



F I S H E R I E S  
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C O R P O R A T I O N

# Training for Fisheries Management

***FRDC project 97/337 - Final Report***

1997-2000



**Dr Alistair McIlgorm**  
*Project Officer*

**Mr Marc Wilson**  
*Principal Investigator*

**Australian Maritime College**

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The report of the FRDC (Fisheries Research and Development Corporation)  
Project 97/337

# Training for Fisheries Management

***By Alistair McIlgorm and Marc Wilson***

***October 2000***

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***Picture 1 Cover photograph***  
***David Gill and Henry Jones discuss MAC issues with Marc Wilson of AMC***



**Picture 2** *Rod Bailey (WA seafood sector) and Colin Simms (SA prawn fisher) join in on discussions in a MAC I course in South Australia (February 1998)*



**Picture 3** *MAC II participants Steven Brockwell and Kate Bell continue an "ITQ and Southern Shark" discussion during a MAC II coffee break at AMC in April 1999*

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## **BACKGROUND**

The FRDC supported project 94/057 in the 1994-97 period to influence stakeholder training in MACs. Prior to this there was no training available for industry representatives and the moves to form Management Advisory Committees, at both Federal and State levels, enabled this project to address these changes and to enhance the training available for all parties involved in the management of fisheries in Australia in the 1990s.

The FRDC project 97/337 in the 1997-2000 period was to build on the success of the first project and further develop MAC training.

## **NEED**

The project identified the following needs:

1. Short course training for fishing industry representatives and non-government representatives in fisheries management. It was identified *“that 180 industry representatives could be trained in the next three years.”*
2. Training for fisheries administrators and managers on an in-service basis through the provision of interactive residential schools in Fisheries Management at AMC.

Many fisheries administrators and policy makers have little formal training in fisheries management. Their participation in residential schools at AMC, with a limited time away from work, was proposed as addressing this situation.

In both (1) and (2) the use of Australian Maritime College as a central place for training was seen as providing interchange and networking on a national scale. However it was recognized that MAC training was preferable in state due to cost constraints. Training outside of states had cost implications for stakeholder groups. The project offered some subsidisation of airfares to assist attendance at AMC.

## **OBJECTIVES**

The objectives were:

1. Short course training for fishing industry representatives and non-government representatives in fisheries management.
2. More substantive training for fisheries administrators and managers on an in-service basis through the provision of interactive residential schools at AMC.

## **METHODS**

The project used short courses to meet the objectives. These were the MAC I, which was carried forward from the original 1994-1997 project and the MAC II which was developed and delivered in the current project. Professional fishery manager workshops and short course were also offered. A brief overview of each course is given below

### **1. Management Advisory Committee Courses (MAC Courses)**

#### **(a) MAC I**

The original 2 day MAC course developed in the FRDC project 94/057 was continued as a MAC I course. The two day course program was divided into four sections as reported in Box 1 below.

#### **Box 1: Structure of the MAC 1**

	<b>Morning</b>	<b>Afternoon</b>
<b>Day One</b>	Introduction/responsibilities	Educational /theory
<b>Day Two</b>	Management issues/skills	Making MACs work

The first day is an introduction to the duties and responsibilities of a MAC member, with the first afternoon being educational, rather than issue specific. Each session included a discussion period to draw on the participant's experience as well as a participant dinner as part of the program which assisted the continuation of discussions in a non-formal atmosphere - a course highlight where participants welcomed the chance to learn from each other. A standard MAC I and II course schedule is in Appendix 3.



**Picture 4** *"The bycatch problem"*

**Steve Eayrs (AMC) uses the AMC Flume tank to illustrate to TEDs developed by AMC under FRDC funding to the National MAC I course at AMC (Feb 1998)**



**Picture 5** *"Why doesn't he just...."*

**Neil Dorrington (WA cray) offers some advice on TEDs while Marc Wilson (AMC) and Barry Mac Bean (Prawn fisher, NSW) look on. National MAC I course at AMC (Feb 1998)**

Day two of the MAC I continues the educational theme with stock assessment, risk assessment and environmental and technology issues in the morning and a discussion of management issues subsequent to these presentations. The



afternoon of the second day covers issues in making the MAC process work, conflict resolution and communication with stakeholders.

Participant feedback from MAC I led to the development of MAC II. “A second more intensive course is needed on personal skills” national MAC attendee, 1998. This need was “to build on previous exposure to fisheries issues and develop greater understanding, skills and leadership as a MAC participant” (MAC II brochure objectives).

(b) MAC II

Developed in 1998, the MAC II builds on the MAC I and involves 2.5 days of skills identified for the MAC process, including policy making, managing information and representative skills, such as conflict resolution, negotiation and leadership. The overview of the MAC II program is given in Box 2 below.

**Box 2: An overview of the content of MAC II**

**(i) Policy making**

Legal principles in MAC legislation and empowerment are reviewed. Contract, tort (negligence) and Fisheries Acts are reviewed. Key issues in administrative law and appeals are presented.

**(ii) Managing information**

Information management skills and tools for MAC members. Financial, costing and budgetary presentation in the MAC sector. The use and interpretation of fisheries scientific and economic information.

**(iii) Representative skills**

Communication and the MAC member – preparing issue papers, communicating with stakeholders, meeting skills and protocol, conflict of interest, and conflict resolution. Strategy and goal development, personal communication, working in small teams and developing management and leadership skills.

**MAC COURSE DELIVERY**

**Delivery method:** This project continued to refine the most appropriate learning methods for the fishers and representatives. Presenters deliver a 10 minute presentation as an overview on the subject material and then promote participant questioning and debate on the subject.

**Course location:** One of the major changes that continued during this project was to conduct courses outside AMC. This was less expensive for both the participants and the funding agency, especially for participants from areas such as Western Australia or Queensland. Unfortunately this diluted the potential for “cross pollination” of fishing industry culture and policies between the different states. Industry peak bodies found that funding participant expenses became increasingly difficult over the project period. The delivery preference remains the course at AMC, though several of the in state MAC courses had participants from other states and worked well.

**Course accreditation:** In 1998 the project introduced assessment sheets for participants based on learning outcomes in order to be able to recognise not only course attendance, but potentially accredit students under the AMC’s course framework. This was implemented in early 1998 and is now used in each course. Participant records are held by AMC and can be used to award recognition of prior learning (RPL) if required by the student. The effectiveness of delivery is reviewed in the results section.

### **3. Professional fisheries management courses**

The residential schools were divided into two parts, FRDC A and FRDC B.

#### **The FRDC A** *(10 working days duration)*

In each year a FRDC A course was undertaken as per the June 2000 program (see Appendix 4).

