

## INTERVIEW LOG SHEET

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An interview with Jim McColl by Bernard O’Neil on 9 October 2003 and 7 and 15 January 2004 in regards to the history of the Department of Agriculture.

Time	Subject	Proper names
<b>Tape 1, Side A</b>		
0:20	Personal background: born 1933, Carlton; Vic.; father in the clothing business; two sisters; schooling; family farming property; early interest in farming lifestyle	Strathmore; North Essendon; Essendon Grammar School; Geelong College; ‘Burnside’, Acheron; Alexander
2:45	Holidays on the farm; education – agricultural science	Melbourne University
3:35	Boarding school; sporting interests; friends from farms; uncle’s dairy farm; four-year agricultural science course; Commonwealth Extension Services Grant scheme; joining the Victorian Department of Agriculture	Melbourne; Geelong; Western District; Wagga; Alexander; Goulburn River Flats; Dookie Agricultural College
8.15	Bonded to the Department; marriage; move to work on irrigation; soldier settlement; Murray floods; football; State Research Farm; VFL Grand Final 1957	Wendy; Numurkah; Shepparton; Murray Martin; Murray Valley Irrigation Area; Goulburn Valley; Murray Valley; southern NSW; Victoria; City United; Goulburn Valley League; Essendon [Football Club]; Werribee
13.10	First child born; football; back to Numurkah; country lifestyle; work promotion; television – ‘Science on the Farm – The Way Ahead’	Numurkah; Martin; City United; Goulburn Valley League; Strathmerton; Murray League; Kyabram Irrigation Research Centre; Shepparton
16:15	Resignation 1963; interest in farm management; private consultant	Wagga
18.30	Gaining experience and expertise in Department (Vic.)	
19:40	Partnership then establishing own practice; rivalry between Department (Vic.) and CSIRO; farm business management advisory service; expanding the business	Paul McGowan; Albury; Berrigan; Finley; J.C. McColl & Associates; Max Pyle; Commonwealth Development Bank; Numurkah
26.45	Few management courses so relied on consultants; role of Australian Institute of Agricultural Science; university courses on management; action in South Australia; Departments gave technical not management advice; cost-benefit analysis; university postgraduate scholarship	University of New England; John Dillon; World Bank; David Price; Murray Bridge; State Rivers and Water Supply Commission; Victoria; Tasmania; Professor Alan Lloyd; Melbourne University; Thailand; Colombo Plan; Australian Development Assistance Agency
<b>Tape 1, Side B</b>		
0:20	Work in Thailand; undertaking Masters degree; maintaining the business; focus on economic policy consulting, overseas work, resource management and conservation; international work	McColl & Associates; Lloyd; Melbourne; Keith (SA); Ninety-Mile Desert; Nedeco; Agricultural Consultants Incorporated Ltd; Snowy Mountains Engineering Corporation; Serayu River Project, Java; Ethiopia
6:50	Postgraduate work and becoming an academic	Melbourne; Melbourne University; Faculty of Agriculture and Forestry; Victorian Tobacco Leaf Marketing Board; McColl Partners Pty Ltd
9.07	Not expanding geographically in Australia; consultants’ network; academic network	Victoria; NSW; Institute of Agricultural Science; Melbourne University
12.25	Not a career academic; Director of Agriculture and Fisheries’ job on offer and decision to apply; focus on regionalisation; Callaghan Report; meeting with the Minister; changes to export markets; departmental submissions to Industries Assistance Commission enquiry; move from production technology focus to marketing and	McColl Partners; Melbourne; Numurkah; School of Agriculture and Forestry; SA; [Brian] Chatterton; Stuart Hawkins; University of Udayana, Bali; Wendy; Denpasar; Sydney; Lloyd; Al Watson; Moonee Ponds; Adelaide; Lynne Chatterton

