

DACUM Research Chart for Group GAP Coordinator

Produced for



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

The Ohio State University South Centers
1864 Shyville Road
Piketon, Ohio 45661



DACUM Results Reviewers

Brad Bergefurd
Horticulture Specialist/Extension Educator
OSU South Centers
Piketon, OH

Bill Woodrum
Project Coordinator
Robert C. Byrd Institute
Marshall University
Winfield, WV

Steve Warshawer
Food Safety Coordinator, National Good
Food Network and Enterprise Develop-
ment Manager, La Montanita Cooperative
La Montanita, NM

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DACUM Panel

Cynthia L. Davis, Owner & Principal Partner
D2 Associates
Chillicothe, OH

Lindsey Hoover, Produce Safety Program
Coordinator
OSU-OARDC
Columbus, OH

Cindy Martel, Marketing Specialist
West Virginia Department of Agriculture
Oak Hill, WV

Tom Snyder, Partnership Program Manager,
Ohio Cooperative Development Center,
The Ohio State University South Centers
Piketon, OH

Adam Utley, Production Coordinator
Great River Organics
Columbus, OH

DACUM Facilitators

Reni Abraham
Dan Albrecht
Jason Biggs
Sonia Hurley
Jamie Jacobs
Tina Wagner, Team Leader

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EDUCATION AND HUMAN ECOLOGY

DACUM International Training Center
Columbus, OH

DACUM Research Chart for Group GAP Coordinator

DUTIES	TASKS			
A. Market GG Services	A.1 Research available GG brokered services	A.2 Evaluate GG coordinator and brokered services	A.3 Determine GG marketing methods	A.4 Publish available GG coordinator and brokered services
B. Assist with Farm Group Formation and Operation	B.1 Identify GG start-up members	B.2 Conduct GG pre-bylaw development	B.3 Determine GG membership criteria	B.4 Check GG proposed name availability
	B.10 Form GG permanent board	B.11 Conduct GG board training (e.g., committee, financial, policies)	B.12 Select internal GG committee (e.g., internal auditor, internal inspector, QMS person)	B.13 Secure GG board of directors insurance
C. Conduct GG On-Site Farm Group Analyses	C.1 Determine farm(s) to visit	C.2 Conduct pre-visit readiness survey	C.3 Provide farm visit agenda	C.4 Convey formal GAP audit expectations
	C-10 Assist with GG on-site farm group continuous improvement			
D. Manage GG Process Funding	D.1 Determine GG process costs	D.2 Identify GG funding sources (e.g., VC, grants, in-kind contributions)	D.3 Evaluate GG funding eligibility	D.4 Conduct cost benefit analysis
E. Assist with GG QMS Development	E.1 Identify GG scope and objectives	E.2 Review farm food safety plan	E.3 Assist with QMS documents development	E.4 Develop SOP template resources
	E.10 Coordinate internal audit program	E.11 Evaluate internal audit reports	E.12 Maintain internal audit records	E.13 Coordinate annual USDA audit
F. Assist with Farm Recordkeeping System	F.1 Research current and model farm recordkeeping systems	F.2 Create archive of farm recordkeeping system options	F.3 Publish archive of farm recordkeeping options	F.4 Assist with selection of farm recordkeeping system

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A.5 Conduct GG marketing outreach activities	A.6 Update listing of available GG services	A.7 Convey GG services, benefits and constraints	A.8 Identify missing GG services	A.9 Assist with services marketing & programming GG continuous improvement
B.5 File initial GG OH & WV articles of incorporation	B.6 File for GG tax identification number	B.7 Set up GG checking account	B.8 Complete GG bylaws	B.9 Maintain GG operational budgets
C.5 Perform lean ag analysis (e.g., cost complexity)	C.6 Perform GAP analysis (e.g., cost complexity, head count)	C.7 Provide on-site farm GAP analysis results	C.8 Develop corrective action plan	C.9 Critique farm visit process
D.5 Process GG funding	D.6 Identify sustainable GG funding			
E.5 Facilitate SOP handbook development	E.6 Facilitate traceability program development	E.7 Facilitate traceability program verification	E.8 Facilitate risk management plan development (e.g., value chain coordination, succession, risk insurance)	E.9 Facilitate value added practices (e.g., marketing, lean principles)
E.14 Assist with GG QMS continuous improvement				
F.5 Assist with implementation of farm recordkeeping system	F.6 Publish new GAP standards and requirements			