The FRDC A remained a popular introductory course for new and junior staff in Fisheries Departments. The typical participant has several years of administrative experience or training to degree level, seeking a rapid introduction to fisheries problems and ways that these can be addressed. Industry participants were encouraged to attend in the 1997-2000 courses.

#### **The FRDC B Fisheries Management Workshop** *(3 working days duration)*

The FRDC B course was developed in workshop format with themes as in box 3:

### Box 3: Research workshop subjects and themes for the FRDC B 1997-2000

**1997-98, May 1998:** Communication, conflict resolution, mediation and negotiation and leadership as skills *in the MAC process*;

**1998-99, May 1999:** Communication, conflict resolution, mediation and negotiation and leadership *in Fisheries Adjustment*;

**1999-2000, May 2000:** Communication and conflict resolution skills required to address *Protected Area management* and *fishing industry adjustment issues*.

The 2000 FRDC B workshop program is shown in Appendix 4 and illustrates the diversity of topics workshopped. The FRDC B workshops enabled a range of government, industry, recreational and community representatives to produce a presentation which shared policy and professional experience. The personal development aspects of the program were emphasised in the fishery management context.



**Picture 6 “Shoring up the leaks”**

*Fisheries Administrators from NZ, Victorian Fisheries and WA Fisheries shore up leaks on the damage control simulator at AMC. This exercise was introduced to increase awareness of teamwork and to reduce lecture room fatigue on the 10 day management course.*

### Participant feedback

In all courses feedback from participants was sought and was used to alter the program content and delivery when necessary. Course survey sheets were part

of AMC Search Ltd's quality guidelines. Results from survey sheets are presented in the results section below.

Developments in the AMC graduate external studies program have meant that the FRDC A can also be used as an internal part of a fisheries management unit which can be included within a Masters of Business Administration (MBA - Marine Resource Management). This involves the participant doing external study to supplement the internal course study.



**Picture 7 "200 MAC members trained"**

***Marc Wilson and Dr Alistair McIlgorm are pictured with John Fisher, David Barker and David Perkins who are commercial fishers from Queensland marking the occasion of 200 MAC trainees in the 1994-1999 period under the two FRDC sponsored projects (94/057 and 97/337).***

## **RESULTS**

Training project results are difficult to measure due to the intangible nature of measuring "understanding". The project has increasingly addressed this in design and execution of the program. The results section has three sections:

- 1) Achievement of course delivery (reports on delivery of courses).**
- 2) Participant course survey results (feedback of program offered).**
- 3) Participant achievement (appraisal of achievement by participants).**

## 1) Achievement of course delivery

### a) Management Advisory Committee courses

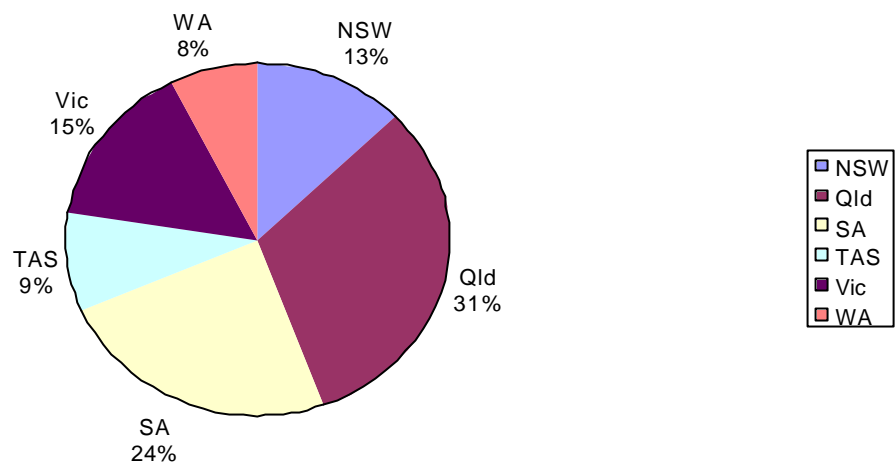
The execution of courses over the three years of the project is given in box 4 below.

#### Box 4: MAC courses in 1997-2000 period

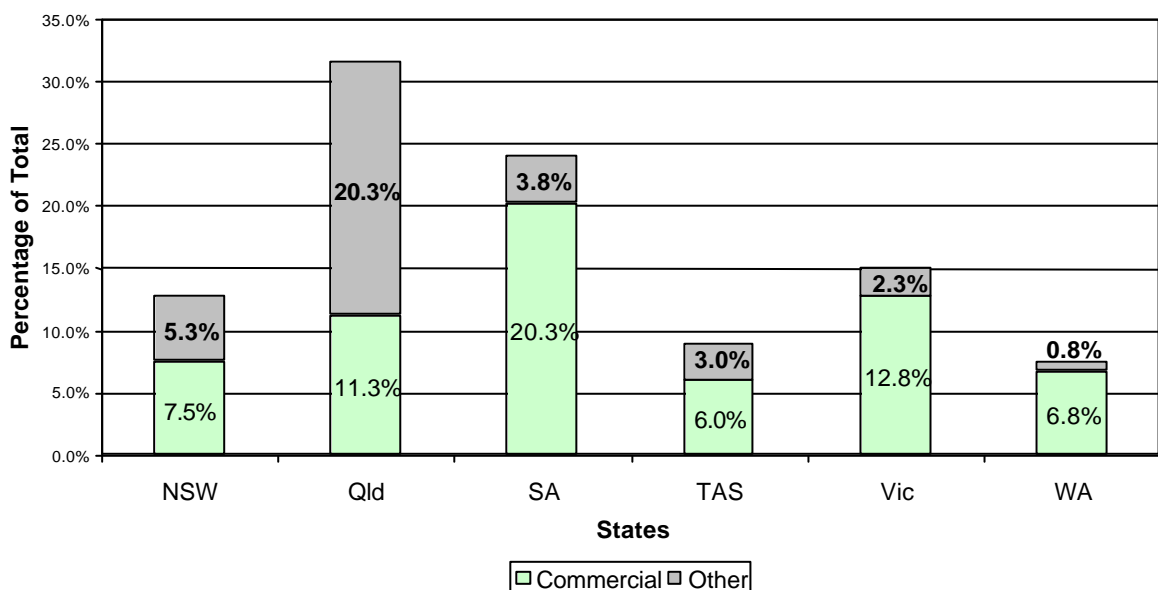
	Venue	Number	Participating States
Sept 97	GBRMPA–Townsville-QLD	12	Queensland only
Oct 97	Adelaide - South Australia	19	SA only
Feb 98	AMC - Tasmania	19	VIC,SA,NSW,TAS, QLD
May 98	AMC – Tasmania (MAC II)	12	S.A, VIC, TAS.
Oct 98	GBRMPA–Townsville-QLD	19	Queensland only
Oct 98	Brisbane - Queensland	10	Queensland only
Feb 99	South Australia	11	S.A. and W.A
Apr 99	AMC – Tasmania (MAC II)	12	VIC, NSW, AFMA, TAS
Sept 99	Melbourne – Victoria (MAC II)	10	Victoria only
Apr 2000	Sydney – NSW	8	NSW, WA, TAS
May 2000	Melbourne – Victoria (MAC II)	7	VIC, NSW
<b>Total Participants</b>		<b>139</b>	

The project delivered 11 out of 12 envisaged MAC courses in the three year period, being one short due to events in Queensland fisheries management in 1999. The project directly trained 139 stakeholders, 77% of the envisaged 180 representatives. This training was achieved on 81% of the envisaged project budget.

