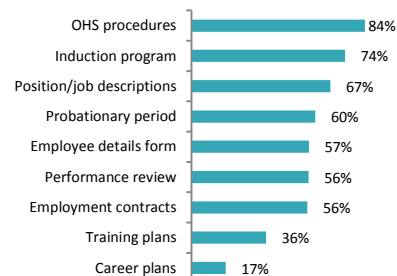
farmer feedback on. . . attract & retain



Results at a glance



Have in place for your employees

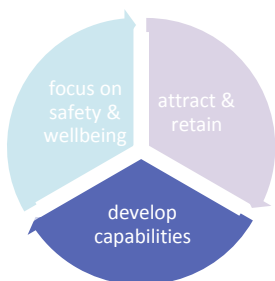


The feedback from this and other research clearly indicates the significant challenge that 'attract and retain' poses for farmers. The results indicate:

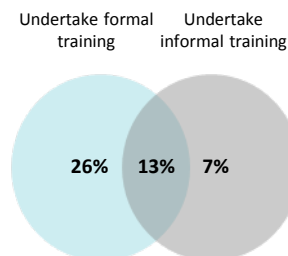
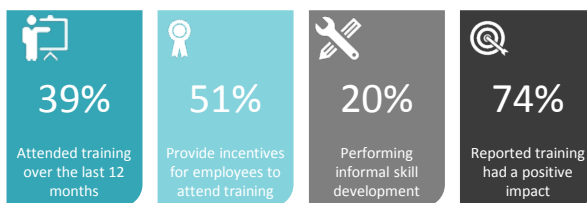
- A lukewarm response to the efficiency of people management practices. While these practices will underpin 'how' people management is developed, it appears more pragmatic concerns are overruling farmers right now.
- It's clear most turnover occurs with the farmhand positions. Efforts then to respond to the 'volume' needs are likely to drive the best response and outcomes. For example, a focus on compliance practices around these roles should be the priority. Similarly, training support for new to industry and existing farmhands should also be a priority.
- Other positions will also be critical, but impact fewer farm businesses.
- Some alternate approaches may be required. For example:
 - pre-role accreditation;
 - better integration of available positions within and across the regions;
 - use of social media to engage applicants;
 - greater formalisation of networks to ensure imminent people needs are fulfilled as quickly as possible; or
 - 'tips and tricks' information around retention shared more broadly across the farm community.

More detail on the feedback about the attract and retain focus area is provided in the main report.

farmer feedback on. . . developing capabilities



Results at a glance



Once again, the feedback from farmers indicate a possible disposition towards training and capability development.

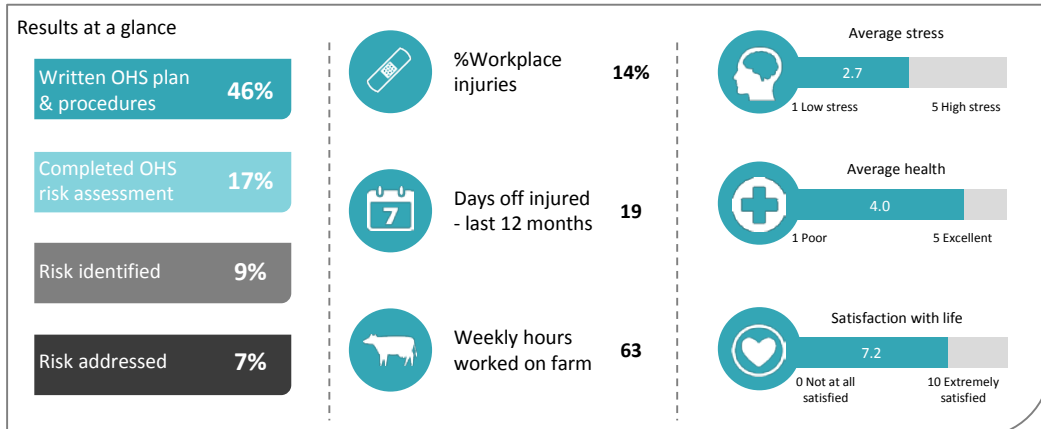
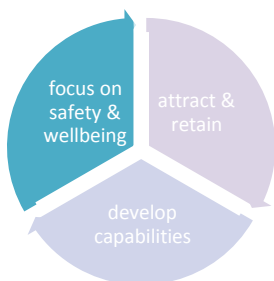
Right now however, uptake of the training and development opportunities remains modest. This is interesting given the 'experience' of those who have been involved appears to be positive, with most reporting it has delivered a positive impact.

The pathway to increasing uptake of training may be:

- Looking to increase awareness of the role of informal and ongoing training as a precursor and complement to more formal training practices. It is likely many farmers don't acknowledge the level of mentoring and support they already currently provide staff.
- More astute use of incentives to encourage involvement in training. There may also be a role for Dairy Australia to provide an incentive program to draw out interest and trial of the training opportunities. The results above would suggest the experience should support a change in behaviours.
- Consideration when training is offered of what appears to be critical hygiene factors, including:
 - focusing on the relevancy of the training;
 - focusing on the 'end benefits' of the training;
 - minimising the impact on business as usual (BAU) operations on farm; and
 - looking to ensure training programs evolve and reflect the changing needs and requirements of the modern-day dairy farm.

More detail on the feedback about the developing capabilities focus area is provided in the main report.

farmer feedback on. . . safety & wellbeing



Farmers reported a very strong disposition towards on-farm safety. There was an overwhelming level of familiarity about what the Occupational Health and Safety (OHS) requirements were and acknowledgment of their obligations.

Right now, the feedback suggest this disposition has not translated to strong levels of behavioural adoption.

A combination of easily accessible information, regular updates and direct interaction appears to be mechanisms most likely to activate a change in behaviours. This could include consideration of:

- more targeted promotion of online resources;
- SMS/Email notifications of changes;
- active promotion by regional coordinators of OHS requirements and benefits to farmers or even undertaking of farm audits; and
- intervention through local discussion groups to promote the importance of, and benefits from, OHS adoption.

The focus right now possibly needs to be around increasing take up of formalisation of OHS documentation, that is developing a written set of OHS plans and procedures. For this to occur, employers should first undertake a risk audit to identify the potential risks and then develop a plan in response. Identifying how to 'trigger' a response from farmers to commence this process is likely to be the critical first step to changing farmer behaviours.

More detail on the feedback about the safety and wellbeing focus area is provided in the main report.

recommendations

The analysis of the feedback provided by farmers in this research study have identified a number of areas for improvement, focus and opportunity. These are presented below in the form of summary observations and recommendations.

1. The research study has accumulated a significant amount of feedback describing farmers current behaviours and attitudes towards training and development. This will provide a useful data source and evidence base as programs and strategy are developed and refined over the coming years.
2. There are both opportunities and challenges around improving compliance and changing behaviours in regards OHS. It is likely there may be confusion around what constitutes compliance (for example, in written documentation) and in the steps required to develop and then execute this. Improving the clarity and expectations of compliance, and employers understanding of what is required may well be an important first step.
3. More broadly a stronger case for prosecuting the value and benefits of formal documentation for employees and the farm is likely to be required. While farmers appear to acknowledge the need for these, compliant behaviour lags and so focus may first need to be in developing sufficient compelling evidence and support to farmers to achieve this.
4. The response to training needs was illustrative of many of the challenges in this area. Where farmers are exposed to training (for themselves and/or staff) there is a clear acknowledgement of the value and benefits. However take up of training opportunities remains narrow with many traditional barriers (time off farm, proximity, costs and relevance) reported. Consideration of using other farmer advocates for training as case studies to illustrate and articulate the benefits is warranted. Ensuring the benefits are anchored to practical, identifiable ones should be forefront of these examples.
5. Recruitment and retention remains a central issue for many farmers. With the eventual success of recruitment and retention likely to be strongly influenced by the skills and experience of the employer, efforts to improve employers skills, awareness of resources and techniques and capabilities is likely to deliver the strongest dividends in this area.
6. Entry level positions account for the majority of issues around recruitment and retention. Focus on pre-qualifying and skilling potential applicants, setting realistic and consistent expectations of what capabilities these positions can provide employers and identifying further opportunities to combine formal training with on the job mentoring will likely address the majority concern of employers. That said, growth will likely be enabled with the employment of skilled and capable managers and so an appropriate balance in the effort and investment is warranted.

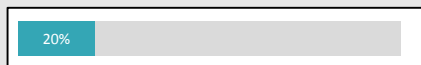
The detailed findings from the study now follow.

These results are provided at the aggregate (national) level only. This is supplemented then by segment level results which are provided as an attachment to the main report.

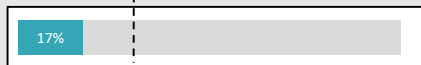
attract and retain



I find it easy to recruit suitable applicants
Agree (%rating 8-10 on an agree scale)



Employees working on farm have a
career plan



Employees that have left over the last 12
months



Program
target

30% increase
by 2017

30% by 2017

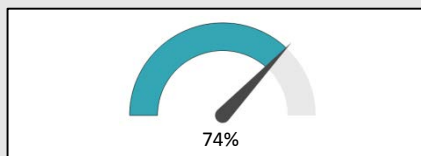
develop capabilities



Attended training over the last 12 months



Number of businesses reporting a
“positive impact” on efficiency/
effectiveness as a result of training



Program
target

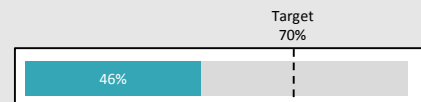
50% increase

25% increase

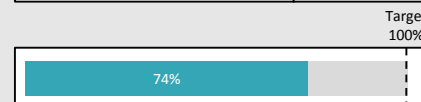
safety and wellbeing



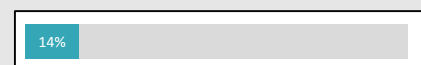
Documented OHS plan



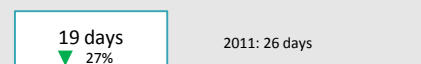
Induction program for new employees



% reporting workplace injuries over
the last 12 months



Days of work as a result of injury






Program
target

70%

100%

30% reduction

Source: Dairy Australia Research brief - People in Dairy Survey 2014

		Farmer with no employees and no family on farm	Farmer with no employees and family on farm	Farmer with employees and family on farm
				
about them	% of farmers	9%	26%	66%
	Non-employed workers on farm	0%	100%	60%
	Years owned the farm	15	16	16
	Years in the industry	19	18	18
	Average weekly hours on farm	69	64	62
	Qualification			
	Secondary school	65%	63%	48%
	Certificate/Dipolma	14%	10%	40%
	Other TAFE Courses	0%	4%	11%
	Apprentiship in dairy	5%	3%	3%
	Other non-relevant course	16%	21%	35%
	Bachelor	0%	0%	9%
	Current business phase			
	Steady – where I want to be	76%	54%	49%
	Steady - unable to expand	6%	14%	13%
	Expansion	6%	26%	34%
	Winding down	12%	6%	4%
	Business phase over the next 5 years			
	Grow my business	23%	34%	41%
	Stay the same	51%	48%	44%
	Downsize my business	6%	7%	5%
	Leave the industry	14%	6%	5%
attract and retain	Recruited over the last 12 months?	9%	5%	46%
	Plan to recruiting over the next 12 months?	14%	3%	30%
	Had staff leave over the last 12 months?	9%	4%	35%
develop capabilities	I attended training over the last 12 months	21%	7%	21%
safety	Written OHS plan	43%	46%	46%
	Completed OHS risk assessment	12%	22%	16%
	Identify any risks?	3%	7%	10%
	Risks identified?	3%	5%	9%
	Children on farm?	80%	85%	84%
	Designated safe & out of bounds areas	89%	89%	92%
	% reporting workplace injuries over the last 12 months	9%	4%	19%
	Number of days off injured	27	5	20
their wellbeing	Physical health	4	4	4
	Stress	2	3	3
	Life satisfaction	7	7	7

attract and retain



results at a glance. . . .

- Acquisition and retention of staff remains an issue for most dairy farmers.
- The reported attitudes reflect a lukewarm level of confidence in their own abilities, the value of people management practices and the level of support they require. There are however few (20%) farmers who believe it is 'easy' to recruit.
- The appears to be regular turnover of staff with 32% of farmers having recruited and 25% having lost staff in the past 12 months.
- About 22% of farmers are looking to recruit for positions with 14% recruiting existing positions while just 8% recruiting for new positions.
- It is clear that the farmhand and assistant farmhand roles are the roles that turn most regularly. They are the roles where farmers are reporting most difficult in being able to attract and then retain appropriate staff.
- There is only a modest level of adoption of formalised employment processes – such as position descriptions, employment contracts, training plans etc.
- About two in three employers (64%) are using a range of incentives to help retain staff. Most notable is the use of rostered time off and flexible working arrangements. Training and development is one of these incentives but clearly not the one more widely used.

***"If your serious about keeping people, create a position for them to progress into e.g. share-farming, equity share-farming or lease a farm for them to manage for you. If you train and treat people well, they will pass this on to the next person and the whole industry progresses."** ^*

Key results

Recruited over the last 12 months



Over the next 12 months do you expect to be recruiting ?



