



RMPP Facilitator Role Description

Position Title: *RMPP Action Network Facilitator*

Reports To: RMPP Action Network

Purpose of Position

The purpose of a RMPP Action Network Facilitator is to help an Action Group form and work effectively together. This includes:

- Helping farmers/farm businesses understand the complex decisions they are making;
- Enabling an Action Group to identify their purpose/objective;
- Helping to identify the topics the group wants to focus on (both individually and as the group).
- Oversee development of a programme of targeted extension activities (known as the Extension Plan).
- Providing or helping identify the critical adoption support required by the individuals and/or group to help give the farmers the confidence to make changes on farm.

For the RMPP Action Network, Facilitators will have skills or qualifications that meet a standard, their performance will be monitored in an appropriate way, there will be means for addressing quality issues and on-going training and development will be available.

Core Skills & Knowledge Required

The skills and knowledge required for successful facilitation of group and individual processes include the ability to:

- Ask the right questions to help farmers articulate the issues that are affecting the farm and business performance and the factors that would lead to successful outcomes (ie. a Needs Analysis);
- Include all members of the farm team when they are present;
- Establish farmers' existing levels of knowledge;
- Judge the appropriate level of information provision for the meeting format.
- Select technical experts with good communication (and ideally facilitation) skills;
- Respond to the way in which discussions are developing and adjust the format and content of meetings accordingly;
- Planned/prepared for meetings to ensure the objective/purpose of the group is addressed;
- Background in farming systems and/or considerable red meat sector knowledge.
- Manage the dynamics within the farmer group

Training required for this Role

To be considered for a Facilitator role with the RMPP Action Network, you must be participating in the 12-month training programme that includes the following workshops and adoption support activities.

Workshops:

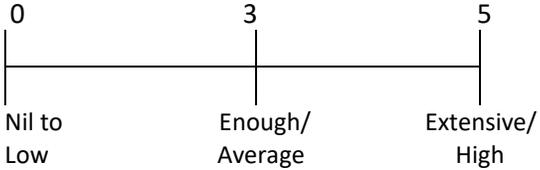
- Lead Facilitator
- Action Network Fundamentals & Extension Design

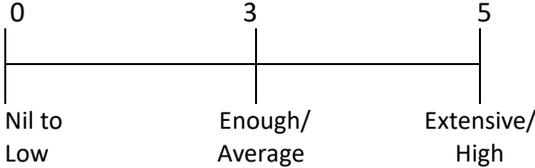
Follow-up (Adoption Support):

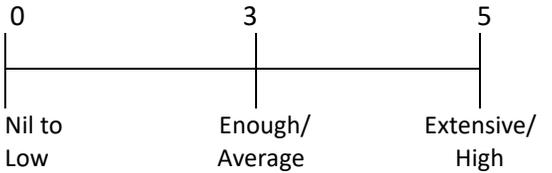
Post-workshop:

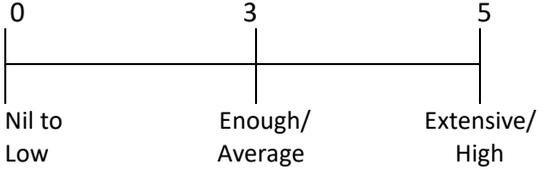
1. You will receive emails with additional resources.
2. RMPP will provide facilitators with templates and resources including:
 - Extension guidelines
 - Facilitator tips, tools & further resources (on the RMPP Action Network website)
3. Within 3 months of the Lead Facilitator workshop you will need to complete an Application Story that reviews an Event you have recently facilitated.
4. You will have a face to face observation visit (from RMPP) when facilitating a farmer group event.
5. 12-months post-Action Group establishment, you will participate in a 360^o interview that includes your own reflections, feedback received from the farmers, Experts who have been engaged in group activities and RMPP.