The participants in the 3 years 1997-2000 were from the different states and sectors as shown in Figure 1 and 2 (below).



**Figure 1: State of Origin of MAC Participants 1997-2000**



**Figure 2: MAC Courses 1997-2000 Representation by State and Industry/non industry group**

All states were represented with major participation from Queensland and South Australia in 1997-98. However less than 5 participants were part of the AFMA MAC system.

## Gender participation

A total of 19 women attended the courses from a total 139 participants (14%). They were from most states and we appreciated the involvement of the Women's Industry Network (WIN) in South Australia. They was equal participation from industry and non-industry sectors.

MAC I and MAC II attendances were impacted in 1999 and 2000 by state based fishery management issues. In 1999 the demise of QFMA led to the cancellation of annually scheduled MAC training courses. In NSW a planned course had last minute cancellations due to the boycotting of Estuary MAC by members in protest over potential government restructuring plans. In Victoria course numbers were impacted by some disillusionment with the Co-management Council model. However the feedback of those who attended both the MAC I and the MAC II was graded good or excellent by participants.

## b) Professional fisheries management courses

The execution of courses over the three years of the project are given in Box 5 below.

### Box 5: Fisheries Managers courses 1997-2000

Venue	Type	Number	Agencies and States participating
Apr 98 AMC	FRDC B	12	QLD, W.A, NSW, AFMA
June 98 AMC	FRDC A	21	AFMA, W.A, TAS, QLD, NT, (NZ)
May 99 AMC	FRDC B	8	NT, QLD, NSW, W.A
June 99 AMC	FRDC A	17	W.A, (NZ), VIC, TAS, AFMA
May 00 AMC	FRDC B	8	W.A, AFMA, TAS, VIC, NSW
June 00 AMC	FRDC A	22	AFMA, NSW, W.A, TAS, VIC (NZ)
<b>Total Participants :</b>		<b>88</b>	

The project trained 88 (92%) of the 96 administrators projected for these courses. FRDC A met the expected 60 participants (100%), while FRDC B had 28 of the 36 envisaged places (77%). Approximately 11% of FRDC B participants and 43% of FRDC A participants were female. The attendance at FRDC B is due to less of an immediate need for "a second course" and the competition for funds with a plethora of other issue driven conferences throughout the fisheries calendar.



However through time the project has been able to address significant personal and professional development issues and policy deficiencies in the fisheries management process.

One of the secondary objectives of the project was to incorporate industry and stakeholders into the FRDC A and B courses. This was successful in each year of the project, with several industry members making the commitment to these longer courses, 10 days and 3 days. In all cases their attendance was welcomed by the other participants and two industry participants have undertaken further longer term study with AMC.



***Picture 8 "Industry First – Neil Stump"***  
***AMC short course lecturers and Tasmanian Sea Fisheries staff celebrate Neil Stump who was the first commercial fisher (Tasmanian Rock lobster fishery) to complete the 10 day FRDC A fisheries management course in June 1998. Neil is now completing the BAS Fisheries degree at AMC.***

In summary, the course delivery was sound, achieving a range of between 77%-90% of projected trainee numbers on 81% of the envisaged project budget.



**Table 1: Agency/State of origin of FRDC A and FRDC B participants**

	FRDC A		FRDC B	
AFFA	3	5%	0	0%
AFMA	14	23%	4	15%
INDUSTRY	3	5%	5	19%
NSW	4	7%	5	19%
NT	2	3%	1	4%
NZ	10	17%	0	0%
QLD	1	2%	6	22%
TAS	9	15%	1	4%
VIC	5	8%	1	4%
WA	9	15%	4	15%
Total	60		27	

## 2) Participant course survey results

Each course given was surveyed by a short course survey of participants. The results are interpreted numerically and written comments are given on the specifics of each course and the overall appraisal by the participant.

### a) Numerical results

The participants had the opportunity during the course to grade the lecturer, relevance and subject content. The system used to grade the performance was:

Lecturer: Poor Fair Good Excellent (translating to 1,2,3 and 4 points).

Course content: Too much About right Not enough ( 1,2 and 3 points).

The results for each course reported were collected and tabulated and are presented in Appendix 5. A summary table of lecturer results in all lectures of the programs is reported in Table 2 below.

**Table 2: Participants grading of presentations in MAC and FRDC Managers courses 1997-2000.**

MAC COURSES			Lecturer Grade- % Overall				
	Venue	Participants	Poor	Fair	Good	Excellent	(%)
<b>Sep-97</b>	GBRPMA – QLD	12	0	0	50	50	<b>88%</b>
<b>Oct-97</b>	Adelaide –SA	19	1	22	64	14	<b>72%</b>
<b>Feb-98</b>	AMC – TAS	19	0	2	63	35	<b>83%</b>
<b>May-98</b>	AMC – TAS	12	0	12	52	37	<b>81%</b>
<b>Oct-98</b>	GBRPMA – QLD	19	1	3	73	23	<b>80%</b>
<b>Oct-98</b>	Brisbane – QLD	10	0	1	53	46	<b>86%</b>
<b>Feb-99</b>	Adelaide – SA	11	0	9	64	27	<b>80%</b>
<b>Apr-99</b>	AMC – TAS (MAC II)	12	0	7	58	35	<b>82%</b>
<b>Sep-99</b>	Melbourne – VIC (MAC II)	10	0	9	56	35	<b>81%</b>
<b>Apr-00</b>	Sydney – NSW (MAC I)	8	0	0	67	33	<b>83%</b>
<b>May-00</b>	Melbourne – VIC (MAC II)	7	0	6	61	33	<b>82%</b>
<b>Total participants</b>		<b>139</b>	<b>&lt;1%</b>	<b>6%</b>	<b>60%</b>	<b>33%</b>	<b>82%</b>

**Fisheries Management Course - FRDC Part A**

	Venue	Participants	Poor	Fair	Good	Excellent	(%)
<b>Jun-98</b>	AMC	21	2	11	64	23	<b>77%</b>
<b>Jun-99</b>	AMC	17	1	11	56	33	<b>80%</b>
<b>Jun-00</b>	AMC	22	2	13	61	24	<b>76%</b>

**FRDC A Participants****60**

<b>Apr-98</b>	AMC	12					
<b>May-99</b>	AMC	8	1	6	68	25	<b>79%</b>
<b>May-00</b>	AMC	8	0	10	63	27	<b>79%</b>

**FRDC B Participants****28****Total FRDC Participants****88****1% 10% 63% 26% 78%**

The results indicate a high level of satisfaction with the performance of lecturers on all courses.