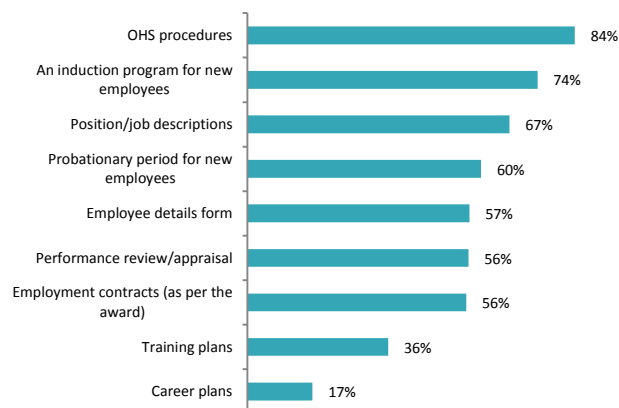
What positions will you recruit for?



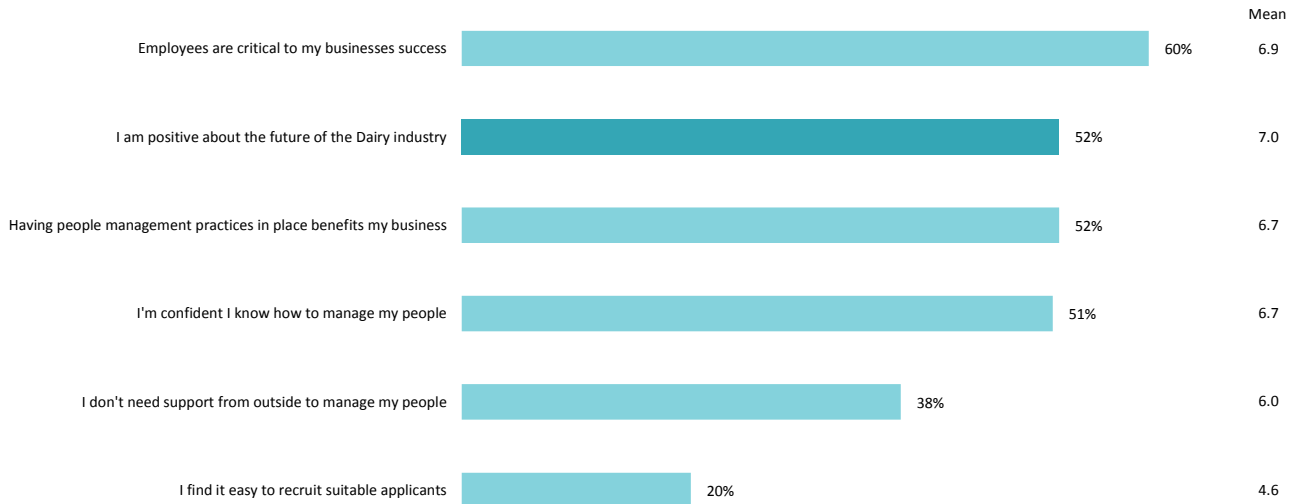
Have you had any staff leave over the last 12 months?



Do you have the following process in place for your employees?

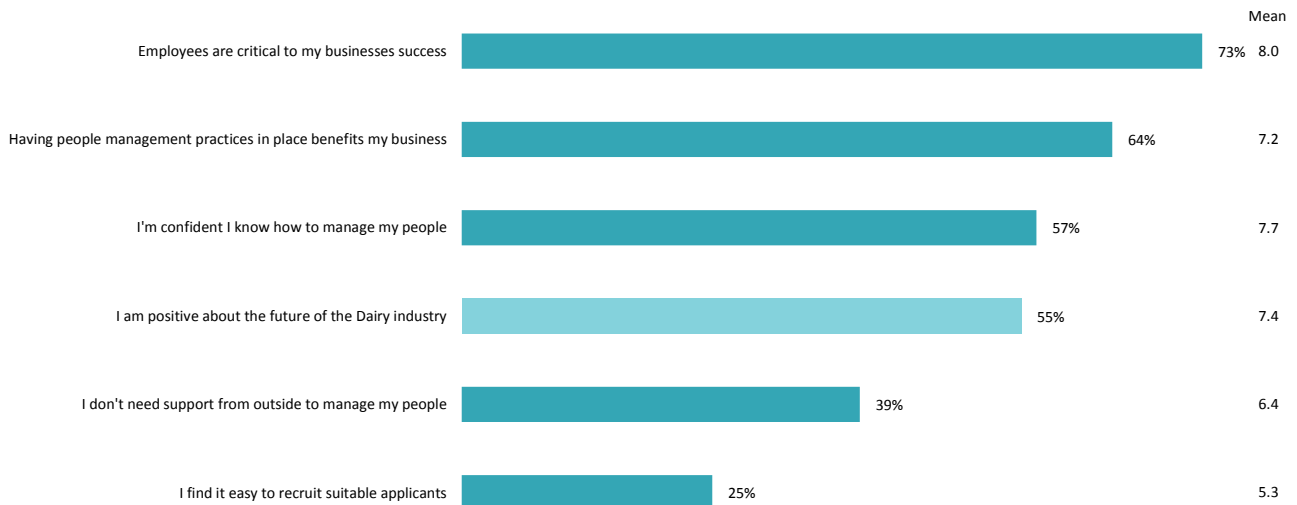


Attitudes towards developing capabilities- among all farmers (100% of responses) – (% rating 8-10)



Base: All farmers n = 401

Attitudes towards developing capabilities - among farmers with employees (66% of responses) – (% rating 8-10)



Base: Farms with employees = 263

What we asked:
Do you agree or disagree that...

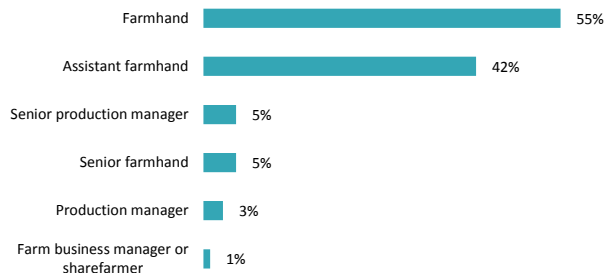
Recruited over the last 12 months

yes 32% no

Base: All farmers n = 401

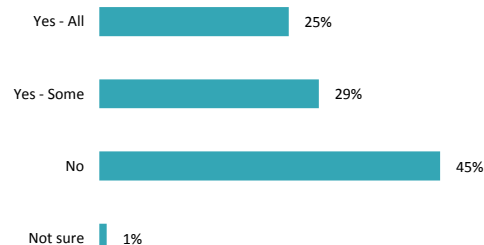


Roles recruited for



Base: Farmers who have recruited over the last 12 months n = 128

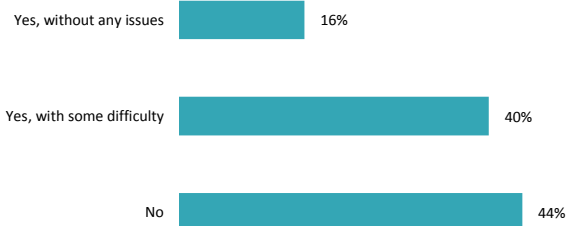
Were they new to industry



Base: Farmers who have recruited over the last 12 months n = 128

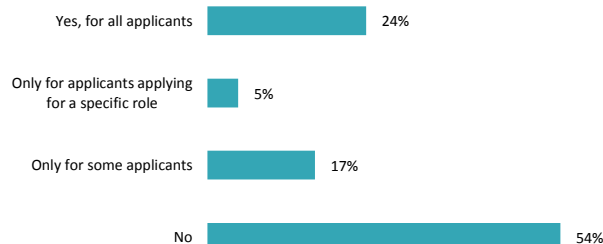
Of the 32% of (128 respondents) who have recruited in the last 12 months:

Able to recruit staff with skills around farm business management



Base: Farmers who have recruited over the last 12 months n = 128

Do you consider what qualifications applicants have



Base: Farmers who have recruited over the last 12 months n = 128

What we asked:

Have you recruited any staff over the last 12 months?

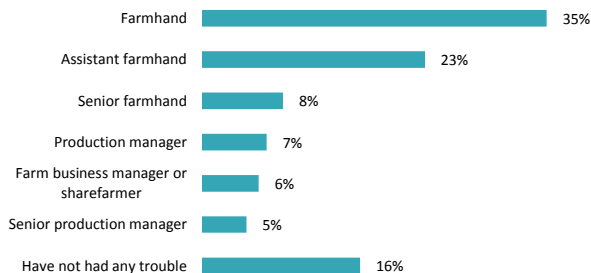
What roles did you recruit for?

Were any of these new to the dairy industry?

Are you able to recruit staff with skills and education around farm business management?

When recruiting staff, do you consider which industry courses or qualifications they have?

60% of survey responses indicated the hardest role to fill is:



Base: Farmers who gave an opinion n = 240



Assistant farmhand



Base: Hardest role to fill n = 55

Farmhand



Base: Hardest role to fill n = 85

Senior farmhand

- Lack of experience
"People with the required experience have often moved onto their own farm."
- Lack of financial returns
"Some are asking for too much money, and it is hard to get a good senior farmhand to work at a reasonable rate."
- Hard to get qualified workers
"I think its harder as the ones with qualifications are staying where they are and the young ones are not interested in the hard work"

Base: Hardest role to fill n = 20*

Production manager

- Hard to get qualified workers
"Getting the people with the right qualification and skill level we require."
"Trying to find someone with the skills, experience and MOTIVATION to take on the extra responsibility."
- Lack of experience
"Finding someone with the relevant experience."

Base: Hardest role to fill n = 16*

Senior production manager

- Lack of experience
"Lack of experience"
- Hard to find someone reliable
"Really hard to trust someone with high levels of safety."
- Hard to get qualified workers
"Finding the qualification, and the right person as most qualified people want to own their own farm"

Base: Hardest role to fill n = 11*

Farm Business manager or share farmer

- Hard to get qualified workers
"Very hard to get qualified people to fill more experienced roles on farm."
"Where we live its hard and to find some one with the qualifications"
- Lack of experience
"Because you need experience and desire to work and to be able to make decisions."

Base: Hardest role to fill n = 14*

What we asked:

In your experiences, which role is hardest to fill?

Why do you think [ROLE] is harder to fill than others?

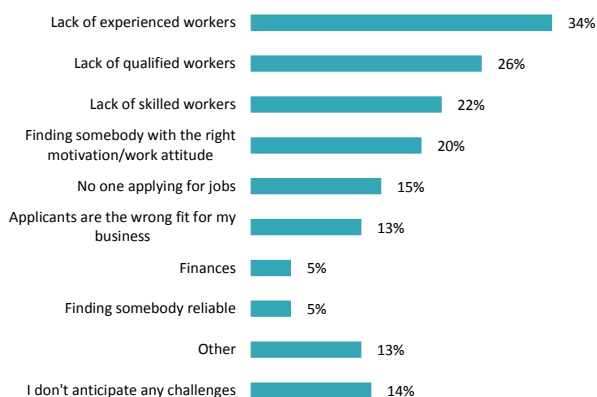
Over the next 12 months do you expect to be recruiting ?

yes 22% no

Base: All farmers n = 401

***"The term "labour unit" needs to be made redundant. Employees need to be made to feel valued, important and part of the business."** ^*

Anticipated challenges around recruiting over the next 12 months



Base: All farmers recruiting in the next 12 months n = 81

What positions will you recruit for?



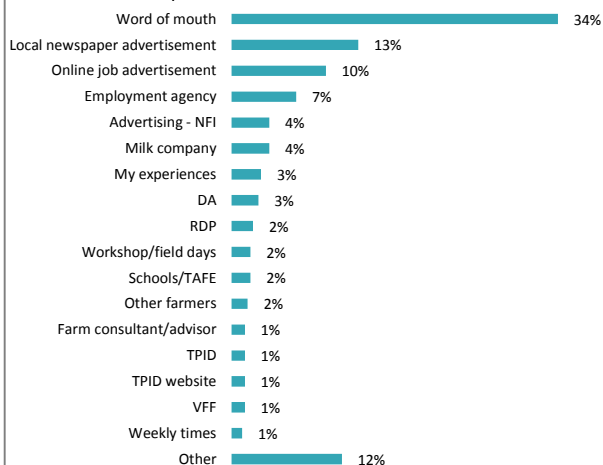
Base: All farmers n = 401

Tools that would help with recruitment



Base: Farmers with an opinion n = 75

Tools used to help with recruitment



Base: Farmers with an opinion n = 94



What we asked:

Over the next 12 months, do you expect to be ...?

What are the major challenges around your ability to recruit employees over the next 12 months?

From what you know, what other information or tools would provide the help you need around recruitment?

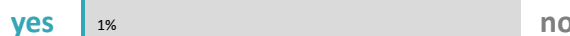
What information or tools have you used to help you with recruitment?

Have you had any staff leave over the last 12 months?