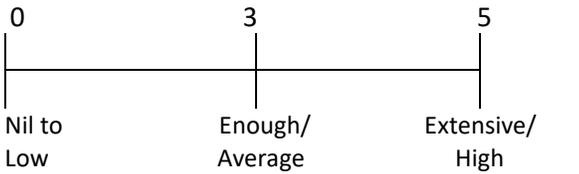
Key Competencies for an Action Network Facilitator

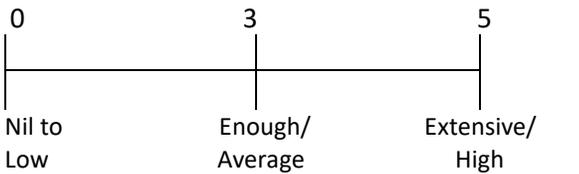
A. Create & Maintain Collaborative Relationships	I rate my experience and confidence with these tasks as:	
		
	Experience	Confidence
Develop working partnerships within the group <ul style="list-style-type: none"> • Clarify mutual commitment & ground rules • Develop consensus on the group Extension Plan • Demonstrate collaborative values and processes including but not limited to: <ul style="list-style-type: none"> ▪ engaging Experts on group days; ▪ sharing ideas with other facilitators. 		
Design and customise plans to meet group needs <ul style="list-style-type: none"> • Identify farmer needs and assist them to capture these in their Action Plan. • Facilitate group discussions to identify desired group Outcomes. • Facilitate group discussions to identify Extension Plan to achieve the group Outcomes. 		
Manage multi-session events effectively <ul style="list-style-type: none"> • Understand RMPP Action Network terms, conditions & measurables. • Develop Extension Plan with the group. • Identify events, activities, pre- and post-event activities to achieve Plan outcomes. • Deliver events and activities to a high standard. • Assess/evaluate farmer engagement and satisfaction at all stages of the event and over the term of the Plan. 		

B. Plan Appropriate Group Processes	I rate my experience and confidence with these tasks as: 	
	Experience	Confidence
<p>Select clear methods and processes that:</p> <ul style="list-style-type: none"> • Foster open participation with respect for farmer diversity, norms and beliefs. • Engage the participation of those with varied learning or thinking styles. • Utilise effective methods to ensure every attendee actively participates in discussions, activities and learning opportunities. 		
<p>Prepare time and space to support group process</p> <ul style="list-style-type: none"> • Arrange the physical space to support the purpose of the group meeting. • Plan effective use of time. • Provide effective atmosphere and engagement techniques during sessions. 		

C. Create & Sustain a Participatory Environment	I rate my experience and confidence with these tasks as: 	
	Experience	Confidence
Demonstrate effective participatory and interpersonal communication skills <ul style="list-style-type: none"> • Apply a variety of participatory processes • Demonstrate effective verbal communication skills • Develop rapport with participants • Practice active listening • Demonstrate ability to observe and provide feedback to participants 		
Honour and recognise diversity, ensuring inclusiveness <ul style="list-style-type: none"> • Encourage positive regard for the experience and perception of all participants • Create a climate of safety and trust • Create opportunities for participants to benefit from the diversity of the group • Cultivate cultural awareness and sensitivity 		
Manage group conflict <ul style="list-style-type: none"> • Help individuals identify and review underlying assumptions • Recognise conflict and its role within group learning / maturity • Provide a safe environment for differing opinions (and potentially conflict) to surface • Manage disruptive group behaviour • Support the group through resolution of conflict 		
Evoke group creativity <ul style="list-style-type: none"> • Draw out participants of all learning/thinking styles • Encourage creative thinking • Accept all ideas • Use approaches that best fit needs and abilities of the group • Stimulate and tap group energy 		

D. Guide Group to Appropriate and Useful Outcomes	I rate my experience and confidence with these tasks as: 	
	Experience	Confidence
Guide the group with clear methods and processes <ul style="list-style-type: none"> • Establish clear context for the session • Actively listen, question and summarise to elicit the sense of the group • Recognise when moving too far off task and redirect back to the topic of focus • Manage small group process 		
Facilitate group self-awareness about its task <ul style="list-style-type: none"> • Vary the pace of activities according to needs of the group • Identify information the group needs, and draw out data and insight from the group • Help the group synthesise patterns, trends, root causes, frameworks for action • Assist the group reflect on its practical experience as often as possible 		
Guide the group to consensus and desired outcomes <ul style="list-style-type: none"> • Use a variety of approaches to achieve group consensus • Use a variety of approaches to meet group objectives • Adapt processes to changing situations and needs of the group • Assess and communicate group progress • Foster task completion 		