On MAC courses, 139 people rated the lecturing performance at good/excellent with an average lecturing score of 82% over the three years. Less than 1% of comments were rated as poor and 6% fair. 93% of comments on all lectures in the three years were good or excellent.

In the FRDC A and B managers courses the average overall suggests that out of 88 people on all courses in the three years of the project, 88% thought that lecturing was good or excellent, 10% fair, and 1% of gradings were poor. This is the equivalent of an average mark of 78% for all lecturers on all courses in three years. In both the MAC and manager programs this is a very high standard and is supported by the written survey feedback (Appendix 5).

### **Course subject content**

The subject content was appraised by a combination of numerical results, survey comments and after course discussions. From the analysis of the “too much”, “about right” and “not enough” comments, a numerical figure was developed (see right hand side columns of tables in Appendix 5). An index number of 2 indicated the balance was about right, where a number above this indicated not enough, and a number below 2 was indicative of too much content.

The results need to be interpreted in the context of each course and the written comments received. However the following general points are made from the numerical analysis:

#### **Box 6: MAC I and MAC II Course content feedback:**

- 1) Conflict resolution, technology and environment, management and leadership, state review of MACs consistently received comments of “not enough”.
- 2) Fisheries economics received “not enough” and “too much” ratings reflecting participant background.
- 3) Process of government had comments of “too much” in course surveys.

#### **MAC II**

- 1) Policy development and conflict resolution consistently received comments of “not enough”. Most other subject areas were endorsed as relevant.

In summary, the results of surveys indicate less desire for sessions on stock assessment and more on conflict resolution and developing policy and positions for interfacing with government. These may be consistent with observed volunteer fatigue, some disillusionment and conflicts in the MAC process.

**Box 7: FRDC A Fisheries Management Courses course content feedback:**

- 1) Experience on “MV. Bluefin”, and sessions on Native title, were strongly numerically rated as “not enough”. More on the fishing industry and politics were also requested, and the introduction of administrative law, and the environment and fisheries management were popular.
- 2) Fisheries biology, fisheries ecology and Law of the Sea, were rated as “too much”.
- 3) There were mixed reactions to the recreational fishing section, but these may have been due to delivery rather than relevance.

**Box 8: FRDC B Fisheries Management Workshops:**

- 1) The workshops used the communication, conflict resolution and leadership/teamwork themes to examine the following theme : the MAC process, fishery restructuring, and environmental instruments and marine protected areas. Conflict in fisheries management received “more wanted” comments, as did negotiation and presentation skills. Teamwork and leadership was also prioritised.

**b) Written comments**

Written comments were sought on each individual lecture and on the overall course. The individual lecture comments are used to alter the content and improve the quality of the courses. Course participant comments are summarised in Appendix 5 beneath the numerical results.

These indicate the courses were of high standard and met the needs of the MAC representatives and the fisheries managers. There were no responses on the overall course that were negative in all courses surveyed. Several negative comments were expressed on individual sessions, but these were only a small percentage of all comments received.

The encouraging part of the written responses were that the all course participants were more than satisfied that the course met their needs. This was the objective of the courses and the project as the training envisaged was to address the shortfalls of skills in the fishing industry and fisheries management sectors. The positive responses in the written comments indicate this objective was met and a significant contribution made to the course participants.

### c) Participant achievement

Participant achievement is recognised as the most difficult output to measure from training. While learning outcomes can be specified, the implementation of what has been learned can be limited. The established theory of reviewing is that of Kirkpatrick's<sup>1</sup> three level review criteria.

The three levels are:

- Level 1 – reaction to the course, facilitators etc?
- Level 2 – what have participants learned?
  - has it changed behaviour?
- Level 3 – can participants implement it?

In the previous results sections we see the MAC courses are well accepted on level 1 criteria, and feedback indicates some achievement of level 2 criteria. The project developed a framework to assess the learning taking place. This had modules of learning material built around the syllabus of MAC I and MAC II, used workbooks and evidence to assess participants.

*Since the implementation of the worksheet assessment framework in 1999 all attendees completing the course have achieved the required standard and have been awarded an attendance certificate recognised by AMC as evidence of meeting the assessment/performance criteria.*

The framework is a development towards a competency based training approach for MACs which had not been developed to any national standards. An issue in the MAC project is measuring what participants have learned and what can they implement? (as per Kirkpatrick's criteria).

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<sup>1</sup> Kirkpatrick, Donald (1976) Evaluation of training –in Craig, R.L. Training and Development Handbook (2<sup>nd</sup> Ed. Chap.18) McGraw Hill



**Picture 9** “How much will they take away and use?”

**Marc Wilson instructs a MAC II planning session in a national MAC II course in Victoria May, 2000. The project recognised the need to enable participants to take the course with them into the MAC arena. This is still the major challenge of any adult training in this area.**

### **Evidence of participation and learning**

The MAC I and MAC II have used four approaches to measuring achievement of learning outcomes:

- Work book material designed for MACs;
- Observation of participants’ discussions by instructors;
- Presentations made by participants;
- Supplementary evidence from the feedback survey.

The use of workbooks, presentations and 2-3 different discussion techniques are proposed as *sufficient*. However the timing of the assessment may be preferable after the workshop when participants are in the MAC arena. The achievement of participants is evidenced as *authentic* by observation of the instructors. The costs effectiveness of copious administrative assessment material is questioned due to the adult learning techniques employed, (not “school teacher”!) and the write up of workbooks during (not after) the course. The use of a standard workbook ensures *validity and reliability*.

The measurement of participation in MAC I and MAC II indicates that MAC II may add a post course assignment on a task in the MAC arena. However in the FRDC project 2000/308 the MAC III will address the shortfalls in level 3 learning by the development of MAC III which has pre-course exercises, a short course of 2-3 days and subsequent assessments in the participant's "workplace".

## **BENEFITS**

The benefits of this training project may be realised in both the short and longer term. Immediate recognisable benefits are in the comments of MAC representatives and fisheries managers who, on completion of short courses, indicated that the objectives to give a better understanding of fisheries management principles, practices and policy have been met and a successful learning outcome achieved.