Base: All farmers n = 401

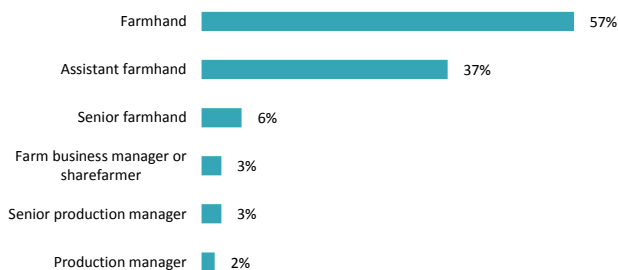
Do you expect to have to lay off staff over the next 12 months?



Base: All farmers n = 401

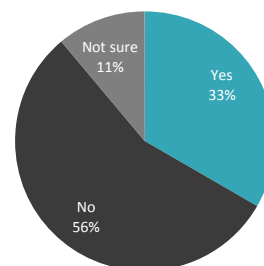
Of the 25% (99 respondents) who had staff leave over the last 12 months:

Roles



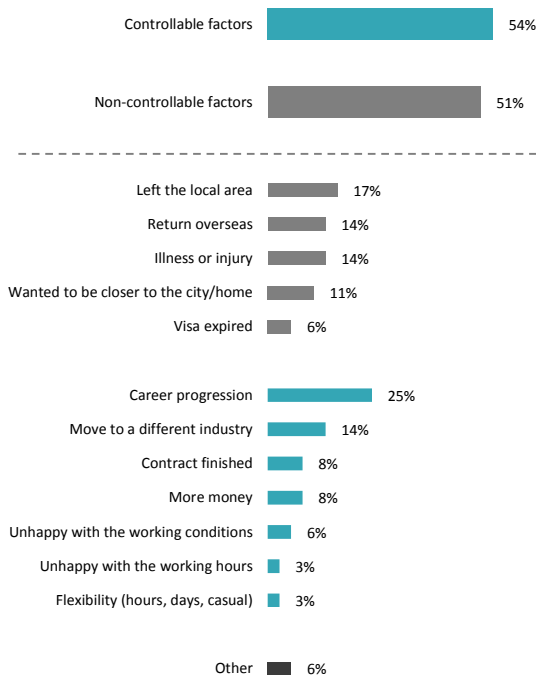
Base: Farmer that had staff leave n = 99

Did they stay in the industry?



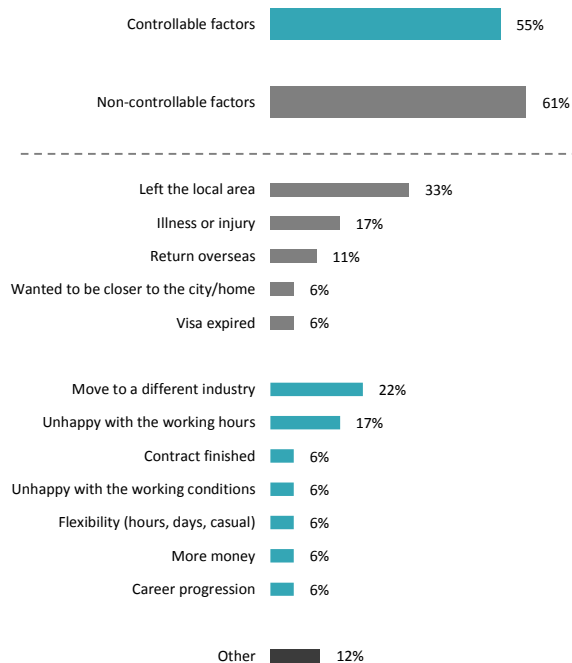
Base: Farmer that had staff leave n = 99

Why did they leave – farmhand



Base: Farmer that had staff leave n = 55

Why did they leave – assistant farmhand



Base: Farmer that had staff leave n = 36

What we asked:

Have you had any staff leave over the last 12 months? Please include both staff that have been let go, completed their contract and staff that have resigned.

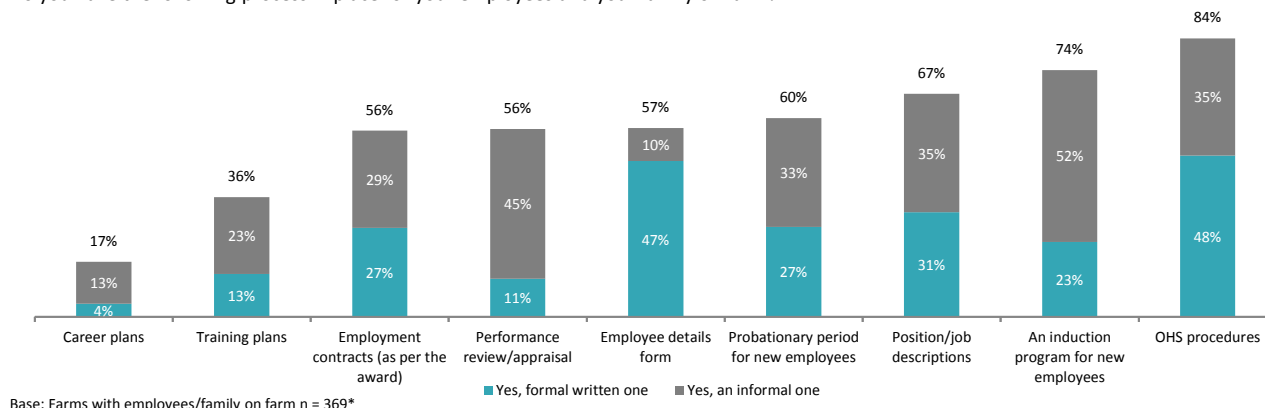
How many people in each of these roles have left the farm?

Why did they leave the farm?

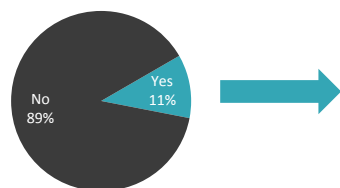
To the best of your knowledge did most of the employees who left your farm in the last 12 months stay in dairy industry?

Over the next 12 months, do you expect to be ...?

Do you have the following process in place for your employees and your family on farm?



Concerns about being able to retain employees



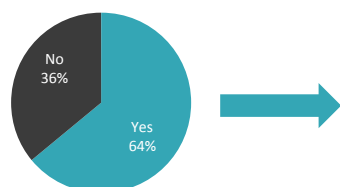
Base: Farms with employees/family on farm n = 369

What are they?

- *Unhappy with their pay*
- *Want a different career path*
- *Lack of career progression*
- *Unhappy about the hours*
- *I'm not sure what is wrong*
- *They want to move closer to family/the city*
- *My financial constraints*

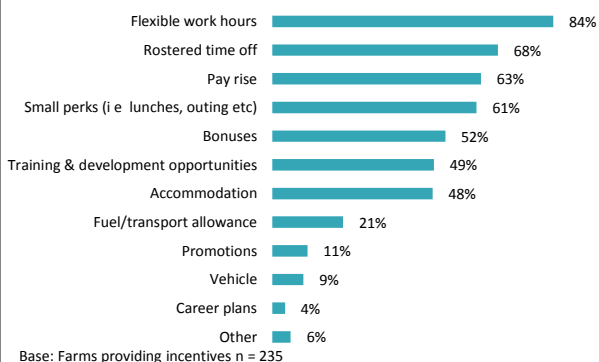
Base: Farms with concerns about being able to retain employees n = 42

Incentives to retain employees



Base: Farms with employees/family on farm n = 369

Incentives to retain employees



*92% of survey respondents answered who have either employees and/or family on farm. Responses provided are referring to people management processes more broadly.

What we asked:

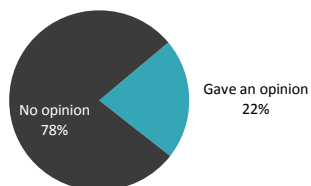
Do you have the following process in place for your employees?

Do you have any concerns about being able to retain your current employees?

What are your concerns?

Are there things you have done or put in place to help keep or retain your employees on the farm?

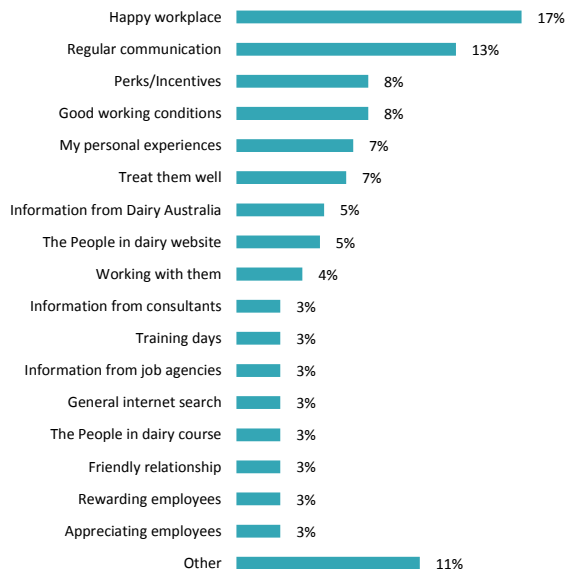
Tools used to help with employee retention



Base: Farms with employees/family on farm n = 369

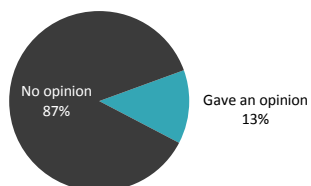
“It is well known that money is not the top of the list when it comes to employee satisfaction. Spending time with our staff, setting goals, showing them the big picture and getting them involved makes a huge difference.” ^

Tools used to help with employee retention



Base: Farmers who gave an opinion n = 87

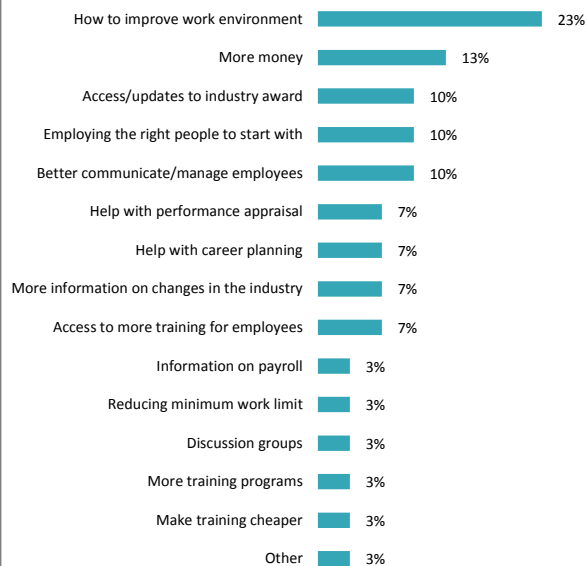
What else would help with employee retention?



Base: Farms with employees/family on farm n = 369

“The People in Dairy website www.thepeopleindairy.org.au is a good start for both employees and employers with regards to training and managing staff effectively. There is a good paper on the retention of staff and Stepping Stones is excellent for career development with some inspiring stories.” ^

What else would help with employee retention?

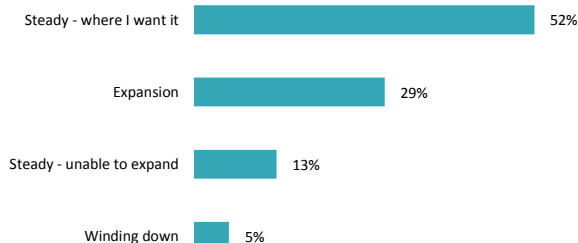


Base: Farmers who gave an opinion n = 53

What we asked:

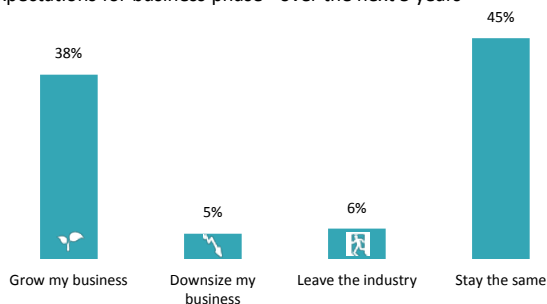
What information or tools have you used to help you with employee retention?
Thinking about retaining your staff what else do you need help with?

Business phase – right now



Base: All farmers n = 401

Expectations for business phase - over the next 5 years

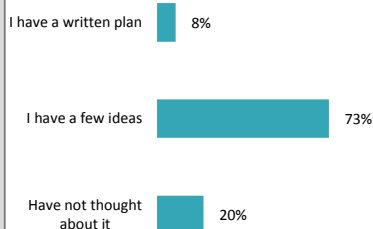


Base: All farmers n = 401



Plan to grow the business 38%

Plan for staff development to grow

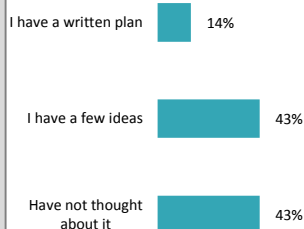


Base: Farmers planning to grow n = 153



Plan to downsize the business 5%

Plan in place around staff to downsize

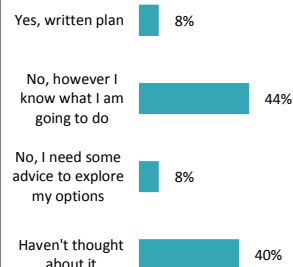


Base: Farmers planning to downsize n = 21*



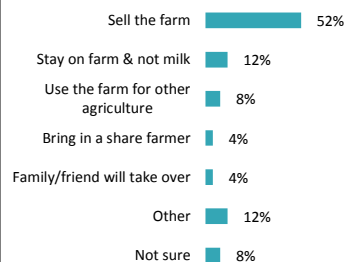
Plan to exit the industry 6%

Plan for the future of the farm



Base: Farmers planning to leave the industry n = 25*

What will happen to the farm?



