Are you meeting your responsibilities as an employer?

Sam Flight, TIA

At the most recent DairyTas Focus Farm Field Day guest speaker Andrew Cameron spoke about the recent changes that have been made to the Pastoral Award. He also highlighted the importance of having written contracts. Just as importantly, what is written in the contract should be clearly understood by both parties. Position descriptions are important to establish duties and responsibilities. Without an agreed position description, employees may not be clear on what is expected of them. Creating a position description for each of the roles on your farm and discussing this with employees so that tasks are known, understood and agreed upon helps provide clarity. You don’t need to be overly specific, it is fine to have a one-liner such as: responsible for all general calf rearing duties.

No employee can then come back to you and say that it isn’t their job to feed the calves as this role is outlined clearly, in writing, in their position description. It is very important as an employer to understand the pastoral award and stay up-to-date so you are aware when changes have been made to ensure you are meeting your obligations under the award.

At the field day, the different forms of employment were discussed:

**Full-Time Employees**
- Work 38 ordinary hours per week.
- Can be expected to work reasonable additional hours after reaching the weekly total of 38.
- Can work a total of 152 hours over a 4-week period before employees are entitled to overtime for extra hours worked.

**Part-Time Employees**
- Work fewer than 38 hours in a week.
- A minimum of 3 hours engagement for each occasion they come to the workplace (if you get them in for 1 hour’s work you still have to pay them for 3). In regards to a school student, they can be engaged for two hours minimum, provided they are under 18 and are a full-time student.
- Employees are entitled to overtime for all hours over the agreed part-time hours each day.

**Casual Employees**
- Engaged and paid by the hour.
- A minimum of 3 hours engagement for each occasion they come to the workplace (if you get them in for 1 hour’s work you have to pay them for 3). In regards to a school student, they can be engaged for two hours minimum, provided they are under 18 and are a full-time student.
- Overtime after working 152 hours over a 4-week period.
- A new provision coming to the pastoral award means a casual worker who has been working full time continuous service has the right to apply for full time permanency. This will result in a 25% pay cut but will enable leave entitlements. Employers have an obligation under the award to make employees aware of this change so that they can apply for permanency if they wish to do so.

For more information on employment and rewards please see the Dairy Australia People in Dairy website: https://www.thepeopleindairy.org.au/engagement-reward/introduction-engagement.htm

It is also possible to sign-up for updates which will alert you to changes in the pastoral award.
Setting the Scene

Sam Flight, TIA

Adam Jenkin’s was the first speaker at this year’s Tasmanian Dairy Conference and was tasked with setting the scene and providing insight into the Australian dairy industry and its future after the sale of Murray Goulbourn. Adam is the president of the United Dairy Farmers Victoria and a dairy farmer in south-west Victoria.

Adam travelled around the world for his Nuffield scholarship, which he was awarded in 2011. As part of the Scholarship, he visited many countries including New Zealand, India, USA, Ukraine, France, Turkey, Argentina, Chilli, Netherlands and China. Adam investigated the dairy processing sector and the role of cooperatives and private enterprises as his study.

Adam commented on the possible future of the dairy industry following the sale of Australia’s largest co-operative and answered the question around who sets the milk price.

Adam was positive about the future for our dairy industry and highlighted that we need to work on the things that we can control and place our focus on opportunity. In Australia, we haven’t done a good job of managing our co-operatives. Adam asked “How do you maximise farm gate milk price and get a return on investment for the co-op?” Within a co-op, you invest a dollar and build more capacity. It’s a very supply driven process and this creates many challenges. In Australia we were demanding the co-ops always give a 10% return in farm gate milk price even when market forces said it was not possible. Adam observed that overseas dairy co-ops were not only focused on maximising profits, but were also focused on the associated risk. Therefore, they are continually re-investing back into the business to build robust companies and only paying farmer members what the market can afford.

A successful co-op involves both managing capital and people and there needs to be strong leadership.

Going forward, farmers need to accept they cannot influence the market and should concentrate on the things they can influence, like building resilient farm businesses. This involves:

- Looking for opportunities for diversification
- Strong governance
- Doing the fundamentals well
- Strong pasture, animal husbandry and environmental management

Adam encouraged farmers to work on these aspects and drive success within their business.