Networking of participants to gain a greater national focus remains a significant benefit of the program. In this project the MAC attendees have had a significant number of non-commercial fishery stakeholders and this has been a significant opportunity to influence these MAC representatives. Longer term benefits of the project are also apparent. The courses have contributed to changing industry perceptions and attitudes on issues, policies and other parties in the fisheries management process in a way that will have long term benefits in fisheries management. In particular the course has made a strong contribution to defusing the culture of conflict that often exists between stakeholders and government. It has done this by being between government and industry and talking between parties as independent to all sides.

Co-management demands a greater contribution to the management process by stakeholders than in the past. The second 3 years of project funding has made training available as an integral part of the maturing MAC process as representatives recognise the complexity of the task. This benefits both MACs and managers as the gap between the cultures is bridged. There are signs that there is a continuing need for such benefits in the MAC process.

## **FURTHER DEVELOPMENT**

The Management Advisory Committee (MAC) system has been adopted in most states of Australia. Since 1994, 250 MAC members have been afforded MAC training through the two FRDC 3 year projects (FRDC 94/057 and 97/337). Given an estimated national MAC population of say 900 persons, there still is a significant future MAC training requirement.

A new one year project has been funded by the FRDC (2000/308) to address these training needs, envisaging training 60 MAC representatives in MAC I, MAC II, whole MAC and MAC III training courses. The MAC I, MAC II and FRDC A courses will be available on a commercial basis in 2001.

In the writing of the project report the following points have become evident:

- there is a need to provide specific conflict resolution resources to the MAC process, not only tuition in conflict resolution;
- the need to further develop the implementation of MAC training into the MAC process – via additions to MAC II and workplace assignments in the developing MAC III framework;
- the need to promote joint learning initiatives between stakeholders and professional fishery managers in government via attendance of industry members at longer 10 day management training courses to benefit junior managers in government;
- that training for MAC members is not just about general committee skills, but about awareness of often complex fisheries issues and dealing with the different culture of the MAC co-management process through leadership in policy and strategic fisheries management issues.
- the need to further develop the MAC I and MAC II learning outcomes and then the nationally recognised competencies;
- There is a need to move towards development of a set of professional standards in the training of fisheries managers.

Some of these shortfalls are to be addressed in FRDC project 2000/308. MAC II was added to the courses available and a third level MAC III was identified to enable stakeholders to gain further recognised study. The need for the whole



MAC course was also determined and this idea of a one or two day course to get new dynamics and operations in a specific MAC will be pursued under project 2000/308 in 2000-2001.

Constraints also became evident in the MAC process with frustration and some volunteer fatigue showing in a questioning of the benefits of training. The solution to this involves an examination of the effectiveness of the MAC system and addressing the token nature of consultation and advice from stakeholders. There yet may be several significant twists in the co-management requirements for training in the MAC process.

The major need of the fisheries administration is fisheries familiarisation and training in fisheries management and administration. Industry/user group involvement in training courses has been an essential part of this induction and the FRDC A and FRDC B workshops have progressed industry/stakeholder and government interchanges addressing key issues for the working of the whole co-management system. It is predicted, as the MAC process matures that the requirement for industry and stakeholder representatives to gain more detailed fisheries management skills will increase. It is also desirable to promote industry and administrator discussion in a learning environment. This is included in project 2000-308 and will be promoted in any subsequent grant applications.

This project has progressed MAC training to a new level identifying and addressing shortfalls in the maturing MAC process. A total of 139 MAC representatives accessed training in the 1997-2000 period and through the project, completed an assessed short course MAC I or MAC II program. The shortfalls identified are to be addressed in the new FRDC Project 2000/308 which further develops the learning achieved by participants and its implementation in the MAC arena. There are however signs of increasing need for conflict resolution and a need to re-examine the MAC structure and process in the face of volunteer fatigue and disillusionment with consultation issues in the co-management process. The role of FRDC funded MAC training research will be one of few tools available to government in addressing these issues. The research and development in this project will be increasingly significant for the

achievement of the objectives of the co-management process. This FRDC project has helped clarify the “people development” requirement for the on-going success of Management Advisory Committees in the Co-management process.



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## **Appendix 1**

*Intellectual Property*

## **Appendix 2**

*Staff and Distribution of the Report*

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## **APPENDICES**

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### **Appendix 1: Intellectual Property**

There were no specific developments in the project with implications for intellectual property other than courses developed.

### **Appendix 2: Staff and distribution of the report**

#### **STAFF**

##### **Principal investigator and project officer**

Principal Investigator	1997-98	Dr Colin Buxton
Principal Investigator	1998-00	Marc Wilson
Project Officer	1997-00	Dr Alistair McIlgorm and Marc Wilson

#### **SHORT COURSE LECTURERS**

##### **Industry/Consultants**

Brett McCallum (WAFIC), David Bateman (SAFIC), Brett Shorthouse (Communications Consultant, Townsville), Bob Pennington (SAFIC), Dr Julian Pepperell (Pepperell Research and Consulting Pty Ltd, Sydney), Dr Alistair McIlgorm (Project officer and Dominion Consulting Pty Ltd, Sydney).

##### **Government**

Bill Anderson (AFMA), Darby Ross (Tas. Aquaculture), Nancy Dahl-Tacconi (Environment Australia).

##### **Academic**

Dr Marcus Haward (UTas), Prof. Martin Tsamenyi (U.Wollongong), Mr Rick Snell (UTas).

##### **AMC Staff**

Marc Wilson, Dr Paul McShane, Dr Colin Buxton, Shekar Bose, Steve Eayrs.

## **DISTRIBUTION OF THE REPORT**

### **Fisheries Agencies**

Australian Fisheries Management Authority (AFMA)

New South Wales Department of Fisheries (NSWF)

Tasmanian Sea Fisheries (TSF)

Queensland Fisheries Service (QFS)

Northern Territory Fisheries (NTF)

Western Australian Fisheries (WAF)

South Australian Fisheries (PISA)

### **Fishing Industry Representative bodies**

Queensland Commercial Fisheries Organisation (QCFO)

Western Australian Fishing Industry Council (WAFIC)

South Australian Fishing Industry Council (SAFIC)

Seafood Industry Council (SIC) - South Australia

Victorian Fishing Industry Federation (VFIF)

Northern Territory Fishing Industry Council (NTFIC)

Tasmanian Fishing Industry Council (TFIC)

Australian Seafood Industry Council (ASIC)

Seafood Training Australia (STA)

CSIRO Division of Fisheries (CSIRO).

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## **Appendix 3**

*Illustrative MAC I and II Course Programs NSW  
and Victoria 2000-10-27*

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Australian Maritime College and FRDC present.