Base: Farmers planning to leave the industry n = 25*

"I would find it very rewarding to have someone overview a business plan and help us step it out into a 1-5 year plan, which could involve a step up with capital investment." ^

*Small sample size. Results are indicative only.

"A written career plan is very important - probably more so for employees. Stepping Stones is a great start as a pathway for progression is invaluable. We have a strategic plan in place but it does need an upgrade. It is amazing what you come up with when you actually sit down together and write some things down!!"

What we asked:

In relation to your farm business, over the next five years are you looking to grow, downsize or stay the same?

How would you describe the phase your dairy enterprise is currently in? Is it...

Do you have a plan in place that outlines what must be done around staff training and development in order to reach your goal of [growing/downsizing] your business?

What is likely to happen to your farm when you leave dairy?

Do you have a written plan in place for your future and the farm?

develop capabilities



results at a glance. . . .

- Dairy farmers report an attitude that reflects broad agreement of the value and benefits available from training and capability development.
- That said, the level of involvement in training remains modest. So while there is support for what they think training will deliver the level of activation remains slow. Interestingly, a little over one in two farmers are using any form of incentive to drive participation in training.
- Where farmers do undertake training there is a strong acknowledgment of the impact it delivers for the farm business.
- Interestingly, there is a range of 'informal' training and mentoring also being undertaken although this again is not widespread or readily acknowledged by farmers.
- Some of the challenges facing uptake of more training and capability development relate to:
 - the ease of locating what training is available
 - the positioning of training in terms of responding to needs on farm
 - overcoming the convenience obstacles – proximity, time and format of delivery
- There appears to be also a number of challenges in promoting what is available. This may be a result of no clear destination point for farmers to go to get this information but rather a delivery of course details through a variety of channels. Training messages may well be lost among the clutter of other industry measures.

***"We actively push our staff to do tertiary training, taking the point of view that if someone doesn't want to better themselves they are probably people we don't need to have working with us. The farm covers all staff training costs."*[^]**

Key results

Attended training over the last 12 months



Impact of education



Net impact by role

	who attended	impact
Just myself	9%	59%
Just staff	21%	76%
Myself and staff	9%	81%

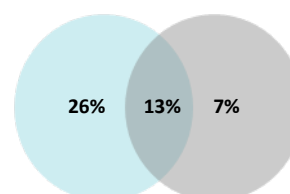
Do you provide incentives for employees to undertake education



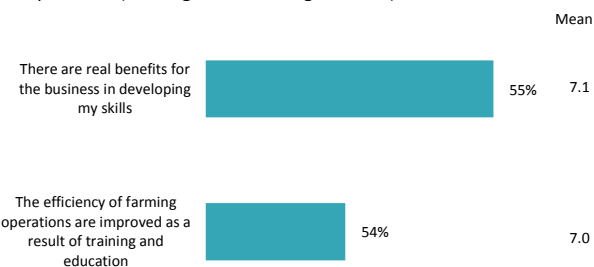
Performing informal skill development



Undertake formal training Undertake informal training

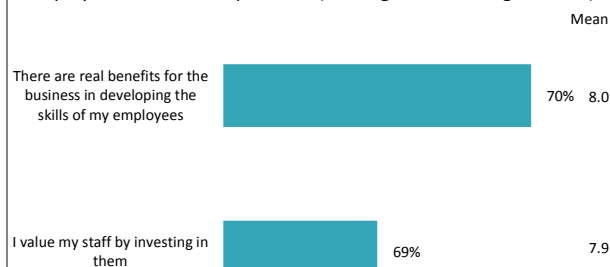


Attitudes towards developing capabilities among all farmers = 100% responses - (%rating 8-10 on an agree scale)



Base: All farmers n = 401

Attitudes towards developing capabilities among farmers with employees = 66% of responses - (%rating 8-10 on an agree scale)



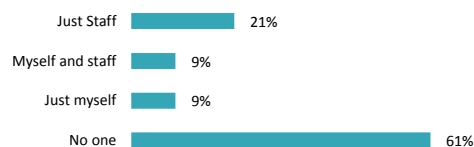
Base: Farms with employees = 263

Attended training over the last 12 months



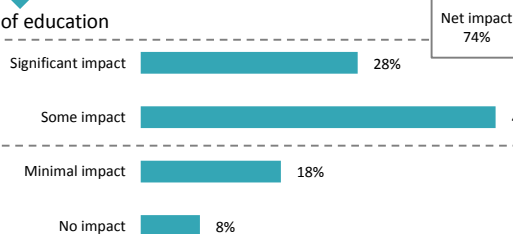
Base: All farmers n = 401

Who attended training



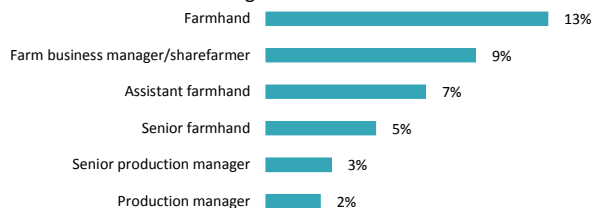
Base: All farmers n = 401

Impact of education



Base: Attended training n = 158

Roles that attended training

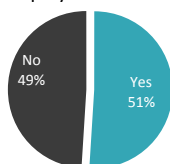


Base: All farmers n = 401

Net impact by role

Just myself	59%
Just staff	76%
Myself and staff	81%

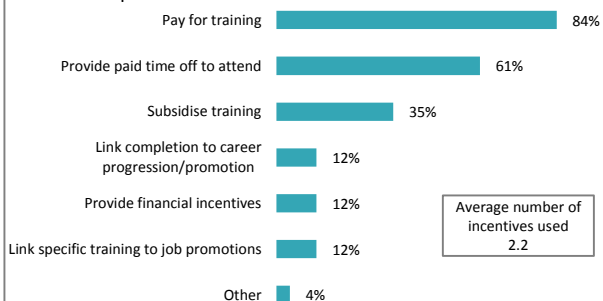
Do you provide incentives for employees to undertake training



Base: All farmers with employees n = 366*

*Survey respondents may have either employees and/or family on farm.

Incentives provided



Base: Farms providing training incentives n = 186

What we asked:

Do you agree or disagree that...

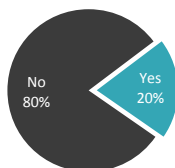
Have you or any of your staff attended any industry education or training courses over the last 12 months?

What roles were these people in?

Overall what impact has recent training had on [employee/your] efficiency/effectiveness?

Do you do any of the following to encourage your staff to undertake education and training?

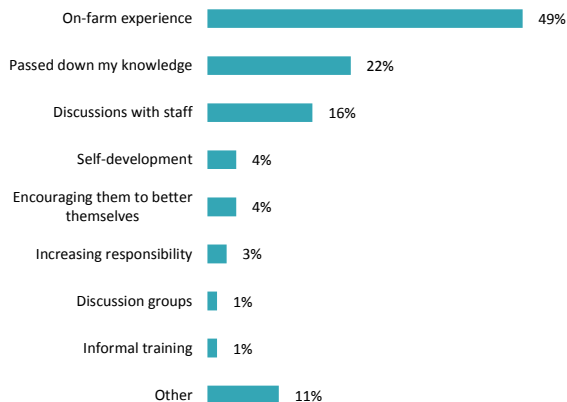
Performing informal skill development



Base: All farmers with employees n = 366*

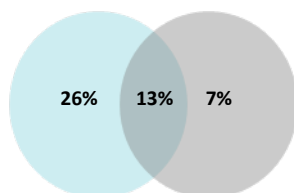
“Employers should encourage employees to attend training days/opportunities. The benefits of the knowledge they may gain should outweigh the few days off work.”^

What are you doing



Base: Farmers conducting informal skill development = 73

Undertake formal training Undertake informal training



Base: All farmers with employees n = 366*

“We need to provide as many opportunities for people to learn in as many formats as possible. We also need to recognise the skills that are already out there. Sometimes knowing that the skills you have are valued and valuable can itself be a motivation to increase your skills.”^

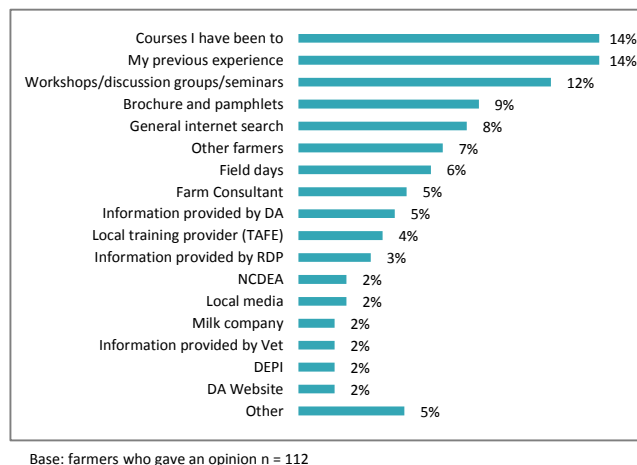
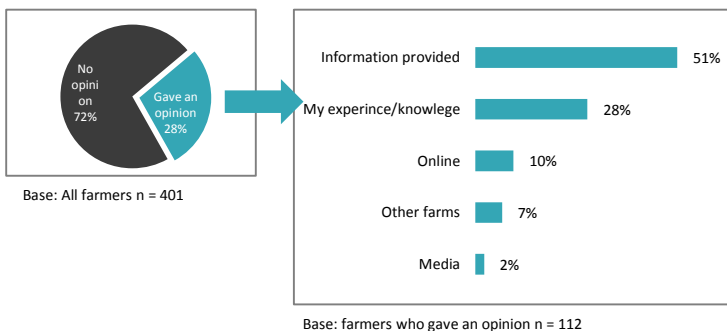
*Survey respondents may have either employees and/or family on farm.



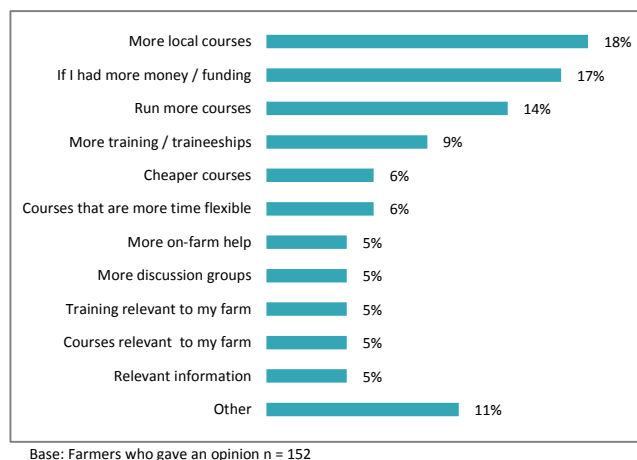
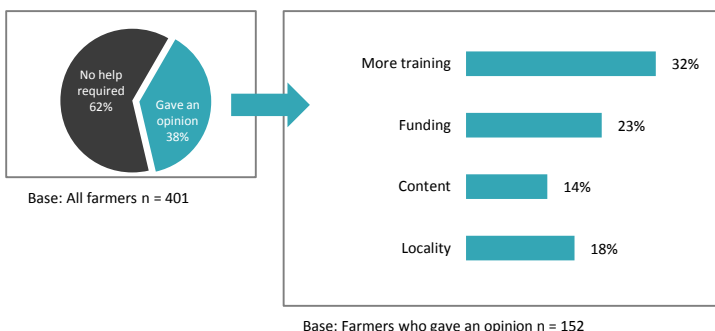
What we asked:

Are you doing anything else aside from the formal training and education to assist your staff develop their skills?
What else are you doing?