Adam highlighted the major cause of recent processor restructuring has been market volatility. The Australian Dairy Industry is not immune to global market volatility and this can’t be controlled at the farm level so it is important to focus on positives and opportunities:

- Cost of production and irrigation water
- Setting up the farm business and industry to cope with change
- Social licence responsibility and best practice such as managing nitrogen and bobby calves
- Energy and technology

The world is changing and we are competing with not only plant based milk but test tube milk, a product that tastes like and feels like milk and is efficient and ethical to produce.

Can the Australian Dairy industry survive in a free market? “We’ve got our challenges ahead but we need to focus ourselves by navigating a pathway through the challenges. We can’t beat the market but we can build resilient businesses together that can exploit the market potentials. It’s our choice to farm and if we are going to farm we need to do it well and enjoy it!”
Nathan Bakker, TIA

Sarah Watson, from peopleMAD in New Zealand began her talk by asking people to raise their hand “if this ever happens to you?”

• Can’t find the tool you want?
• Waiting on someone to turn up?
• Information isn’t up to date?
• Run out of product you need?
• Fixing something that is broken?
• Fixing someone else’s mistake?

Every hand in the audience was raised! Each one of these problems reduces the efficiency of how a dairy farm operates. One of the ways to improve efficiency is by using lean thinking practices. Lean thinking is “the continuous focus on waste reduction” and “processes that deliver value through efficient work systems”.

By eliminating waste, you increase capacity to improve operational performance. You don’t want to destroy the value of your farm by simply reducing the inputs. The key to lean management is to cut out some of the waste that surrounds every system and by doing so, increase value to you and your farm. With lean management you focus more on each of the steps required to achieve a goal than the goal itself, this way you know each step in the process is being done properly and you will have less stuff ups.

Generally problems on a farm can be either a people (won’t do) problem or a process (can’t do) problem. It is no point blaming staff if the issue was a process problem and not a people problem. One way to easily find out if it is either a process or a people problem is to ask these 5 questions. DO THEY HAVE...?

1. The knowledge to do the job (are they properly trained?)
2. The skills to do the job (have they any experience?)
3. The correct method to do the job (is the way they have been taught the right way?)
4. The right tools to do the job
5. Enough resources to do the job (is it really a two person job and you expected one to do it?)

If the answer is NO to any of these questions then it’s more likely to be a “can’t do” situation, a process problem!

If the answer is a YES to all these questions then it’s more likely to be a “won’t do” situation, a people problem.

Research with lean management has shown that 10% of the time the issue is a people problem or a “won’t do” situation. That means 90% of the time the issue is a process problem and has occurred because staff don’t have the correct resources or knowledge to do the job properly.

There are many types of waste in a system that lean management can identify:

1. Waiting. For example waiting on staff to turn up.
2. Transport. For example storing feed at the wrong end of your farm.
3. Storage. Not enough product on hand to accomplish the task for example not enough drench on drenching day, or too much storage and finding out of date chemicals.
4. Defects. For example 3 teat cows, mastitic cows.
5. Over production. Rearing too many replacement heifers, too much feed without the resources to eat or conserve it.

6. Inadequate process. Redoing the work because it wasn’t done properly the first time.

Problem solving

By identifying waste you free up time that can be better spent elsewhere. It’s important to identify the real cause of waste and to put in place systems to control it. It’s about finding the root cause of the problem and fixing it so the problem doesn’t keep coming back. Just like getting rid of thistles, if you don’t treat it correctly and destroy the roots then the thistle can grow back.

A way to identify the root cause of waste is to ask the question “why” until there are no more answers, the last answer will often be the problem that needs solving. It may help you and your staff if you then write up the correct process using both pictures and words to help others move smoothly through the correct process/task.

So be prepared for the challenge and the change into forward thinking leadership. Be prepared to involve your team in the process as shared problems and answers lead to better teams.

Following Sarah’s talk, a panel of leading farmers (Wolfie Wagner, Grant Archer and David Risbey-Pearn) had this to say about the importance of getting decisions right on farms:

• Timing is important. It has been said “the difference between a good and average farmer is about 2 weeks”.

Practical time management
“Be willing to look at new things and give them a try if they make sense” - Grant Archer

When struggling to make a decision:

• Collect as much information as you can then just make the decision.
• Have confidence in yourself.
• Look at the research if you are unsure.
• Use networks.