	management role, and later to a conservation, environment, resource management phase; familiarity with some of SA's personnel	(nee Arnold); Peter Arnold; Britain; European Common Market; Whitlam Government; Industries Assistance Commission; Australian Institute of Agricultural Science (Vic.); Australian Agricultural Economics Society (Vic.)
	<b>Tape 2, Side A</b>	
0:17	The concept of extension services	Land Grant Colleges
3:55	Acting/Deputy Director of Department; taking charge	Peter Trumble
8.00	Moving family; joining the Public Service; leaving university and sale of business	La Trobe [University]; Adelaide [University]; Shaun [McColl]; Scotch [College]; Damien [McColl]; Adelaide; Melbourne University
11.05	No political discussions with Minister but a similarity of views and ideas	Lynne Arnold; Jon Lamb
13:55	Initial plans and expectations on joining the Department; learning curve for self and Department; regionalisation	Callaghan Report; Melbourne; Trumble
20.25	Changing hierarchical structure and industry; regions; appointments	South East, Murraylands, Central, West Coast Regions; Ron Webber; Tom Miller
24.40	District officers and offices; organisational structure; completing regionalisation	Barry Greer; Webber; Ted Chapman; South East, Murraylands, Central, Northern, West Coast Regions; Public Service Board
	<b>Tape 2, Side B</b>	
0:05	Managing change in the bureaucracy; new/old departments	
3.53	Department of Agriculture and Fisheries	Tonkin Government
7:50	User pays	
	<b>Tape 3, Side A</b>	
0:30	Relationships with Ministers; change in culture and approach to farm management, economics and marketing; inquiry into superphosphate arrangements; involvement of Minister's Research Assistant; balance of ministerial responsibilities, department's work and assistant's role; 1979 State election; breakdown in relationship with Minister; Fisheries separated from the Department; new Minister; comparing Ministers; Liberal Government policy; overseas projects – marketing, transfer of technology, dryland agriculture; duty as Director-General vs as chairman and managing director's role; Minister and administration and policy; overseas trips	Brian Chatterton; Reading University, UK; Whitlam Government; Industries Assistance Commission; Lynne Arnold; Lamb; Colin Hunt; Tom Casey; Des Corcoran; Tonkin Government; Alan Rodda; Ted Chapman; Kangaroo Island; Middle East, Africa; Sagric International; Western Australia
30:00	Sagric International and overseas work; Overseas Projects Branch; trading arrangements; 1982 State election	Bob Hogarth; Brian Chatterton; Bannon Government
	<b>Tape 3, Side B</b>	
0:08	Incoming Minister Chatterton's attitude to overseas work and departmental personnel; Minister's overseas travel; Sagric International's revised structure; own clash of responsibilities; Standing Committee on Agriculture	Lynne Chatterton; Sagric International; Australian Development Assistance Agency/Assistance Bureau; Algeria; World Bank; Sydney
13:00	Confrontation with Minister	
23:55	Associate Commissioner to the Industries Assistance Commission; Minister's resignation (1983)	Brian Chatterton
29.48	Keeping the Department tight: cohesion and loyalty	Frank Blevins; Brian and Lynne Chatterton
	<b>Tape 4, Side A</b>	
0:15	New Minister (plus Correctional Services, Forestry and Minister Assisting the Treasurer and then Deputy Premier)	Blevins; Whyalla; Seaman's Union; Brian Chatterton; Chapman; Manchester; Hogarth; Chapman; South Australian Dairy Farmer's Association
10:55	IAC inquiry vs role as Director-General	Blevins

12.20	Working relationship with Minister; Departmental Liaison Officer in Minister's Office; personal assistants	Blevins; Chapman; Chattertons
16:00	Resignation as Director-General; became full-time commissioner with the Industries Commission; Royal Commission into grain storage, handling and transport in Australia; inquiries and consultancies; move to managers/administrators in departments	Bannon Government; Sagric International; Bannon; Victoria; Industries Commission; Australian Development Assistance Bureau; Canberra; Wendy McColl
23:57	Possibility of resigning when Chatterton was reappointed	Brian Chatterton
25:40	Appointment of successor as Director-General; involved in picking the new Director-General of Fisheries; position of Director, Policy and Planning; turnover time at the top	John Radcliffe; Harvey; Blevins; Northfield; Standing Committee on Agriculture; Viv Lohmeyer; Chapman; Chatterton
<b>Tape 4, Side B</b>		
0:05	Decline of the Economics and Marketing Branch; marketing problems; policy economists; relations with Ministers	Brian Chatterton; Industries Assistance Commission; Balderstone Committee; Tonkin Government; Chapman; Blevins
9:25	Relations with staff; Executive dinners; Christmas and Social Club functions; recognition of staff expertise and their contributions; press release system; staff morale; difficult staff; attitude to fixing problems	Harvey; Grenfell Centre; Trumble; Public Service Board; Public Service Association; Barry Greer
24:20	Senior appointments based on managerial capabilities; Management Services Section; strategic planning; down-sizing; Estimates Committee reporting	Mount Eliza; Tonkin Government; Victoria; NSW; Radcliffe; E&WS; Highways
31:00	Different perspective to career public servants	
<b>Tape 5, Side A</b>		
0:15	Going to executive training overseas (1983/84) and short management courses; Management Services Unit	America; Aspen Institute; Israel; Public Service Board
3.50	Liaison with other departments and Directors	David Mercer; Keith Lewis; Peter Arnold; Tonkin Government; E&WS; Riverland; Water Resources Council; Departments of Lands, Health, Environment, Local Government
8.00	Attitude of people in organisation to managerial changes	
12.30	Changing role of Department in public service; user pays	Dunstan Government
22:00	User pays' notions; role of Federal/State governments; core activity; withdrawing services; structure of economy	
<b>Tape 5, Side B</b>		
0:05	International overseas projects	El Marj, Libya; Casey; Brian Chatterton; Waite Institute; Middle East; North Africa; Dunstan; Algeria; Rome; Australian Agricultural Consultants and Management; Ksar Chellala Project; World Bank; Algerian Government; Salger Pty Ltd
4:25	South Australia and Algeria Pty Ltd; Libyan project; Sagric International Pty Ltd created; industry opposition	Harvey; Jordan; Iraq; Tonkin Government; Hogarth; Indonesia; Thailand; Colombo Plan; the Chattertons; Chapman; Vietnam; Sagric International; United Farmers and Stockowners
11:55	Sagric separate from the Department; relationship with Australian Agricultural Consultants and Management; land administration projects; project management	AACM; Salger; Sagric International; Iraq; Jordan; Libya; Algeria; Tunisia; Indonesia; Radcliffe
17:20	Changes to Sagric's work and independence; Algerian project	Radcliffe; Harvey; Hogarth; Glen Simpson; Iraq; Western Australia; the Chattertons
20:00	Local staff for overseas projects; Sagric International's relationship with ADAB	Glynn Webber; Arthur Tideman; ADAB; AusAid
21:20	Other States undertaking overseas work; statutory authority vs company	Western Australia; Victoria; Mediterranean; Middle East; Sagric International
24.55	Advantage of company structure; other countries doing overseas work; dryland farming; irrigation technology	North Africa; Middle East; Mediterranean; France; Algeria; Tunisia