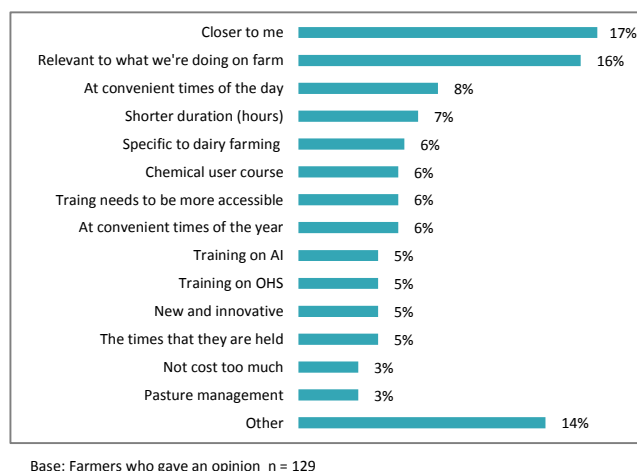
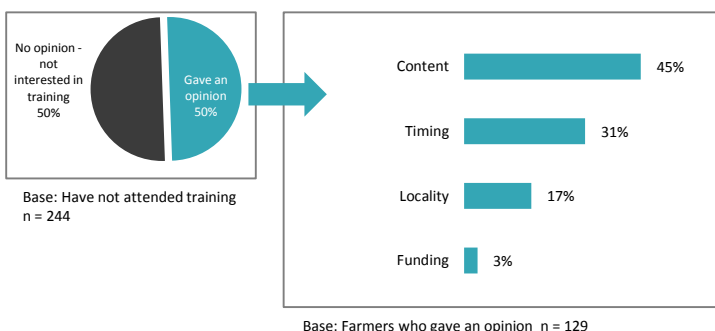
Information and tools used to help with skill development



What would help you with skill development



61% survey respondents who haven't attended training, what would training have to look like for you to attend?



What we asked:

What information or tools have you used to help you with training and skill development?

What would help you to assist your staff to develop their skills or develop a career?

What would training and education need to look like, for you and those on your farm to take part over the next 12 months?

Are able to find training for...



Base: All farmers n = 401



What we asked:

Are you able to find training and education courses for you and your staff in...?

safety and wellbeing



results at a glance. . . .

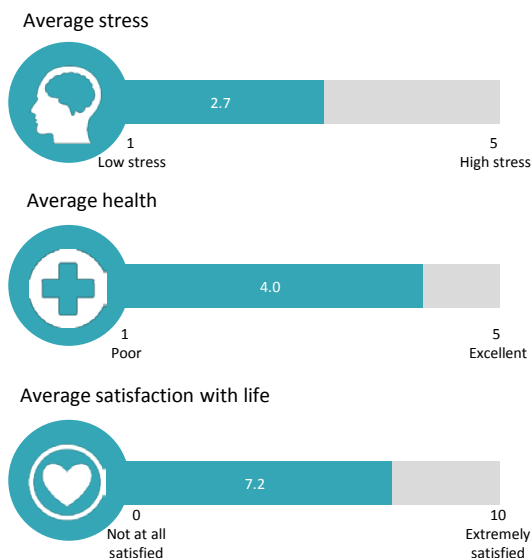
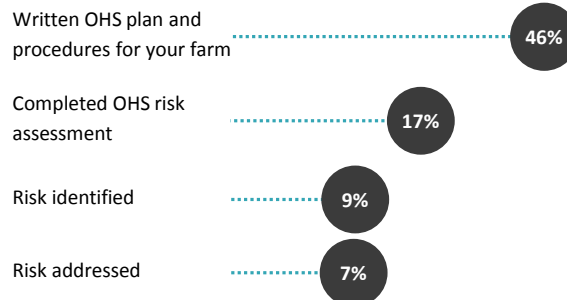
- Dairy farmers report strong levels of familiarity with OHS requirements and importantly, an acknowledgement of the importance of safety and employer obligations. This then suggests there is a positive disposition toward OHS on farm.
- Tellingly though, far fewer farmers have actual detailed OHS plans and procedures. And even a small proportion appeared to have actioned the plan with a recent risk assessment.
- There is then a likely need to achieve a stronger conversion from awareness and disposition towards safety to action and so ensure higher levels of compliance and actioning of OHS on farm.

***"The most important thing is not be afraid of Health and Safety and commence some sort of formal documentation."**[^]*

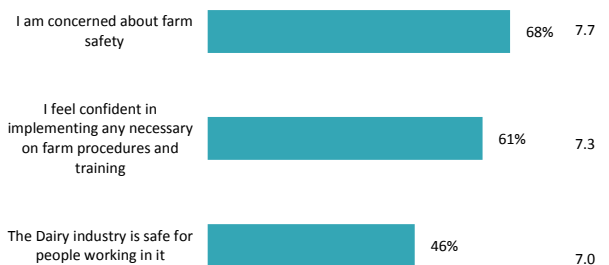
results at a glance. . . .

- Despite putting in long hours working on farm, the majority of farmers report:
 - they are in good physical condition;
 - are experiencing low to moderate levels of stress; &
 - generally satisfied overall.
- Having said that there is a cluster of farmers (around 24%) who are reporting that they experience high levels of stress and are in poor physical condition. Perhaps not surprisingly then their levels of satisfaction with their life overall are substantially lower.
- These higher stress farmers appear to be more likely long term owners, looking to grow the business over the next 5 years, more often than not located outside of Victoria and have a larger number of employees.

Key results



Attitudes towards safety - (%rating 8-10 on an agree scale)



Base: All farmers n = 387

Familiarity with OHS requirements



Base: All farmers n = 401

Attitudes towards safety - (%rating 8-10 on an agree scale)



Base: Farms with employees = 263

Written OHS plan and procedures for your farm

46%

Completed OHS risk assessment

17%

Risk identified

9%

Risk addressed

7%

Base: All farmers n = 401



% reporting workplace injuries over the last 12 months

14%

Base: All farmers n = 401



Number of days off injured over the last 12 months

19 days

Base: Farms affected by injury n = 56



Children on farm

84%

Base: All farmers n = 401



Designated safe and out of bounds areas

91%

Base: Farms with children on farm n = 336

“Thinking the farm looked good - we contacted Worksafe to come out and do an audit. There was nothing inherently dangerous on the farm but the lack of procedures, recording and monitoring meant we came up well short of the standard. Most farmers are like I was, unaware of their responsibilities.”^

What we asked:

We would now like to understand your views towards farm management. Do you agree or disagree that...

How familiar would you say you are with the health, safety and wellbeing practices that are required on dairy farms?

Do you have a written OHS plan and procedures for your farm? Have you completed an OHS risk assessment in last 12 months? Did you identify any risks?

Have you addressed any of the risks identified? Including family, friends and visitors, are there ever children on farm?

Are parents and children able to access a safe play area and made aware of “out of bounds” areas containing hazards while on the farm?

In the last 12 months, have you or any of your staff had an injury on the farm that prevented them from working the next day?

Over the last 12 months, in total how many days have you and your staff had off due to an on farm injury?

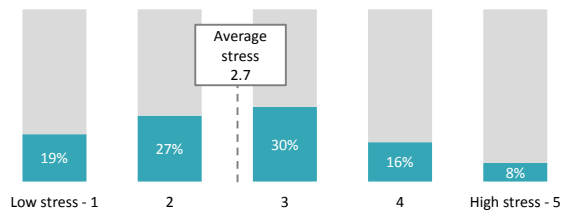
Attitude towards wellbeing - (%rating 8-10 on an agree scale)

The dairy industry offers an effective work life balance



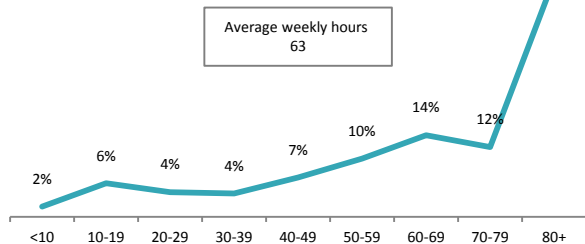
Base: All farmers n = 387

Current stress



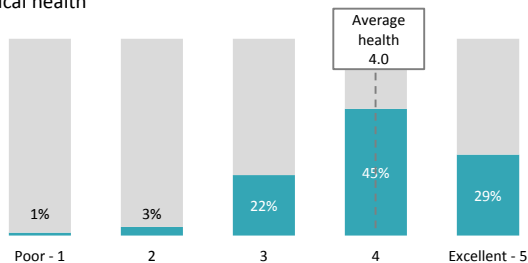
Base: All farmers n = 399

Weekly hours worked on farm



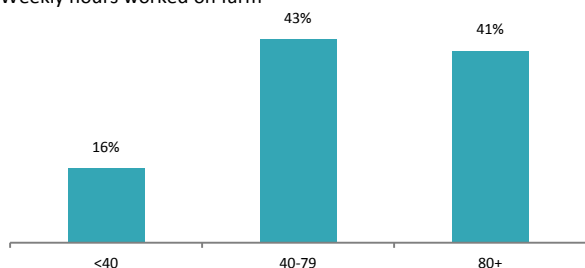
Base: All farmers n = 399

Physical health



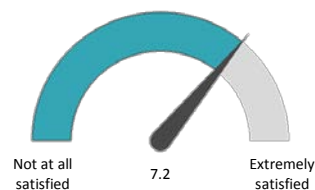
Base: All farmers n = 399

Weekly hours worked on farm



Base: All farmers n = 399

Life satisfaction



Base: All farmers n = 396

What we asked:

Do you agree or disagree that...

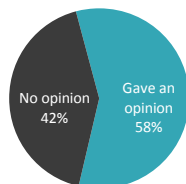
Thinking back over the past 12 months, how many hours per week, on average, would you say that you have worked on farm?

How would you rate your current physical health?

How would you rate your current level of stress?

If I ask you to consider your physical, social, economic and emotional wellbeing, how satisfied are you with your life today?

Tools used to help with OHS



Base: All Farmers n = 401

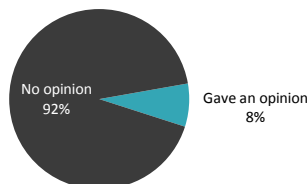
“We have found that having someone identify hazards that is new to dairy has quite a different perspective to those who have been dairying for years and we need to take this on board”^

Tools used to help with OHS



Base: Farmers who gave an opinion n = 232

What tools would help you to ensure your farm & staff are healthy, safe and compliant



Base: All Farmers n = 401

What tools would help you to ensure your farm and staff are healthy, safe and compliant

- Online access to OHS procedures/information

“Be able to find current policies and procedures online and follow guidelines.”

- Provide updates changes to OHS

“Need to be kept fed and updates on information on the changes and development of the policies.”

- Advice from OHS reps

“OHS people on the ground to assist with OHS compliance.”

- Farm audit

“On-site inspections, off-site discussion courses with OHS reps, forum.”

Base: Farmers who gave an opinion n = 31

What we asked:

What information or tools have you used to help you with OHS procedures and requirements?

From what you know, what other information or tools would provide the help you need to ensure your farm and staff are healthy, safe and compliant?

appendix



attract and retain



Attitudes towards developing capabilities - (%rating 8-10 on an agree scale)

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	373	122	96	80	75	90	86	79	116	127	121	72	51	83	124	157
Employees are critical to my businesses success	60%	31%	59%	78%	87%	66%	55%	58%	59%	41%	54%	85%	82%	64%	56%	59%
<i>n</i> =	396	134	107	80	75	94	94	86	120	141	127	75	51	91	136	160
I am positive about the future of the Dairy industry	52%	45%	45%	68%	57%	60%	64%	47%	39%	47%	49%	56%	65%	49%	50%	54%
<i>n</i> =	369	119	97	79	74	88	85	79	116	124	121	72	51	81	126	153
Having people management practices in place benefits my business	52%	25%	52%	70%	76%	63%	41%	49%	53%	33%	50%	68%	80%	59%	48%	50%
<i>n</i> =	371	118	98	80	75	88	86	79	116	124	121	73	51	82	127	153
I'm confident I know how to manage my people	51%	39%	51%	60%	61%	58%	37%	58%	52%	44%	54%	56%	57%	51%	48%	52%
<i>n</i> =	376	125	98	79	74	91	86	81	116	129	123	72	50	84	127	156
I don't need support from outside to manage my people	38%	35%	40%	43%	35%	35%	27%	41%	47%	38%	39%	38%	36%	36%	34%	41%
<i>n</i> =	358	108	96	79	75	87	84	74	111	119	115	72	50	79	122	149
I find it easy to recruit suitable applicants	20%	8%	22%	29%	24%	24%	21%	18%	16%	15%	22%	19%	26%	16%	25%	18%

What we asked:
Do you agree or disagree that...

Recruited over the last 12 months

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Yes	32%	6%	27%	54%	64%	33%	32%	29%	33%	11%	27%	55%	69%	38%	33%	27%

Roles recruited for

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	128	8*	29*	43	48	31	30	25*	41	16*	35	41	35	35	45	43
Farmhand	55%	63%	59%	56%	52%	58%	40%	44%	71%	63%	49%	61%	51%	60%	56%	53%
Assistant farmhand	42%	50%	34%	42%	46%	39%	57%	44%	32%	38%	49%	39%	40%	46%	42%	37%
Senior production manager	5%	0%	0%	7%	6%	10%	3%	8%	0%	0%	6%	0%	11%	9%	2%	5%
Senior farmhand	5%	0%	0%	9%	4%	3%	7%	8%	2%	0%	6%	2%	9%	6%	2%	7%
Production manager	3%	0%	7%	5%	0%	6%	3%	4%	0%	6%	6%	0%	3%	3%	2%	5%
Farm business manager / sharefarmer	1%	0%	3%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	2%

Were they new to industry

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	128	8*	29*	43	48	31	30	25*	41	16*	35	41	35	35	45	43
Yes – All	25%	63%	14%	23%	27%	19%	23%	28%	29%	50%	37%	15%	14%	17%	29%	26%
Yes - Some	29%	13%	24%	26%	38%	19%	30%	12%	44%	13%	20%	32%	40%	26%	36%	23%
No	45%	25%	62%	49%	35%	58%	47%	60%	27%	38%	40%	54%	46%	57%	36%	49%
Not sure	1%	0%	0%	2%	0%	3%	0%	0%	0%	0%	3%	0%	0%	0%	0%	2%

*Small sample size. Results are indicative only.