**FISHERIES MANAGEMENT “MAC I” PROGRAMME**

7th-8th April, 2000

**VENUE: SYDNEY FISH MARKETS, PYRMONT, SYDNEY.****DAY 1 FRIDAY 7th APRIL CONFERENCE ROOM**

Time	Subject	Lecturer
0900-0910	What is a MAC Course?	Alistair McIlgorm
0910-0930	Review of MAC Arrangements in Different States of Australia	Alistair McIlgorm
0930-1000	<u>Discussion:</u> Participants discussion on MAC arrangements in each state. Responsibilities of an FMC/MAC Member	Marc Wilson & Alistair McIlgorm
1000-1015	Morning Tea	
1015-1045	Role of a Chairman in a MAC	Marc Wilson
1045-1115	Management and Leadership	Alistair McIlgorm
1115-1145	The Processes of Government	Marc Wilson
1145-1200	<u>Discussion:</u> Leadership, Government and the Fishing Industry	
1200-1300	Lunch	
1300-1400	Fisheries Research and Stock Assessment	Marc Wilson
1400-1445	Fishery Rights, Access and Resource Security	Alistair McIlgorm
1445-1500	Afternoon Tea	
1500-1545	Fisheries Economics	Alistair McIlgorm
1545-1630	<u>Discussion:</u> (i) Rights and compensation; (ii) Industry role in determining fisheries research and stock assessment priorities; (iii) Cost recovery and management.	
1830	Course Dinner	

**DAY 2 SATURDAY 8TH APRIL SFM CONFERENCE ROOM**

0830-0945	Risk Assessment in Fisheries Management	Marc Wilson
	<u>Discussion:</u> Risk Assessment in Fisheries Management	
0945-1000	Morning Tea	
1000-1045	Environment and the Fishing Industry	Alistair McIlgorm
	<u>Discussion:</u> Environment, Habitat and the Fishing Industry	
1045-1130	Fishing Technology and the Environment	Marc Wilson
1130-1200	Fisheries Management Plans	Alistair McIlgorm
1200-1300	Lunch	
1300-1345	Conflict Resolution in Fisheries Management	Marc Wilson
1345-1445	<u>Discussion:</u> Communication/Constituency & Leadership within Resource User Groups	Marc Wilson
1445-1500	Role of Training: Discussion, Recommendations and Closing Summary	Alistair McIlgorm
1500	Afternoon Tea	

Course Coordinator: Dr. Alistair McIlgorm





Australian Maritime College and FRDC present

## FISHERIES MANAGEMENT “MAC II” PROGRAM

### 25<sup>th</sup> -27<sup>th</sup> May, 2000.

**VENUE: SEAFOOD INDUSTRY VICTORIA.**

<b>DAY 1 THURSDAY 25<sup>th</sup> May</b>		
<b>Time</b>	<b>Subject</b>	<b>Lecturer</b>
09.00-09.15	Welcome	
09.15 - 09.30	1. Overview of MAC II - Introduction	Dr. Alistair McIlgorm
09.30-10.00	2. Legal Principles for MACs	Dr. Alistair McIlgorm
10.00-10.15	Morning Tea	
10.15-11.00	3. Principles of Administrative Law	Marc Wilson
11.00-12.00	<i>Examples/Team Exercise/Discussion</i>	AM & MW
12.00-13.00	Lunch	
13.00-13.30	4. Policy Development	Marc Wilson
13.30-14.00	5. Managing Information	Dr. Alistair McIlgorm
14.00-14.30	6. Budget Principles	Dr. Alistair McIlgorm
14.30-15.00	<i>Discussion</i>	Marc Wilson
15.00-15.15	Afternoon Tea	
15.15-16.00	7. Costing Principles for MAC Members	Dr. Alistair McIlgorm
16.00-17.00	8. Computers and Data Management	Marc Wilson
<b>DAY 2 FRIDAY 26<sup>th</sup> May</b>		
08.45-09.45	9. Catch and Effect Database Information and Its Use	Marc Wilson
09.45-10.15	<i>Example - Describing Catch and Effort Data</i>	Dr. Alistair McIlgorm
10.15-10.30	Morning Tea	
10.30-11.30	10. Communication and the MAC Member - Written - Spoken	Dr. Alistair McIlgorm
11.30-12.00	11. Publicity and Media Issues	Marc Wilson
12.00-13.00	Lunch	
13.00-13.30	12. Meeting Skills and Protocol	Dr. Alistair McIlgorm
13.30-14.00	<i>Simulated Meeting</i>	AM & MW
14.00-15.00	13. Developing a MAC Position Paper	Marc Wilson
15.00-15.15	Afternoon Tea	
15.15-16.00	14. Teamwork and MAC's	Dr. Alistair McIlgorm
16.00-17.00	<i>Teamwork Exercise</i>	AM & MW

<b>DAY 3</b>	<b>SATURDAY 27<sup>th</sup> May</b>	
08.45-09.45	15. Conflict Resolution	Dr. Alistair McIlgorm
09.45-10.15	16. Conflict of Interest	Marc Wilson
10.15-10.30	Morning Tea	
10.30-11.15	17. Personal Communication	Dr. Alistair McIlgorm
11.15-12.00	18. Strategy and Goal Development	Marc Wilson
12.00-13.00	Lunch	
13.00-13.45	19. Leadership and the MAC Process	Dr. Alistair McIlgorm
13.45-14.45	<i>Exercise - Leadership in MAC Issues</i>	AM & MW
14.45-15.00	Conclusion and Feedback	
15.00	Depart	

*Course Coordinator: Dr. Alistair McIlgorm*

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## **Appendix 4**

*Illustrative FRDC Fisheries Managers A Courses June 2000 and FRDC B Workshop*

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**FRDC A FISHERIES MANAGEMENT WORKSHOP**  
12th - 23rd June, 2000

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# Programme

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## SUNDAY 11<sup>TH</sup> JUNE

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Afternoon/Evening Arrival

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## MONDAY 12<sup>TH</sup> JUNE

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0845 - 0900	Welcome to the AMC	Dr. Paul McShane - Faculty Director
0900 - 0915	Introduction to the Course	Marc Wilson
0915 - 1200	Fisheries Biology for Administrators I - Basic Fisheries Data; Yield	Marc Wilson
1200 - 1300	Lunch	
1300 - 1700	Gear Technology Essentials for Administrators I	Steve Eayrs

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## TUESDAY 13<sup>TH</sup> JUNE

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0900 - 1200	Fisheries Biology for Administrators II - Yield; Population Dynamics	Marc Wilson
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\*\*\*\*\* **SPLIT INTO TWO**

**GROUPS\*\*\*\*\***

1200 - 1230	Lunch	
1230 - 1330	Bus trip to Low Head (Group 1)	AMC Lecture
1330 - 1730	Reviresco ( <i>Aquaculture Policy + visit (Group II)</i> )	Marc Wilson