If things go wrong:

• Admit you are wrong.
• Learn from your mistake and don’t make it again.

“All men make mistakes, but only wise men learn from their mistakes” - Winston Churchill

Each of the farmers spoke about the importance of their team to their business’ success and made the following suggestions for creating and keeping a good team:

• Employ people not just on skill, but also attitude.
• Reward good workers for their achievement.
• Don’t make staff do a job you wouldn’t do yourself.
• Value them.
• Trust and respect them.
• Take time to help them, even if they don’t ask.
• Seek out the skills they bring and give them ownership of processes requiring those skills.

“Innovation to improve production and profit”

Symon Jones, TIA

The innovations sessions at the recently held Tasmanian Dairy Conference consisted of four 20-minute presentations on:

• Biotechnology
• Dairy On PAR measuring and monitoring research
• Lean management systems
• Health and wellbeing

1. David Nation from Dairy Australia provided an update on the latest research being conducted in the dairy bioscience and technology space.

The work is all being done under the roof of the Dairy Futures CRC Agri Bio center at Latrobe University Bundoora in Victoria (it is well worth a visit if you have the opportunity)!

Examples of biotechnology applications of particular interest to the dairy industry include:

- Cell culture in plant breeding
- Genomics
- Molecular marker-assisted breeding
- Cloning
- Bioprocessing and diagnostic testing as well as gene technology (genetic modification) for both plant and cattle breeding.

They are running the world’s largest perennial ryegrass field trial with the aim of selecting high energy ryegrass with potential energy gains of 2.0 MJ ME per kg DM.

In addition, they have a 1000 bull genome project containing the genomes of over 2700 animals which underpins the identification of both existing and new breeding traits in a much faster time frame.

David presented on the new Dairy Australia Dairy Feed Base initiative, which will cover new innovations from measuring and managing pasture, through to improved feed allocation, particularly for cows in early lactation.

The dairy bio and feed base program is a 5-year joint venture program between the Victorian Government, Dairy Australia and the Gardiner Foundation.

2. TIA Researcher Lydia Turner and PhD candidate Gustavo Alckmin presented findings from the Dairy On PAR project, a project which involves both farmers and industry in problem solving how to further increase pasture consumption.

This project has involved comprehensive measuring and monitoring of pasture throughout the seasons and has attempted to understand how farmers interpret and apply the information gained.

Lydia presented the background of how the project was initiated and managed as well as summarising some of PhD student Alison Hall results from her study, researching the social factors influencing decisions made around grazing management and application of technology in managing grazing systems.

Alison’s work is highlighting the importance of farmers doing grazing management ‘training’ that includes intensive use of a measuring tool to calibrate visual assessments of pasture mass. Analysis of historical data shows that farmers have achieved a 60% increase in pasture performance after participating in grazing management coaching and adopting some form of measuring and monitoring system.
The cancer council reminded us of the dangers of UV radiation which is always present, even on a cloudy day. UV rays damage skin even if we aren’t getting sunburnt. The point was made that a suntan is a sign of sun damaged skin. To minimise the risk from sunlight, we should be supplying and applying or reapplying sunscreen every two hours. The presenters also advised having skin spots checked regularly, or whenever you have doctors appointment.

The drug and alcohol team reminded us that even on farms, drugs are part of the world in which we operate. While illegal drug usage tend to be highlighted in the media, alcohol is still the drug causing the most work related problems in Australia. For healthy men and women, drinking no more than two standard drinks on any day reduces the lifetime risk of harm from alcohol-related disease or injury. For healthy men and women, drinking no more than four standard drinks on a single occasion reduces the risk of alcohol related injury arising from that occasion. The measure of a standard drink changes with alcohol content.

Tony Barker from Rural Alive and Well (RAW) provided some useful tips regarding our mental health.
1. At some time we will all suffer from some anxiety or depression as a result of stress within our lives.
2. We are not immune and certainly not bulletproof to mental health issues.
3. Don’t underestimate the symptoms of stress. It is good to talk about your feelings and emotions if you are feeling down.
4. Observe the actions and behaviour of your family, colleagues and employees and offer help if you think it is needed.
5. Alternatively seek help by contacting Rural Alive and Well. This can be done confidentially.