What we asked:

Have you recruited any staff over the last 12 months?

What roles did you recruit for?

Were any of these new to the dairy industry?

Able to recruit staff with skills around farm business management

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	93	2*	23*	31	37	24*	19*	20*	29*	10*	25*	29*	28*	25*	34	32
Yes, without any issues	16%	0%	9%	23%	16%	13%	37%	15%	7%	20%	16%	17%	14%	24%	12%	16%
Yes, with some difficulty	40%	50%	43%	42%	35%	46%	37%	35%	38%	40%	40%	52%	25%	32%	38%	47%
No	44%	50%	48%	35%	49%	42%	26%	50%	55%	40%	44%	31%	61%	44%	50%	38%

Do you consider what qualifications applicants have

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	127	7*	29*	43	48	31	30	25*	40	16*	34	41	35	35	44	43
Yes, for all applicants	24%	14%	31%	14%	31%	26%	20%	24%	25%	25%	24%	17%	31%	26%	27%	23%
Only for applicants applying for a specific role	5%	0%	0%	9%	4%	13%	0%	0%	5%	0%	6%	2%	9%	6%	5%	2%
Only for some applicants	17%	0%	14%	14%	23%	16%	17%	24%	13%	25%	12%	10%	26%	14%	14%	19%
No	54%	86%	55%	63%	42%	45%	63%	52%	58%	50%	59%	71%	34%	54%	55%	56%

*Small sample size. Results are indicative only.

What we asked:

Are you able to recruit staff with skills and education around farm business management?

When recruiting staff, do you consider which industry courses or qualifications they have?

Hardest role to fill

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	240	31	68	71	70	58	53	52	75	52	76	64	46	55	87	91
Farmhand	35%	29%	38%	38%	33%	31%	28%	27%	51%	40%	36%	36%	30%	25%	40%	37%
Assistant farm and	23%	35%	18%	25%	20%	29%	25%	27%	13%	19%	26%	22%	22%	25%	22%	21%
Senior farmhand	8%	0%	4%	13%	11%	5%	13%	12%	4%	2%	4%	17%	9%	7%	8%	10%
Production manager	7%	0%	7%	4%	11%	0%	9%	10%	8%	2%	7%	3%	17%	7%	7%	7%
Farm business manager / sharefarmer	6%	3%	7%	3%	9%	10%	8%	2%	4%	6%	7%	5%	7%	4%	5%	8%
Senior production manager	5%	3%	4%	4%	6%	7%	2%	6%	4%	2%	9%	2%	4%	11%	2%	3%
Have not had any trouble	16%	29%	21%	13%	10%	17%	15%	17%	16%	29%	12%	16%	11%	20%	16%	14%

*Small sample size. Results are indicative only.

What we asked:

In your experiences, which role is hardest to fill?

Over the next 12 months do you expect to be recruiting?

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Yes	22%	7%	21%	34%	40%	21%	23%	29%	17%	13%	20%	27%	45%	27%	22%	20%
Existing positions	14%	2%	12%	19%	32%	13%	16%	14%	12%	6%	11%	17%	35%	18%	14%	11%
New positions	8%	4%	9%	15%	8%	9%	7%	15%	5%	7%	9%	9%	10%	10%	8%	9%

Anticipated challenges around recruiting over the next 12 months

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	87	8*	23*	27*	29*	20*	21*	24*	21*	19*	25*	20*	22*	25*	28*	32
Lack of experienced workers	34%	25%	30%	44%	31%	20%	57%	29%	33%	32%	28%	40%	41%	48%	25%	34%
Lack of qualified workers	26%	13%	17%	19%	45%	20%	24%	42%	19%	11%	8%	30%	59%	28%	18%	31%
Lack of skilled workers	22%	13%	22%	22%	24%	10%	29%	25%	24%	16%	12%	40%	23%	20%	21%	25%
Finding somebody with the right motivation/work attitude	20%	0%	26%	26%	14%	20%	14%	21%	24%	21%	20%	30%	9%	12%	18%	28%
No one applying for jobs	15%	38%	13%	7%	17%	20%	10%	8%	24%	21%	12%	10%	18%	8%	14%	22%
Applicants are the wrong fit for my business	13%	13%	0%	30%	7%	15%	14%	17%	5%	11%	8%	25%	9%	16%	14%	9%
Finances	5%	13%	0%	7%	3%	0%	0%	8%	5%	5%	8%	0%	0%	4%	7%	3%
Finding somebody reliable	5%	0%	4%	7%	3%	20%	0%	0%	0%	11%	4%	5%	0%	8%	7%	0%
Other	13%	50%	9%	7%	10%	5%	19%	21%	5%	5%	20%	20%	5%	4%	25%	9%
I don't anticipate any challenges	14%	13%	17%	4%	21%	25%	14%	8%	10%	16%	16%	5%	18%	16%	11%	13%

*Small sample size. Results are indicative only.

What we asked:

Over the next 12 months, do you expect to be

What are the major challenges around your ability to recruit employees over the next 12 months?

Have you had any staff leave over the last 12 months?

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Yes	25%	5%	21%	36%	53%	28%	22%	24%	24%	8%	23%	37%	57%	31%	25%	22%

Roles

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	99	7*	23*	29*	40	26*	21*	21*	30	11*	30	28*	29*	28*	34	36
Farmhand	57%	71%	61%	52%	55%	58%	29%	57%	73%	64%	53%	54%	59%	54%	53%	64%
Assistant farm and	37%	29%	30%	31%	48%	38%	57%	38%	20%	27%	37%	39%	38%	39%	41%	31%
Senior farmhand	6%	0%	0%	10%	8%	8%	10%	5%	3%	0%	7%	4%	10%	11%	6%	3%
Farm business manager / sharefarmer	3%	0%	4%	7%	0%	0%	5%	5%	3%	9%	3%	0%	3%	4%	0%	6%
Senior production manager	3%	14%	0%	7%	0%	4%	0%	0%	7%	9%	3%	0%	3%	7%	3%	0%
Production manager	2%	0%	4%	0%	3%	4%	5%	0%	0%	0%	3%	0%	3%	4%	3%	0%

Did they stay in the industry?

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	99	7*	23*	29*	40	26*	21*	21*	30	11*	30	28*	29*	28*	34	36
Yes	33%	29%	22%	48%	30%	54%	24%	24%	30%	36%	30%	39%	31%	43%	29%	31%
No	56%	71%	65%	34%	63%	42%	57%	62%	63%	64%	60%	46%	59%	50%	56%	58%
Not sure	11%	0%	13%	17%	8%	4%	19%	14%	7%	0%	10%	14%	10%	7%	15%	11%

Do you expect to have to lay off staff over the next 12 months?

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Yes	1%	0%	1%	3%	3%	2%	1%	1%	1%	1%	0%	3%	4%	2%	1%	1%

*Small sample size. Results are indicative only.

What we asked:

Have you had any staff leave over the last 12 months? Please include both staff that have been let go, completed their contract and staff that have resigned.

How many people in each of these roles have left the farm?

To the best of your knowledge did most of the employees who left your farm in the last 12 months stay in dairy industry?

Over the next 12 months, do you expect to be ...?

Do you have the following process in place for your employees? – Formal processes

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	369	106	108	80	75	87	87	78	115	121	121	75	50	82	128	147
OHS procedures	48%	25%	49%	56%	57%	50%	46%	51%	48%	40%	49%	46%	68%	44%	51%	48%
An induction program for new employees	23%	11%	19%	33%	24%	23%	15%	23%	28%	15%	23%	21%	37%	23%	25%	20%
Position/job descriptions	31%	9%	30%	42%	39%	34%	30%	37%	27%	16%	30%	33%	57%	36%	32%	28%
Probationary period for new employees	27%	6%	22%	32%	42%	29%	30%	24%	25%	8%	27%	33%	48%	32%	28%	25%
Employee details form	47%	15%	40%	61%	63%	39%	43%	50%	53%	28%	46%	47%	78%	42%	55%	43%
Performance review/appraisal	11%	2%	15%	12%	14%	13%	13%	8%	12%	6%	13%	13%	16%	12%	12%	12%
Employment contracts (as per the award)	27%	6%	25%	29%	41%	28%	25%	28%	25%	11%	24%	32%	50%	30%	33%	20%
Training plans	13%	7%	10%	16%	16%	9%	13%	14%	16%	9%	13%	10%	24%	8%	17%	11%
Career plans	4%	2%	3%	6%	5%	4%	3%	2%	6%	3%	6%	0%	8%	0%	5%	5%

Do you have the following process in place for your employees? – Informal processes

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	369	106	108	80	75	87	87	78	115	121	121	75	50	82	128	147
OHS procedures	35%	30%	36%	39%	33%	33%	35%	30%	39%	37%	33%	41%	28%	35%	33%	38%
An induction program for new employees	52%	19%	56%	56%	66%	54%	62%	42%	49%	39%	50%	64%	57%	55%	49%	53%
Position/job descriptions	35%	11%	37%	38%	49%	28%	39%	25%	46%	27%	37%	43%	39%	33%	32%	41%
Probationary period for new employees	33%	9%	38%	38%	38%	30%	41%	29%	33%	27%	28%	44%	34%	34%	31%	33%
Employee details form	10%	0%	14%	13%	9%	14%	13%	3%	9%	9%	8%	16%	8%	16%	6%	10%
Performance review/appraisal	45%	11%	42%	60%	57%	48%	44%	45%	43%	28%	42%	59%	57%	42%	48%	44%
Employment contracts (as per the award)	29%	9%	31%	39%	31%	32%	32%	25%	27%	31%	23%	35%	30%	30%	23%	34%
Training plans	23%	7%	23%	29%	28%	24%	25%	25%	20%	10%	22%	29%	35%	20%	26%	25%
Career plans	13%	0%	14%	18%	15%	18%	7%	16%	10%	6%	9%	12%	31%	6%	17%	13%

What we asked:

Do you have the following process in place for your employees?

Concerns about being able to retain employees

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	369	106	108	80	75	87	87	78	115	121	121	75	50	82	128	147
Yes	11%	3%	12%	16%	17%	13%	9%	10%	12%	9%	9%	11%	22%	20%	10%	9%
No	89%	97%	88%	84%	83%	87%	91%	90%	88%	91%	91%	89%	78%	80%	90%	91%

Incentives to retain employees

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	369	106	108	80	75	87	87	78	115	121	121	75	50	82	128	147
Yes	64%	9%	72%	95%	95%	71%	64%	59%	60%	34%	62%	91%	98%	71%	61%	63%
No	36%	91%	28%	5%	5%	29%	36%	41%	40%	66%	38%	9%	2%	29%	39%	37%

Incentives to retain employees

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	235	10*	78	76	71	62	56	46	69	41	75	68	49	58	78	92
Flexible work hours	84%	60%	79%	88%	89%	89%	80%	78%	87%	83%	75%	93%	88%	78%	88%	85%
Rostered time off	68%	40%	55%	75%	77%	66%	70%	67%	67%	56%	59%	75%	80%	59%	71%	70%
Pay rise	63%	30%	60%	70%	62%	68%	63%	70%	54%	51%	53%	72%	73%	64%	51%	71%
Small perks (i.e. lunches, outing etc)	61%	60%	50%	71%	63%	66%	57%	67%	55%	56%	63%	56%	69%	55%	71%	58%
Bonuses	52%	20%	49%	58%	54%	53%	50%	61%	45%	39%	43%	54%	71%	50%	55%	52%
Training & development opportunities	49%	30%	38%	58%	52%	58%	43%	41%	48%	34%	39%	56%	63%	40%	59%	43%
Accommodation	48%	60%	37%	54%	52%	56%	59%	41%	35%	41%	41%	49%	61%	57%	45%	42%
Fuel/transport allowance	21%	30%	18%	24%	21%	21%	29%	20%	16%	22%	23%	24%	14%	21%	26%	17%
Promotions	11%	0%	6%	16%	11%	15%	7%	11%	10%	7%	9%	7%	20%	9%	9%	12%
Vehicle	9%	20%	9%	11%	7%	13%	13%	11%	3%	12%	13%	4%	8%	7%	12%	10%
Careers plans	4%	0%	1%	7%	4%	5%	2%	2%	6%	2%	4%	1%	8%	3%	4%	3%
Other	6%	0%	6%	4%	7%	2%	2%	4%	13%	10%	7%	4%	2%	9%	5%	4%

*Small sample size. Results are indicative only.

What we asked:

Do you have any concerns about being able to retain your current employees?

Are there things you have done or put in place to help keep or retain your employees on the farm?