Return to Beauty Point

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## WEDNESDAY 14<sup>TH</sup> JUNE

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0700	Depart Beauty Point (Group II)	
0700 - 1200	Reviresco ( <i>Aquaculture Policy + visit (Group I)</i> )	Marc Wilson
1200 - 1300	Return to Beauty Point - Lunch	

\*\*\*\*\* **END OF GROUP**

**SPLIT\*\*\*\*\***

1300 - 1700	Enforcement and Compliance I - The role of compliance - Detection of fisheries offences	Bill Anderson, AFMA
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## THURSDAY 15<sup>TH</sup> JUNE

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0830 - 1100	Enforcement and Compliance II ITQs, detection etc?; Interaction with managers and scientists; Discussion on NZ and Australian experiences	Bill Anderson, AFMA
1100 - 1200	Gear Technology Essentials for Administrators II	Steve Eayrs
1200 - 1300	Lunch	
1300 - 1700	Gear Technology essentials for administration II (include Flume Tank session - 2 hours available)	Steve Eayrs

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1830 - **Course Dinner**

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## FRIDAY 16<sup>TH</sup> JUNE

0900 - 1200	Recreational Fishing - Management of Recreational Fishing - Conflict with Commercial Fishing	Dr. Julian Pepperell
1200 - 1300	Lunch	
1300 - 1800	Fisheries Technology - Impact on Management and Environment	Steve Eayrs

## SATURDAY 17<sup>TH</sup> JUNE

Trips to Hobart or other State attractions.

## SUNDAY 18<sup>TH</sup> JUNE

Free Day

## MONDAY 19<sup>TH</sup> JUNE

0900 - 1200	Common Property and Fisheries Economics - Common Property & Social Cost - Rights-based Fishing	Dr. Alistair McIlgorm
1200 - 1300	Lunch	
1300 - 1400	Fishing rights review	Dr. Alistair McIlgorm
1400 - 1700	Politics and fisheries management	Dr Marcus Haward (UTas)

## TUESDAY 20<sup>TH</sup> JUNE

0900 - 1200	Fisheries Economics and Policy	Dr. Alistair McIlgorm
1200 - 1300	Lunch	
1300 - 1600	International Law Treaties and Conventions - UNCLOS III	Prof. Martin Tsameny (Uni. of Wollongong)
1600 - 1800	Native Title & Indigenous Rights - Issues in Resource Management	Prof. Martin Tsameny (Uni. of Wollongong)

## WEDNESDAY 21<sup>ST</sup> JUNE

0900 - 1100	Environment and Fisheries Management	Drs. M. Tsamenyi & A. McIlgorm
1100 - 1200	Managing Marine Resources I	Dr. Alistair McIlgorm
1200 - 1300	Lunch	
1300 - 1500	Managing Marine Resources I	Dr. Alistair McIlgorm
1515 - 1800	Team Work Exercise - <b>Damage Control Simulator</b>	AMC Lecture

## THURSDAY 22<sup>ND</sup> JUNE

0830 - 1200	Fisheries Law, Administrative Law and Managing Marine Resources	Rick Snell (Utas)
1200 - 1300	Lunch	
1300 - 1700	Managing Marine Resources II	Dr Alistair McIlgorm
1700 - 1800	Finalisation of Team Exercises for Seminar Presentation	
1830 -	<b>Course Dinner &amp; Entertainment - Launceston</b>	

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**FRIDAY 23<sup>RD</sup> JUNE**

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0900 – 1200	What the Fishing Industry expects from fisheries management and fisheries managers	Brett McCallum (WAFIC)
1200 – 1300	Lunch	
1300 – 1445	Assessment of Team Exercise Presentations	Dr. Alistair McIlgorm
1445 – 1500	Participant survey and course feedback	Dr Alistair McIlgorm
1500	<b><i>Transfers to Launceston Airport</i></b>	

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**SATURDAY 24<sup>TH</sup> JUNE**

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***Transfers to Launceston Airport***

*Course Coordinator: Dr. Alistair McIlgorm*

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## **Appendix 5**

*Short Course Survey Numerical and Written Comments*

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**MAC Course GBRMPA, 22 - 23 Sept 1997****The material**

The handout material was sufficient  
 The handout material was informative  
 The handout material was well presented  
 The audio visual was sufficient  
 The audio visual was interesting  
 The practical demonstrations and exercise were useful and relevant  
 There were sufficient practical demonstrations to illustrate the concept introduced

**Total****Percentage**

No. of participants: 12      No. of respondents: 6

Poor			Excellent			Index
1	2	3	4	5	6	
			1	4	1	5.00
			1	4	1	5.00
				6		5.00
				3	3	5.50
			1	4	1	5.00
			3	1		4.25
	1	1	1		1	3.75
	1	1	7	22	7	4.79
	2.63	2.63	18.42	57.89	18.42	80%

**The Lecturer**

The lecturers communicated the material effectively  
 The lecturers would answer questions and discuss problems  
 The lecturers were in good command of subjects  
 The lecturer related well to the students

**Total****Percentage**

Disagree			Agree			GPA
1	2	3	4	5	6	
				3	3	5.50
				2	4	5.67
				3	3	5.50
				4	2	5.33
				12	12	5.50
				50	50	92%

**The Course**

I enjoyed the course  
 I learned a lot  
 The time was used effectively  
 The course is relevant to my career  
 The concepts introduced in this course were new to me  
 The material was not hard to understand  
 The course was organised well

**Total****Percentage**

Disagree			Agree			Index
1	2	3	4	5	6	
			1	3	2	5.17
			3	2	1	4.67
			2	4		4.67
1			1	2	2	4.50
1	1	3	1			2.67
				1	5	5.83
				5	1	5.17
2	1	3	8	17	11	4.67
4.762	2.38	7.14	19.05	40.48	26.19	78%

**Comments****Materials**

Principles of stock assessment really required/assumed a level of prior knowledge  
 Some OHP material does not appear in the notes. Dinner was an excellent idea  
 Good. Fine. Acceptable

**Lecturer**

Enthusiastic and interested - good communications, senses of humor appreciated  
 Personable and knowledgeable and related well  
 Well versed in their subject and good presenters

**The Course**

Well structured and "flowed"; adequate time for discussion allowed  
 Very pleased to have participated.  
 Should be mandatory for all MAC members /chairs/fisheries managers.  
 Quite good. Recommend to MAC members in Queensland.



