Industry development personnel skills
A guide
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Hort Innovation definition of Industry Development Manager/Officer roles and responsibilities

Industry development projects commonly employ Industry Development Managers (IDMs) and/or Officers (IDOs) to perform key project roles and responsibilities. IDMs are often senior extensionists responsible for leading project delivery and staff management. However, there is no clear differentiation between IDM and IDO project roles and responsibilities.

The list below is not exhaustive and can be used as a guide to Hort Innovation requirements of an IDO/IDM providing services in a levy-funded industry development project. Although IDMs have more senior responsibilities than IDOs such as the management of project staff and more involvement in project design, M&E and reporting, their overall operational activities will be similar. To avoid duplication in listing roles and responsibilities and the relevant skills, knowledge and experience required by an IDM and IDO they are listed together.

Key roles and responsibilities	Key skills, knowledge, and experience
Project concept, planning and design	
- Project proposal design, management, and collaboration with project reference group - Market segmentation to understand project requirements and target audience - Monitoring and evaluation (M&E) planning - Develop needs assessments and industry engagement strategies through collection of industry data and insights.	- Extension theory, practice, and adult learning principles - Monitoring, evaluation, reporting and improvement (MERI) including project - Needs/gap analysis - Knowledge of business or industry - Relationship and network building - Knowledge of Industry Strategic Investment Plan (SIP) and Industry Strategic Plan).

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Key roles and responsibilities	Key skills, knowledge, and experience
Project delivery	
🍃 Meet growers needs by extending latest research and development (R&D) and best management practices 🍃 Stakeholder engagement through delivery of extension approaches including, grower groups, demonstration sites, factsheets, field days, and e-resources 🍃 Collaboration with industry communication projects – maximising promotion and awareness of R&D project outputs and outcomes.	🍃 Project management/reporting · Developing and/or use of stakeholder extension resources 🍃 Capacity building to facilitate change – governance, project leadership, conflict, resource management 🍃 Ability to pivot and address high priority industry challenges and opportunities 🍃 Links to extension industry resources, including Australasia-Pacific Extension Network (APEN).
Monitoring, evaluation and reporting	
🍃 Demonstrate changes in Knowledge Attitudes Skills and Aspirations (KASA), practice change and where feasible impact 🍃 Understand success or barriers to adoption 🍃 Project milestones and final report.	🍃 Monitoring, evaluation, reporting and improvement (MERI) 🍃 Familiarity with Hort Innovation project resources, including project monitoring, evaluation and reporting templates.