Increased profit through crossbreeding

Lesley Irvine, TIA

Jo Coombes, a vet and lecturer in the Faculty of Veterinary and Agricultural Sciences at the University of Melbourne, spoke in the reproduction management session at the Tasmanian Dairy Conference. Jo has been researching crossbreeding in Australian dairy herds and presented some of her key findings at the conference. These included:

• There are many farmers already using crossbreeding in their herds and this number continues to increase.

• There are two main strategies used for crossbreeding. One is a two-way cross (also called a backcross) which is typically Friesian crossed with Jersey (or vice versa) and then the offspring are crossed back with Friesian, with this pattern continuing. The other, less common, is the three-way cross. Typically, this will involve a Friesian crossed with Jersey (or vice versa) and then the resulting offspring is crossed with another breed, such as an Aussie Red.

• Analysis of data from crossbred herds indicated no difference in cell count or litres produced between either a two-way cross or a three-way cross. But, the three-way cross cow did produce more fat (kg), protein (kg), have a higher fat% and protein%, increased survivability, improved conception and 6 week in-calf rates.

• Modelling of different breeding strategies showed crossbreeding increases gross margins over those of a straight Holstein-Friesian herd. This improved profitability doesn’t happen overnight, the modelling indicated it takes 6-7 years to achieve improved profitability – you need to have at least half of the herd as crossbreds before you start to see an impact.
What is happening at DairyTas?

Focus Farm
The Focus Farm held a successful Open day on 7 March, with the theme ‘BYO team’. Over 50 people attended, many from dairy regions outside Circular Head. Guest presenters included Hugo Avery (Moonlake Investments) and Andrew Cameron (Primary Employers Tasmania).

Some of the discussion focussed on the minimum engagement period (3 hours) for casual employees and how this could split across the day (i.e. 2 milkings). We have since sought further clarification – the minimum engagement period for a casual employee remains at 3 hours for each occasion they attend work.

More details on employing casuals can be found at the below link; thepeopleindairy.com.au/engagement-reward/employees.htm#casual

If you require further clarification please contact either Andrew Cameron from Primary Employers Tasmania (6343 2244) or Penny Williams, HR Support Consultant for DairyTas.

For more information about the focus farm, please visit our website dairytas.com.au/projects/focus-farm/ or Facebook page TasFocusFarm

Pro Dairy ‘Building a positive industry’ nearing the end of pilot program funding
The ProDairy Group is a DairyTas initiative, supported by Into Dairy ‘Increasing Participation’ funding. The aim of the group has been to improve awareness of the dairy industry and increase the positive profile of the Dairy Industry in Circular Head. The group was led by Patten Bridge until the end of 2015, and the current group is made up of industry representatives, dairy farmers, teachers, DairyTas board member Angelique Korpershoek, and extension officer Jacki Hine.

The group have been working collaboratively to educate youth about the benefits of working in the dairy industry. The current group quickly identified that youth had the most capacity to be engaged, therefore teachers needed to be a primary focus. Key messages have highlighted career prospects and personal profitability that can come through working in the dairy industry.

To date, some successful events have included two teacher workshops with Andrea Vallance (dairy farmer and teacher) from Timboon (SW Vic), where the local school has successfully incorporated agriculture into daily teaching. This has resulted in increased student engagement and retention. A group of local teachers also visited the region, and the group sponsored Andrea’s presence at the National Association of Agricultural Educators Conference in January.

A careers expo was another activity arranged by the group and was a great success, with 26 exhibitors and 275 children attending. More recently ProDairy arranged bus tours to take teachers out of the classroom and show them what happens within and beyond the farm gate. Over 50 people attended, most of whom were teachers, with a sprinkling of industry people to help field questions and show support for the vision of the group and the commitment to the dairy industry.

Another tour is scheduled for 11 April.

Young Dairy Network Tasmania
Upcoming events for YDN Tas are plentiful!

In early April we have John Mulvany returning to the State to facilitate an informal evening session in Circular Head. John will also present the “Stepping Back” workshop, an informative session on various options for stepping back from the daily responsibility of dairy farming, other than turning the farm into a beef enterprise or selling out.

On 19 April we are co-hosting a Healthy Hooves workshop at the TIA Dairy Research Facility, Elliott. This will be the only Healthy Hooves workshop for this financial year, so do not miss out! Places are limited.