Business phase – right now

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	391	134	104	78	75	90	94	84	121	138	125	75	51	88	132	158
Steady – where I want it	52%	60%	49%	55%	41%	56%	49%	68%	43%	54%	55%	52%	45%	49%	49%	56%
Expansion	29%	21%	30%	29%	44%	28%	36%	21%	31%	25%	26%	33%	43%	42%	31%	22%
Steady – unable to expand	13%	12%	14%	10%	15%	9%	12%	7%	21%	13%	15%	11%	10%	8%	15%	13%
Winding down	5%	7%	7%	5%	0%	8%	3%	4%	6%	8%	4%	4%	2%	1%	5%	9%

Expectations for business phase - over the next 5 years

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Stay the same	45%	49%	43%	49%	40%	50%	39%	47%	46%	41%	48%	51%	45%	47%	47%	42%
Grow my business	38%	31%	38%	38%	51%	33%	49%	31%	37%	37%	37%	35%	47%	46%	40%	33%
Leave the industry	6%	8%	8%	3%	4%	5%	3%	10%	6%	8%	6%	4%	4%	2%	4%	11%
Downsize my business	5%	7%	6%	5%	3%	4%	4%	7%	6%	8%	2%	8%	2%	1%	5%	8%

Plan for staff development to grow

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	153	44	41	30	38	31	48	27*	46	54	48	26*	24*	43	54	53
I have a written plan	8%	0%	12%	13%	8%	10%	8%	4%	9%	7%	4%	12%	13%	9%	9%	6%
I have a few ideas	73%	75%	66%	63%	84%	74%	71%	74%	72%	70%	67%	77%	83%	70%	65%	81%
Have not thought about it	20%	25%	22%	23%	8%	16%	21%	22%	20%	22%	29%	12%	4%	21%	26%	13%

*Small sample size. Results are indicative only.

What we asked:

In relation to your farm business, over the next five years are you looking to grow, downsize or stay the same?

How would you describe the phase your dairy enterprise is currently in? Is it...

Do you have a plan in place that outlines what must be done around staff training and development in order to reach your goal of [growing your business /downsizing your business]?

Plan for staff development to downsize

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	21*	9*	6*	4*	2*	4*	4*	6*	7*	11*	3*	6*	1*	1*	7*	13*
I have a written plan	14%	11%	17%	0%	50%	0%	25%	17%	14%	18%	33%	0%	0%	0%	14%	15%
I have a few ideas	43%	56%	33%	25%	50%	50%	50%	33%	43%	45%	33%	33%	100%	100%	43%	38%
Have not thought about it	43%	33%	50%	75%	0%	50%	25%	50%	43%	36%	33%	67%	0%	0%	43%	46%

Plan for the future of the farm

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	25*	11*	9*	2*	3*	5*	3*	9*	7*	11*	8*	3*	2*	2*	6*	17*
Yes, written plan	8%	9%	11%	0%	0%	0%	33%	0%	0%	9%	0%	0%	0%	0%	17%	6%
No, however I know what I am going to do	44%	27%	67%	100%	0%	40%	67%	56%	29%	27%	63%	67%	50%	100%	17%	47%
No, I need some advice to explore my options	8%	9%	0%	0%	33%	20%	0%	0%	14%	9%	13%	0%	0%	0%	33%	0%
Haven't thought about it	40%	55%	22%	0%	67%	40%	0%	44%	57%	55%	25%	33%	50%	0%	33%	47%

What will happen to the farm?

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	25*	11*	9*	2*	3*	5*	3*	9*	7*	11*	8*	3*	2*	2*	6*	17*
Sell the farm	52%	64%	44%	50%	33%	80%	33%	56%	29%	36%	75%	33%	50%	100%	50%	47%
Stay on farm & not milk	12%	9%	22%	0%	0%	0%	0%	0%	43%	18%	13%	0%	0%	0%	0%	18%
Use the farm for other agriculture	8%	0%	11%	50%	0%	0%	33%	11%	0%	0%	13%	33%	0%	0%	17%	6%
Bring in a share farmer	4%	9%	0%	0%	0%	0%	0%	11%	0%	9%	0%	0%	0%	0%	17%	0%
Family / Friend will take over	4%	0%	0%	0%	33%	20%	0%	0%	0%	0%	0%	33%	0%	0%	0%	6%
Other	12%	9%	11%	0%	33%	0%	0%	22%	14%	18%	0%	0%	50%	0%	0%	18%
Not sure	8%	9%	11%	0%	0%	0%	33%	0%	14%	18%	0%	0%	0%	0%	17%	6%

*Small sample size. Results are indicative only.

What we asked:

Do you have a plan in place that outlines what must be done around staff training and development in order to reach your goal of [growing your business / downsizing your business]?

What is likely to happen to your farm when you leave dairy?

Do you have a written plan in place for your future and the farm?

develop capabilities



Attitudes towards developing capabilities - (%rating 8-10 on an agree scale)

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	363	114	95	80	74	88	83	76	114	123	117	71	50	80	123	151
I value my staff by investing in them	60%	40%	62%	79%	66%	67%	54%	64%	55%	45%	61%	77%	70%	55%	58%	62%
<i>n</i> =	370	120	97	79	74	90	84	79	115	125	122	71	50	83	126	152
There are real benefits for the business in developing the skills of my employees	59%	34%	65%	77%	70%	66%	57%	57%	57%	42%	58%	77%	78%	59%	58%	57%
<i>n</i> =	391	129	107	80	75	92	93	84	120	139	124	75	51	91	133	158
There are real benefits for the business in developing my skills	55%	43%	61%	68%	55%	61%	54%	54%	53%	49%	55%	63%	61%	59%	56%	53%
<i>n</i> =	391	131	106	80	74	92	94	85	118	138	126	75	50	90	135	157
The efficiency of farming operations are improved as a result of training and education	54%	42%	61%	61%	57%	54%	56%	51%	54%	43%	60%	64%	54%	53%	56%	52%

What we asked:
Do you agree or disagree that...

Attended training over last 12 months

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Attended training over last 12 months	39%	21%	37%	55%	60%	41%	39%	29%	45%	33%	35%	44%	59%	42%	43%	34%

Who attended training

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Just staff	21%	2%	24%	31%	40%	20%	25%	8%	28%	15%	17%	29%	35%	21%	20%	21%
Myself and staff	9%	3%	8%	19%	12%	7%	11%	10%	7%	6%	6%	11%	22%	5%	14%	7%
Just myself	9%	16%	5%	5%	8%	14%	3%	10%	10%	13%	12%	4%	2%	15%	10%	6%
No one	61%	79%	63%	45%	40%	59%	61%	71%	55%	67%	65%	56%	41%	58%	57%	66%

Roles that attended training

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Farmhand	13%	2%	6%	23%	31%	10%	14%	5%	20%	7%	9%	21%	25%	10%	15%	12%
Farm business manager / sharefarmer	9%	1%	13%	11%	17%	10%	13%	0%	13%	10%	7%	11%	12%	13%	10%	6%
Assistant farmhand	7%	1%	7%	15%	9%	3%	8%	10%	7%	4%	7%	7%	16%	3%	11%	6%
Senior farmhand	5%	1%	6%	8%	9%	3%	9%	3%	4%	1%	4%	8%	16%	5%	4%	5%
Senior production manager	3%	0%	4%	4%	7%	7%	2%	1%	2%	1%	2%	0%	16%	3%	3%	2%
Production manager	2%	0%	1%	4%	8%	1%	4%	2%	2%	0%	2%	1%	12%	1%	2%	3%

What we asked:

Have you or any of your staff attended any industry education or training courses over the last 12 months?

What roles were these people in?

Impact of training

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	158	29*	40	44	45	39	37	25*	55	48	45	33	30	38	59	55
Net impact	74%	66%	80%	75%	71%	62%	78%	76%	76%	71%	69%	85%	70%	66%	69%	80%
Significant impact	28%	24%	23%	36%	27%	28%	30%	24%	29%	27%	31%	33%	20%	34%	25%	27%
Some impact	46%	41%	58%	39%	44%	33%	49%	52%	47%	44%	38%	52%	50%	32%	44%	53%
Minimal impact	18%	21%	18%	18%	13%	26%	16%	20%	11%	19%	20%	9%	20%	21%	24%	9%
No impact	8%	10%	3%	5%	13%	8%	5%	0%	13%	8%	11%	3%	7%	5%	7%	11%

Net impact by role

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	37	22*	5*	4*	6*	13*	3*	9*	12*	18*	15*	3*	1*	14*	13*	10*
Just myself	59%	59%	80%	75%	33%	62%	67%	56%	58%	67%	47%	100%	0%	71%	38%	70%
n =	84	3*	26*	25*	30	19*	24*	7*	34	22*	22*	22*	18*	19*	27*	34
Just staff	76%	67%	77%	80%	73%	58%	79%	100%	79%	73%	82%	77%	72%	58%	85%	76%
n =	37	4*	9*	15*	9*	7*	10*	9*	9*	8*	8*	8*	11*	5*	19*	11*
Myself and staff	81%	100%	89%	67%	89%	71%	80%	78%	89%	75%	75%	100%	73%	80%	68%	100%

*Small sample size. Results are indicative only.

What we asked:

Overall what impact has recent training had on [employee/your] efficiency/effectiveness?

Do you provide incentives for employees to undertake training

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	366	103	108	80	75	86	87	77	114	118	121	75	50	81	126	147
Yes	51%	6%	49%	79%	84%	53%	55%	44%	49%	23%	47%	75%	88%	51%	53%	48%
No	49%	94%	51%	21%	16%	47%	45%	56%	51%	77%	53%	25%	12%	49%	47%	52%

Incentives provided

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	185	6*	53	63	63	46	48	34	56	27*	57	56	44	41	67	71
Average number of incentives	2.2	2.2	2.3	2.1	2.2	2.4	2.5	1.9	1.9	2.3	2.4	1.9	2.3	2.2	2.2	2.2
Pay for training	84%	50%	87%	87%	81%	89%	83%	79%	82%	74%	86%	84%	86%	90%	84%	79%
Provide paid time off to attend training	61%	67%	55%	63%	62%	59%	85%	38%	54%	81%	63%	54%	52%	61%	61%	62%
Subsidise training	35%	33%	42%	30%	35%	39%	38%	32%	32%	33%	42%	27%	39%	39%	31%	35%
Link completing qualifications to career progression / promotion	12%	17%	11%	11%	14%	20%	17%	15%	2%	15%	14%	4%	20%	10%	12%	15%
Provide financial incentives	12%	0%	17%	13%	10%	17%	13%	6%	13%	15%	19%	7%	9%	12%	12%	13%
Link specific training to job promotions	12%	33%	15%	6%	13%	15%	15%	15%	5%	7%	14%	7%	18%	7%	13%	14%
Other	4%	17%	4%	3%	3%	2%	4%	6%	4%	7%	5%	4%	0%	2%	4%	4%

*Small sample size. Results are indicative only.

What we asked:

Do you do any of the following to encourage your staff to undertake education and training?

Performing informal skill development

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	366	103	108	80	75	86	87	77	114	118	121	75	50	81	126	147
Yes	20%	4%	19%	26%	36%	22%	28%	13%	17%	10%	19%	28%	32%	23%	19%	19%
No	80%	96%	81%	74%	64%	78%	72%	87%	83%	90%	81%	72%	68%	77%	81%	81%

Are able to find training for...

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Farm business management	39%	40%	41%	39%	35%	41%	51%	43%	26%	44%	40%	33%	29%	38%	41%	37%
Pasture management	38%	36%	43%	44%	32%	43%	53%	41%	23%	42%	40%	36%	29%	43%	40%	37%
Farm safety	35%	33%	38%	35%	35%	37%	49%	36%	22%	40%	36%	29%	29%	33%	39%	34%
Livestock handling	32%	28%	36%	39%	27%	36%	42%	33%	21%	35%	34%	29%	24%	34%	35%	30%
Leadership	27%	24%	29%	29%	31%	28%	41%	28%	17%	30%	26%	27%	25%	33%	26%	27%

What we asked:

Are you doing anything else aside from the formal training and education to assist your staff develop their skills?

Are you able to find training and education courses for you and your staff in...

safety and wellbeing



Attitudes towards safety - (%rating 8-10 on an agree scale)

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	396	135	106	80	75	93	94	87	120	142	126	75	51	91	136	160
I am concerned about farm safety	68%	71%	60%	75%	64%	73%	64%	67%	68%	65%	65%	75%	71%	60%	65%	75%
<i>n =</i>	387	128	104	80	75	91	94	83	117	134	125	75	51	88	134	156
I feel confident in implementing any necessary on farm procedures and training	61%	48%	63%	68%	76%	65%	60%	61%	62%	53%	63%	67%	75%	63%	63%	58%
<i>n =</i>	375	124	96	80	75	89	87	82	115	129	121	72	51	82	129	155
I have a good understanding of my obligations as an employer	58%	36%	60%	69%	79%	65%	53%	60%	55%	44%	58%	69%	76%	60%	54%	58%
<i>n =</i>	393	133	105	80	75	92	93	86	120	139	126	75	51	91	134	159
The Dairy industry is safe for people working in it	46%	53%	50%	43%	35%	39%	49%	41%	53%	53%	45%	43%	37%	53%	40%	47%

Familiarity with OHS requirements

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n =</i>	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Very familiar	53%	59%	55%	45%	47%	62%	45%	57%	49%	60%	47%	48%	55%	45%	53%	57%
Somewhat familiar	45%	38%	40%	51%	52%	35%	48%	40%	50%	37%	49%	48%	45%	51%	45%	40%
Not at all familiar	2%	1%	3%	3%	1%	1%	4%	0%	2%	2%	2%	3%	0%	3%	1%	1%

What we asked:

We would now like to understand your views towards farm management. Do you agree or disagree that...