27:30	Benefits to South Australia and Department from overseas work; fading of close relationship between Department and Sagric International; overseas work not a junket	Middle East; North African; Erbil (Kurdish country); Sagric International; Barry Windle
	<b>Tape 6, Side A</b>	
0:05	Overseas delegations to South Australia to Department and Sagric	Israel; Middle East; North Africa; China; Iraq; the Chattertons; Webber
3:50	Departmental publications on the dryland farming system; visits by Chinese	The Chattertons; Sagric International; China; Webber
	Encouraging officers to move up the ranks; liaison officers in the Minister's Office	Windle; Radcliffe
8:40	Developing young officers' careers	
12:20	Recruiting staff in times of Public Service cutbacks; River Murray Salinity Investigation Program	Keith Watson; Phil Cole; Department of Land, Water and Biodiversity Conservation; University of New England
17:25	Fisheries and Agriculture Departments merger/de-merger; protest meeting; continuing Supreme Court case and appeal to the High Court	The Chattertons; Mick Olsen; Trumble; St Vincent's Gulf; South Australian Fishing Industry Council; Adelaide; Ian Kirkegaard; Professor Copes; Simon Frazer University, Canada; Western Australia
29:05	Liberal Party policy to split Fisheries; own work in fisheries matters (1991)	Rodda; Kirkegaard; Richard Stevens; Australian Fisheries Management Authority; John Kerin; Australian Fisheries Services; [Federal] Department of Primary Industries; New Zealand
31:45	Time spent on Fisheries while Director-General	Kirkegaard
	<b>Tape 6, Side B</b>	
0:05	Callaghan Report on regionalisation; Corbett Report; relations with industry	Callaghan; Riverland; Murraylands; David Corbett; United Farmers and Stockowners Association; South Australian Farmers Federation
4:00	Advisory Board of Agriculture, Agricultural Bureau and Women's Agricultural Bureau systems	Lynne Chatterton
4:35	Rural Youth; Royal Shows and field days	John Olsen; Neil Andrews
5:20	Relationships with other departments and agencies	Water Resources Council; Standing Committee on Agriculture; Agricultural Council
7:45	Stability of State and Federal governments; regard by others for South Australia's Department; relations with CSIRO	Tonkin Government; Casey; Victoria; NSW; WA; Queensland; Canberra; Roy Watts; Noel Fitzpatrick
15:15	The Waite Institute; Commonwealth Extension Services; enforcement role; legislation; research and development role; lack of an annual report; move to corporate planning	Jim Quirke; Rip Van Velsen; Brian Chatterton; Crown Law
25:15	Technology for improving efficiency; environmental issues – drought, grasshoppers, locust plagues, fruit fly; professional organisations	Corcoran; North Adelaide; Australian Plague Locust Commission; Jamestown; Public Service Association; Australian Institute of Agriculture Science; Australian Agricultural Economics Society; Institute of Agricultural Science and Technology; Australian Agriculture and Resource Economics Society
30:20	Membership of the PSA; PSA president in the Department; little secondment to private sector; Retired Officers Group	John Feagan