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G.5 Create GG internal auditor, QMS responsible person and inspector training plan	G.6 Train Internal GG auditors, QMS responsible persons, and inspectors	G.7 Develop GG training templates (e.g., worker training, thermometer calibration,	G.8 Maintain GG student records	G.9 Evaluate effectiveness of GG training programs
H.5 Conduct performance evaluation for GG coordinator	H.6 Conduct GG program services review			
I.5 Prepare GG reports (e.g., expense, funder, management)	I.6 Manage GG team			
J.5 Participate in food safety training	J.6 Observe third party audits	J.7 Attend GG internal audits	J.8 Network with GG coordinator peers	J.9 Identify GG best practices and trends

About the Process

This analysis of the job of the **Group GAP Coordinator** position was conducted using a process called DACUM. DACUM is an acronym that stands for **Developing a Curriculum** because it is the *foundation* of the training curriculum development process.

The process uses industry experts in the job as panelists. The panel works under the guidance of a team of trained facilitators for two days to develop the DACUM Research Chart. The chart contains a list of general areas of competence called *DUTIES* and multiple *TASKS* for each duty. Brainstorming techniques are used to obtain the collective expertise and consensus of the panel. As the panel determines each task, it is written on a card which is then attached to the wall in front of the panel. The completed chart is a graphic profile of the duties and tasks performed by the panel members.

The panel also identifies the general knowledge and skills required to perform the tasks they identified, the tools, equipment, supplies and materials used, the important worker behaviors essential for success, and the future trends and concerns regarding the job.

The process is used internationally to ensure that training programs being developed align precisely with what employees actually do on the job. This workshop was a **conceptual** DACUM because it is an emerging occupation, and the panelists were visionaries who were able to identify the duties and tasks a fully trained Group GAP Coordinator would perform.

General Knowledge and Skills

Knowledge

Report preparation and writing
Proposal writing
Computer software (MS Office Suite)
Basic accounting
Farm safety practices
Agricultural PPE
GG best practices
Basic business
Basic marketing
Lean ag management

Skills

Problem solving
Training
Documentation
Communication
Facilitation
Social/Electronic media
Computer
Presentation
Negotiation
Research

Behaviors

Honest
Creative
Multi-tasker
Flexible
Detail oriented
Diplomatic
Trustworthy
Organized
Analytical
Process oriented
Ethical
Efficient
Personable
Prompt
Confidential
Responsible
Self-starter
Objective
Timely
Enthusiastic
Team builder
Hygienic
Discrete
Results driven

Acronyms

USDA -United States Department of Agriculture
PPE-Personal Protective Equipment
SOP-Standard Operating Procedures
HACCP-Hazard Analysis and Critical Control Points
FSMA-Food Safety Modernization Act
GAP-Good Agricultural Practices
GG-Group Gap
VC-Venture Capital
PSA-Produce Safety Alliance
QMS-Quality Management Systems

Tools, Equipment, Supplies and Materials

Agricultural PPE (wardrobe)
Computer
Cell phone
Vehicle
Internet access
Marketing supplies
Printer
General office supplies
Office space
Training facilities

Future Trends and Concerns

Food Safety Modernization Act implications
Hazard analyses and critical control points implications
Water quality standards changes
Certification harmonization
Domestic trade barriers
Cost of third party certification
Explosion of need for Group GAP coordinator services
Create competitive advantage
Increased documentation requirements
Lack of locally produced food
Lack of staff to support the GAP certification process
Lack of uniformity in client base
Lack of Group GAP peer networking options
Interest in food security - locally sourced foods is increasing
Group GAP preventive rather than reactive approach
Extensive travel required for the Group GAP coordinator position
Confidentiality is critical
Limited understanding of total process by small (and some large) farmers/growers
Fear of Analysis by outsiders on farmers' part
Misunderstanding the purpose of Group GAP