How familiar would you say you are with the health, safety and wellbeing practices that are required on dairy farms?

OHS on farm

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Written OHS plan and procedures	46%	45%	45%	44%	51%	49%	43%	48%	45%	48%	44%	37%	59%	51%	50%	40%
Completed OHS risk assessment	17%	19%	15%	18%	16%	23%	17%	15%	14%	17%	16%	16%	22%	11%	19%	19%
Risk identified	9%	6%	6%	10%	16%	9%	11%	8%	8%	7%	7%	11%	16%	5%	11%	8%
Risk addressed	7%	4%	4%	10%	16%	6%	9%	7%	7%	7%	5%	9%	14%	3%	10%	7%

Children on farm

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	401	138	108	80	75	94	95	87	123	144	129	75	51	91	136	161
Children on farm	84%	83%	84%	81%	88%	87%	87%	78%	83%	85%	82%	88%	80%	87%	84%	82%
<i>n</i> =	336	114	91	65	66	82	83	68	101	121	106	66	41	79	114	132
Designated areas	91%	89%	92%	92%	91%	94%	90%	88%	90%	88%	92%	91%	93%	91%	89%	93%

Workplace injuries

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	399	137	107	80	75	94	94	87	122	143	128	75	51	91	136	161
Workplace injuries	14%	5%	12%	25%	21%	14%	13%	15%	15%	11%	12%	16%	25%	18%	15%	11%
Average no. of days off injured	19	14	16	26	15	25	20	9	22	19	15	15	29	14	19	26

What we asked:

Do you have a written OHS plan and procedures for your farm?

Have you completed an OHS risk assessment in last 12 months?

Did you identify any risks?

Have you addressed any of the risks identified?

Including family, friends and visitors, are there ever children on farm?

Are parents and children able to access a safe play area and made aware of "out of bounds" areas containing hazards while on the farm?

In the last 12 months, have you or any of your staff had an injury on the farm that prevented them from working the next day?

Over the last 12 months, in total how many days have you and your staff had off due to an on farm injury?

Attitude towards wellbeing – (%rating 8-10 on an agree scale)

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	395	134	107	80	74	94	94	87	118	141	126	75	51	91	135	161
The dairy industry offers an effective work life balance	33%	33%	32%	38%	30%	32%	37%	37%	28%	31%	36%	32%	33%	30%	33%	33%

Weekly hours worked on farm

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
n =	399	137	107	80	75	94	94	87	122	143	128	75	51	91	136	161
Average	63	65	66	65	54	62	68	63	60	66	60	66	58	66	64	61
<10	2%	1%	3%	0%	3%	2%	1%	1%	2%	2%	2%	1%	2%	2%	2%	1%
10-19	6%	5%	2%	4%	15%	5%	3%	8%	7%	3%	6%	4%	14%	2%	4%	8%
20-29	4%	4%	5%	4%	5%	6%	1%	5%	4%	3%	6%	1%	4%	3%	4%	6%
30-39	4%	4%	0%	6%	8%	5%	1%	1%	7%	3%	5%	4%	4%	3%	4%	4%
40-49	7%	7%	7%	3%	9%	3%	9%	8%	7%	7%	9%	5%	2%	5%	6%	7%
50-59	10%	7%	9%	14%	12%	9%	6%	10%	14%	8%	11%	8%	16%	10%	10%	11%
60-69	14%	11%	18%	20%	8%	19%	18%	8%	11%	9%	19%	19%	10%	15%	18%	11%
70-79	12%	10%	16%	11%	13%	12%	14%	13%	12%	11%	11%	15%	18%	18%	8%	14%
80+	41%	50%	40%	39%	27%	38%	47%	46%	35%	52%	31%	43%	31%	41%	44%	38%
<40	16%	14%	9%	14%	31%	19%	6%	15%	20%	12%	20%	11%	24%	11%	14%	19%
40-79	43%	36%	50%	48%	43%	43%	47%	39%	44%	36%	49%	47%	45%	48%	42%	43%
80+	41%	50%	40%	39%	27%	38%	47%	46%	35%	52%	31%	43%	31%	41%	44%	38%

What we asked:

Do you agree or disagree that...

Thinking back over the past 12 months, how many hours per week, on average, would you say that you have worked on farm?

Current stress

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	399	137	107	80	75	94	94	87	122	143	128	75	51	91	136	161
Average stress	2.7	2.5	2.7	2.6	3.0	2.5	2.7	2.5	2.8	2.7	2.5	2.8	2.8	2.8	2.7	2.6
Low stress - 1	19%	26%	16%	23%	8%	19%	17%	25%	17%	20%	22%	19%	12%	18%	18%	20%
2	27%	23%	30%	25%	31%	30%	24%	26%	27%	28%	27%	23%	29%	26%	25%	30%
3	30%	31%	27%	34%	31%	34%	34%	30%	25%	27%	30%	32%	37%	27%	34%	27%
4	16%	14%	21%	13%	17%	12%	20%	14%	17%	16%	16%	17%	14%	19%	14%	17%
High stress - 5	8%	6%	7%	6%	13%	5%	4%	5%	14%	9%	5%	9%	8%	10%	9%	6%

Physical health

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	399	137	107	80	75	94	94	87	122	143	128	75	51	91	136	161
Average health	4.0	4.0	4.0	4.0	3.8	4.0	4.0	4.0	3.9	4.0	3.9	4.0	4.0	4.0	3.9	4.0
Poor - 1	1%	1%	0%	0%	4%	2%	1%	0%	1%	1%	2%	0%	2%	2%	1%	1%
2	3%	2%	1%	8%	5%	3%	1%	5%	5%	3%	2%	5%	6%	1%	6%	3%
3	22%	22%	26%	14%	23%	20%	23%	23%	20%	23%	25%	17%	14%	23%	23%	19%
4	45%	45%	44%	48%	44%	46%	48%	37%	48%	40%	45%	52%	49%	38%	46%	48%
Excellent - 5	29%	30%	29%	31%	24%	29%	27%	36%	26%	34%	26%	25%	29%	35%	25%	29%

Life satisfaction

	Number of employees					Regions				Farm Size				Age		
	Overall	0	1 - 3	4 - 5	6+	Gipps	Murray	WestVic	Non-Vic	< 150	150 - 300	301 - 499	500+	< 45	45 - 54	55+
<i>n</i> =	396	136	106	80	74	93	93	86	122	142	127	75	50	91	136	158
Mean	7.2	7.1	7.1	7.6	7.1	7.5	7.4	6.8	7.1	7.0	7.4	7.1	7.3	7.3	6.9	7.4

What we asked:

How would you rate your current physical health?

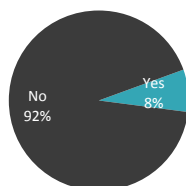
How would you rate your current level of stress?

If I ask you to consider your physical, social, economic and emotional wellbeing, how satisfied are you with your life today?

survey participants: profiles

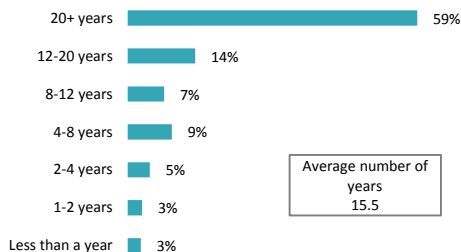


Are sharefarmers involved in your business



Base: All farmers n = 401

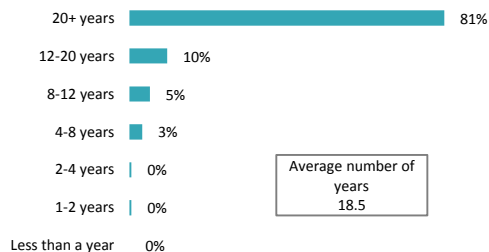
How long have you owned the farm?



Average number of years
15.5

Base: Farm owners n = 375

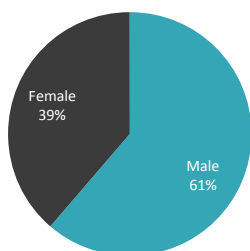
How long have you worked in the industry?



Average number of years
18.5

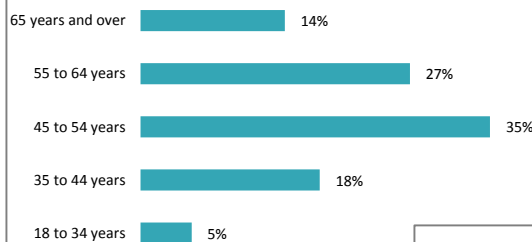
Base: All farmers n = 401

Gender



Base: All farmers n = 401

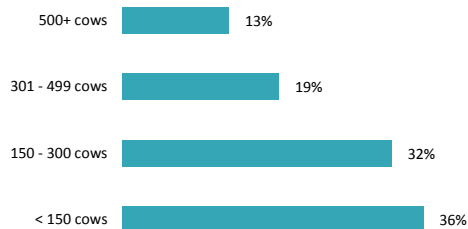
Age



Average age
51

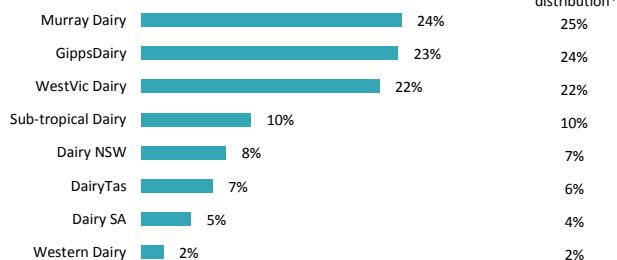
Base: All farmers n = 401

Farm size



Base: All farmers n = 401

Regional Development Program (RDP)



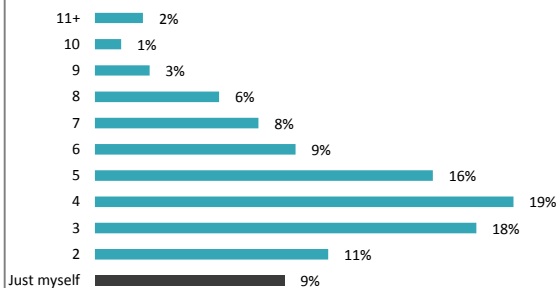
Base: All farmers n = 401

*Source: Dairy Australia internal numbers

What we asked:

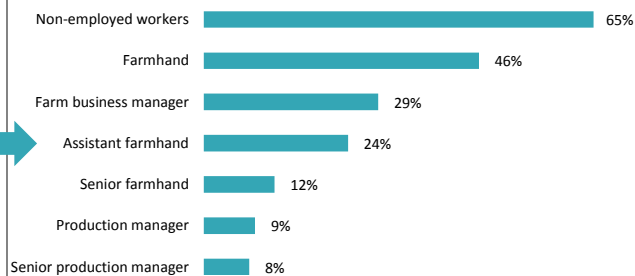
- Are sharefarmers involved in your business?
- How long have you owned the farm?
- How long have you worked in the dairy industry?
- Gender
- And finally, which of the following age groups do you belong to?

People on farm



Base: All farmers n = 401

Roles



Base: All farmers n = 401

	Non-employed workers	Farmhand	Farm business manager	Assistant farmhand	Senior farmhand	Production manager	Senior production manager
% of farms with role	65%	46%	29%	24%	12%	9%	8%
Average number in role	2.2	2.1	1.8	1.9	1.3	1.5	1.5
Average weekly hours worked	72	36	67	37	49	50	54

Position

	-	50%	91%	43%	85%	85%	84%
Full time	-	50%	91%	43%	85%	85%	84%
Part time	-	23%	6%	26%	9%	3%	13%
Casual	-	28%	3%	32%	6%	12%	3%

Qualification

	64%	49%	35%	48%	67%	40%	24%
Secondary school	64%	49%	35%	48%	67%	40%	24%
Certificate/Diploma	9%	22%	20%	18%	11%	33%	38%
Other TAFE Courses	9%	10%	11%	14%	11%	7%	14%
Apprenticeship in dairy	3%	0%	7%	1%	0%	3%	7%
Non-farm related course	14%	17%	20%	16%	7%	13%	10%
Bachelor	1%	2%	7%	3%	4%	3%	7%

What we asked:

We'd like to get an idea of all the people that currently work on the farm. This will include full time, part time, casual and unpaid workers such as family that help out on the farm. Including yourself how many people work on your farm?

What roles do the people on your farm work in?

On average, how many hours would your [POSITION]/s work in a typical week?

[Is your [Position]/ Are your [POSITION]/s], full time part time, casual or unpaid?

What level of formal qualifications [does/do] your [POSITION]'s have?