“What disease is that?” Animal Health will continue to be the theme with an interactive quiz night planned for April/May. These evenings are designed to share knowledge and promote preventative intervention.

For more information and to keep up to date with the latest information visit our website https://www.dairytas.com.au/projects/young-dairy-network/

Remember to “like” our Facebook page to keep abreast of news and events https://www.facebook.com/ydntas/

2018 Tasmanian Dairy Conference
The 11th Annual Tasmanian Dairy Conference was held at the Launceston Country Club on 15 March. Supported by key sponsors ANZ, Rex James and Roberts, attendees were provided a varied and inspiring program aimed at helping farm operators look for ways to increase efficiency. Key presentations included how LEAN management principles...
can be applied to dairy businesses and insights on how management decisions are made on successful farms from across the state.

Speakers included:

• Sarah Watson, peopleMAD (NZ) – Adopting management principles into your farming business that will help you save time

• Adam Jenkins, President of United Dairy Farmers Victoria – How the farm gate price for milk will be driven given recent changes in the processing sector

• Glenys Zucco, Communications Strategy Manager for Dairy Australia – Maintaining industry social license and recent research into consumer attitudes

• A Management Panel consisting of Grant Archer, Wolfie Wagner and David Risbey-Pearn – Thoughts on managing time and staff to get the best you can from your business

• Reproduction Panel featuring Matthew Schaffer from DataGene, Jo Coombe from Melbourne University and Joyce Voogt from LIC

• Innovation Sessions included updates from DairyBio, A practical Lean Management session, TIA Update and a session with the PITSTOP crew

Thanks also to break sponsors LIC, Daviesway and Compass Agribusiness, and to Coopers for the conference bags.

2018 Dairy Awards Winners

In conjunction with TIA, DairyTas hosted the 2018 Dairy Awards Dinner on the evening of 15 March. Congratulations to the following winners:

2018 ANZ Dairy Business of the Year

Remlap at Sisters Creek, owned by Rhys and Cecile Palmer, Michael Palmer and Eliza Anderson

A field day will be held on the winners’ property at Sisters Creek on 11 April.

Sharing Dairy Farmer of the Year, sponsored by Fonterra

Wayne and Caroline Saward

Dairy Safety Award, sponsored by Moon Lake Investments

Clear Springs Operations, managed by Tim and Fiona Salter

Dairy Employer of Choice Award, sponsored by WFI

Compass Agribusiness

Dairy Environmental Award, sponsored by Veolia

AgCAP Pty Ltd

Dairy Services Award, sponsored by Elphinstone Stevens Pty Ltd

Bob Bush

Young Farmer Encouragement Award, sponsored by Cadbury

Luke Day

Setting up for winter

Grant Rogers, Dairy Systems Ltd, BVSc

Having a robust and well communicated plan helps you get all your autumn/winter jobs done around the farm to set up for a successful spring season.

Some tips to consider are:

Follow the plan

Once you’ve made your dry-off plan, based on current BCS and expected caving dates, stick to the plan! This is important if you want to meet calving BCS targets, and maximise cow production and reproductive performance next season. If you don’t know the current BCS for each of your cows, conduct an assessment of the herd now, and if you are not confident in body condition scoring, consider getting outside assistance.

Communicate well re: wintering cows if they are going off-farm

Pick up the phone! Find out the current situation of pasture covers, where your cows will winter. It’s essential to have a clear understanding of whether extra feeding arrangements need to be made before cows leave the farm. It’s also important to ensure clear communication of arrival dates for mobs so there are no surprises for you or for the management team where your cows are going.

Crop transition plan

Many farmers will be using crops to feed wintering cows. Have a robust and efficient transition management plan in place for transitioning cows onto and off the crop. This will help avoid potential cow health issues. There is no “almost getting it right”, as the consequences are often severe.

Choose to remove or cull

Once you’ve identified your cull cows, you’ll need to decide whether you remove them from the herd now or keep milking them after the rest of the herd is dried off. Have you got the feed to continue milking them? Are they still producing milk efficiently? Is there a good cull price right now?