E. BUILD AND MAINTAIN PROFESSIONAL KNOWLEDGE	I rate my experience and confidence with these tasks as: 	
	Experience	Confidence
Maintain a base of knowledge <ul style="list-style-type: none"> • Have a good understanding of: <ul style="list-style-type: none"> ▪ Adopting a facilitation mindset ▪ Tools and techniques for working with groups ▪ Facilitating change ▪ How we learn and develop knowledge ▪ What is known about how the brain learns ▪ The key elements of an effective learning activity ▪ Information management and the use of experts ▪ Building a collaborative learning group ▪ Dynamics of change ▪ Theory of complex decision making ▪ Managing an extension programme which results in improved decision making and practice change on farm. 		
Know a range of facilitation methods <ul style="list-style-type: none"> • Understand problem solving and decision-making models • Understand a variety of group methods and techniques • Know consequences of misuse of group methods • Distinguish process from task and content • Learn and/or apply new processes and methods to support the groups changing/emerging needs 		
Maintain professional standing <ul style="list-style-type: none"> • Engage in ongoing learning related to facilitation skills • Practice reflection and learning 		

F. MODEL POSITIVE PROFESSIONAL ATTITUDE	I rate my experience and confidence with these tasks as: 	
	Experience	Confidence
Practice self-assessment and self-awareness <ul style="list-style-type: none"> • Reflect on your own facilitation style, behaviours and results • Maintain congruence between actions and personal and professional values • Modify personal behaviour/style to reflect the needs of the group • Cultivate understanding of one’s own values and their potential impact on work with the group. 		
Act with integrity <ul style="list-style-type: none"> • Demonstrate a belief in the group and its possibilities • Approach situations with authenticity and a positive attitude • Model professional boundaries and ethics (as described in the Code of Ethics) 		
Trust group potential and model neutrality <ul style="list-style-type: none"> • Honour the wisdom of the group • Encourage trust in the capacity and experience of others • Be vigilant in minimising your own personal influence on group outcomes • Maintain an objective, non-defensive, non-judgmental stance 		

What I will do to address my areas for development:

A. Create & Maintain Collaborative Relationships:	
Develop working partnerships within the group	
Design & customize plans to meet group needs	
Manage multi-session events effectively	
B. Plan Appropriate Group Processes	
Select clear methods and processes	
Prepare time and space to support group process	
C. Create & Sustain a Participatory Environment	
Demonstrate effective participatory and interpersonal communication skills	
Honour and recognize diversity, ensuring inclusiveness	
Manage group conflict	
Evoke group creativity	

D. Guide Group to Appropriate & Useful Outcomes	
Guide the group with clear methods & processes	
Facilitate group self-awareness about its task	
Guide the group to consensus and desired outcomes	
E. Build & maintain professional knowledge	
Maintain a base of knowledge on facilitation best practice	
Know a range of facilitation methods to use with groups	
Maintain professional standing	
F. Model Positive Professional Attitude	
Practice self-assessment and self-awareness	
Act with Integrity	
Trust group potential and model neutrality	

Action Network Facilitator Code of Ethics

The Facilitator is a very important role within the RMPP Action Network and as such, there are high expectations on the conduct of those who operate in this role. The Facilitator holds a privileged position where trust is central to the outcomes of the individual farm businesses being achieved. Action groups should have confidence that their Facilitator is acting in their best interests.

ALL Action Network facilitators must agree to and act in accordance with the following code of ethics.

1. Farmer centric

As a Facilitator, our job is to use our facilitation skills to add value to the Action Group(s) and individual farm businesses involved. We work closely with Action Groups to understand their expectations so that we provide the appropriate service and that the group produces the desired outcomes. Our role is to help the group move forward.

2. Conflict of Interest

Prior to agreeing to work with an Action Group, we discuss openly and honestly any possible conflict of interest, personal bias, prior knowledge or any other matter which may be perceived as preventing us from working effectively with the interests of all group members. We refrain from using our position to secure unfair or inappropriate privilege, gain, or benefit. When we have expertise not otherwise available to the group, and feel that the group must have this to be effective, we offer it after explaining our change in role ie. from Facilitator to Expert.

3. Processes, Methods, and Tools

We use processes, methods and tools responsibly. We design processes with the group that will achieve the group's goals and select and adapt the most appropriate methods and tools. We avoid using processes, methods or tools with which we are insufficiently skilled, or which are poorly matched to the needs (or readiness) of the group.

4. Respect, Safety, Equity, and Trust

We strive to ensure there is an environment of respect and safety where all farm businesses can participate freely. We promote equitable relationships among the farm businesses and Facilitator.

5. Confidentiality

We maintain confidentiality of information within a group. We do not report on group content, or the individual opinions or behaviour of members of the group without prior consent.

6. Professional Development

We are responsible for continuous improvement of our facilitation skills and knowledge. We continuously learn and grow (RMPP will offer opportunities for this).

Based on the International Association of Facilitators Statement of Values and Code of Ethics, 2004.