Keep an eye on heifer growth

Be it the rising 1 year olds or the rising 2 year olds, this is the time of year that often challenges growth. Work on a feeding plan that prevents them getting too far behind live weight targets. Remember: Getting good BCS and good transitions from milking to dry to milking again are critical for next year’s reproductive performance.
April
5 Apr: Central North Women’s Discussion Group, “Meeting the Bank”, Chudleigh Hall (DairyTas)
5 Apr: Organic Farm Discussion Group meeting, Lileah. Contact Gary Watson on 0418 523 439.
9 Apr: YDN evening event with John Mulvany, Illume, Boat Harbour (DairyTas)
9 Apr: Fonterra Industry Professional Update, Spreyton. Contact a Fonterra Field Officer for more details.
9&10 Apr: Dairy Farm Business Analysis workshop with John Mulvany, Agritas, Smithton. Days 1 & 2 of 3. (DairyTas)
10 Apr: Fonterra Industry Professional Update, Wynyard. Contact a Fonterra Field Officer for more details.
10&11 Apr: Cups On Cups Off, South (TasTAFE)
11 Apr: 2018 ANZ Dairy Business of the Year Award field day at REMPLAP, Rulla Road, Sisters Creek. 11 a.m. to 2:00 p.m. BBQ lunch provided. Please RSVP to Samantha.Flight@utas.edu.au or text/phone Sam on 0409 801 341.
11&12 Apr: Operate tractors, Burnie (TasTAFE)
12 Apr: Business Transition Workshop with John Mulvany, Rocky Cape Tavern (DairyTas)
16 Apr: Devonport Discussion Group, G&B Carpenter’s, Gunns Plains from 11am-2pm. Lunch provided. (TIA)
17 Apr: North East Discussion Group, Forester Lodge, Waterhouse from 11am-2pm. (TIA)
17 Apr: Central North Discussion Group from 11am-2pm. (TIA)
17-19 Apr: Livestock handling, Burnie (TasTAFE)
18 Apr: North West Discussion Group, Circular Head Community & Rec Centre from 6:30 p.m. to 9:30 p.m. Evening meal provided. Topic is farm safety with guest speaker Phil John (Work Safe). RSVP to Symon.Jones@utas.edu.au or 0418 876 089.
18&19 Apr: CertIV/Diploma Whole Farm Planning, Deloraine (TasTAFE)
19 Apr: Healthy Hooves workshop, TIA Dairy Research Facility, Elliott (DairyTas)
23&24 Apr: ChemCert, Smithton (TasTAFE)
24 Apr: 2018 Fonterra Share Dairy Farmer of the Year Award field day with Wayne and Caroline Saward at Blythe Vale, South Riana. 11 a.m. to 2:00 p.m. BBQ lunch provided. Please RSVP to Symon.Jones@utas.edu.au or phone/text Symon on 0418 876 089.
27 Apr: North East Women’s Discussion Group, “Meeting the Bank”, Scottsdale (DairyTas)

May
3-5 May: Agfest. Come and visit DairyTas, TasTAFE and the TIA Dairy team in the Dairy Pavilion (site M98)
7 May: Dairy Farm Business Analysis Workshop with John Mulvany, Smithton. Day 3 of 3. (DairyTas)
8 May: InCalf Herd Fertility Course, Smithton. Day 1 of 5. (DairyTas)
8 May: YDN evening event with John Mulvany (DairyTas)
9 May: Sharefarming and Leasing Workshop with John Mulvany, Smithton. (DairyTas)
15 May: InCalf Herd Fertility Course, Smithton. Day 3 of 5. (DairyTas)
15 May: Business Management Training for Agribusiness Professionals (DairyTas)
16&17 May: Nutrition Fundamentals Course, Smithton (DairyTas & TIA)
22 May: Euthanase Livestock, Smithton (TasTAFE)
24 May: Effluent Expo, Togari (DairyTas)
24 May: Euthanase Livestock, South (TasTAFE)
29 May: InCalf Herd Fertility Course, Smithton. Day 3 of 5. (DairyTas)
30 May: Euthanase Livestock, Scottsdale (TasTAFE)
30&31 May: Pasture Management Workshop, Burnie (TasTAFE & TIA)
31 May: Euthanase Livestock, Deloraine (TasTAFE)

Contact us
Tasmanian Dairy News is provided free to all Tasmanian dairy farmers and is funded by TIA and Dairy Australia.

For more information, please contact a TIA Dairy extension officer, phone 6430 4953 or email tas.dairynews@utas.edu.au.

Electronic copies of this newsletter are available at www.utas.edu.au/tia/dairy.

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