**National Mac Course**  
**Adelaide, 27-28 Oct. 1997.**

No. of Participants: 19 Responses:14

	Lect initial	Session Topic	Lect urer					Conte nt			
			poo r	fair	good	excel lent	GPA	too much	about right	not enou gh	Index
1	am	What is a MAC course	0	5	8	1	2.71	0	13	0	2.00
2	am	Review of states	0	2	10	0	2.83	1	12	1	2.00
3	mw	Responsibilities of a MAC member	0	4	8	2	2.86	0	11	2	2.15
4	am	Management and leadership	0	1	10	3	3.14	0	9	4	2.31
5	mw	Process of government	0	3	11	0	2.79	1	11	0	1.92
6	mw	Fish. research & stock assessment	0	2	11	1	2.93	1	10	2	2.08
7	am	Fisheries property rights	0	2	10	2	3.00	0	10	2	2.17
8	am	Fisheries economics	0	5	9	0	2.64	2	8	1	1.91
9	mw	Risk assessment	0	1	9	3	3.15	2	10	0	1.83
10	am	Environmental issues	0	6	5	3	2.79	2	8	3	2.08
11	mw	Fishing Technology & environment	0	7	5	2	2.64	1	5	7	2.46
12	am	Conflict and fisheries Management	0	0	6	7	3.54	0	11	1	2.08
13	am	Role of chairman in a MAC	0	3	10	1	2.86	0	11	2	2.15
14	am	Fisheries management plans	2	1	9	1	2.69	1	10	1	2.00
15	am	Communication & fishing industry		1	5	1	3.00	0	5	3	2.38
%in each rating Course lecturer average			1%	22%	64%	14%	2.91	6%	78%	16%	2.10

**Lecturers**
**AM Allistair McIlgorm, MW - Marc Wilson**
**Written Comments****Session**

- 1 Good start, just a bit late
- 2 Would like more details on MACs
- 3 This is an area of interest
- 4 This is the main part of the meeting as far as I am concerned. Would like more discussion on possibility of conflict between need to communicate with constituents and confidentiality requirement
- 5 Makes one wonder about the effectiveness of MACs in the political arena.
- 6 Have been through this stuff many times. Theory OK, but very difficult in practice and as a basis for good decision making.
- 7 Plenty of questions-not many answers. An introduction only to a presently difficult and perhaps emergency area of debate. There is definite need for work in this area. Need to examine implications of further developments in expanding property rights to all sectors of the fishery.
- 8 This is the main part of the meeting as far as I am concerned. Too much theory, no conclusion
- 9 Problems too well known, practical solutions were not addressed. Too many unanswered questions.  
How can we make scientific research more relative ? Excellent level of participation/discussion. session due to finish at 10 .00 am, still underway at 11.00 am. Proves that the precautionary way is the way that the job gets done.
- 10 The availability of hard material needs to be listed, so further research would prove valuable very useful-proactive awareness. Important information.
- 11 Excellent introductory coverage of increasingly important factors "wake up" call for MAC members  
Probably the second most important part of the two day exercise.
- 12 I liked the concept
- 13 Good discussion about the system in general.
- 14 This is an area that is most important to the successful working of the MAC and in turn a fishery that is represented by MACs. Good interaction and information dissemination.
- 15 Generally I found the course very rewarding and believe that South Australia is right up front. The course helped me justify the money that I personally spend on attending FMC meeting. Thank you. Well done.

**National Mac Course.**  
**AMC, TAS. 20-21 Feb 98.**

No. of participants: 19

No. of respondents: 19

Lect initial	Session Topic	Lecturer					Content			
		poor	fair	good	excellent	GPA	too much	about right	not enough	Index
1am	What is a MAC course	0	0	10	7	3.41	0	16	0	2.00
2am	Review of states	0	0	12	6	3.33	0	10	5	2.33
3mw	Responsibilities of a MAC member	0	0	9	9	3.50	0	16	0	2.00
4am	Management and leadership	0	0	14	5	3.26	0	16	1	2.06
5mw	Process of government	0	1	11	7	3.32	0	15	2	2.12
6mw	Fish. research & stock assessment	0	1	11	6	3.28	0	14	3	2.18
7am	Fisheries property rights	0	1	11	6	3.28	0	13	3	2.19
8am	Fisheries economics	0	0	9	11	3.55	0	11	5	2.31
9mw	Risk assessment	0	0	17	0	3.00	1	14	2	2.06
10am	Environmental issues	0	0	9	8	3.47	1	14	2	2.06
11se	Fishing Technology and environment	0	2	9	8	3.32	3	8	5	2.13
12se	Env. Friendly gear and bycatch man	0	1	9	6	3.31	2	9	4	2.13
13am	Fisheries management plans	0	0	12	7	3.37	0	15	2	2.12
14dr	The role of chairman in a MAC	0	0	12	4	3.25	0	16	1	2.06
15am/mw	Conflict resolution in Fisheries management	0	0	11	3	3.21	0	10	3	2.23
16mw	Communication and fishing industry	0	0	6	3	3.33	0	9	0	2.00
%in each rating		0%	2%	63%	35%		3%	81%	16%	
Course lecturer average					83%	3.32			53%	2.12

**Lecturers:**
**AM Allistair McIlgorm**  
**MW Marc Wilson**
**SE Steve Eayrs**  
**DR Darby Ross**
**Written Comments**

## Session

- Need to share with fishermen  
Could be provided as pre-course reading- short time for a comment
- Wasn't quite up to date with what was happening in some states - very generalised  
It is interesting to know how others fair  
The MAC's throughout the states seems to be moving along okay  
Good discussion - appears some states lagging behind others in MAC/Industry process
- MAC members need to have the co-operation of their fellow fishers  
More emphasis on the need for certain amount of confidentiality of what is discussed and is forthcoming  
Understand what a successful MAC should be achieving
- Unless they born leaders, MAC members need time to adapt  
Needs more encouragement for grass-root fishermen to get involved in input before MAC's make decision  
Covers the basics well
- Too much passing the buck. Too slow implementing change  
Good outline of the process  
Great overheads and well presented  
Need to understand in highly legislated and regulated industry
- Interaction between FAG and MAC - need more  
More time to explain that the basic research starts with the individual fishers, day-to-day  
Could we define the lines of communication between managers , industry and researchers better ?
- Resource access should be paid for , but to a realistic figure.  
More explanation on the implications of Native Title on property rights and resource access
- Most important subject to industry  
pity we did not have the time to get into nitty-gritty. Need for industry to be able to present the economics arguments  
Very encouraging-promoted robust discussion - could possibly have used more time.  
The economics are black and white ; you either handle it or get out of the industry
- Shows the real need for industry to get up with risk assessment.

The risk is always there in fishing (most fisheries) some fishers enjoy the challenge some don't, some opt out.

- 10 Is relevant, may not be of primary importance when discussing role of MAC's and MAC structure  
Important subject, we have to be very aware of farming and industrial run -off
- 11 A very good insight into advancement of protecting the environment.  
Very entertaining for specific prawn fishers-possible improvement by segregating different sectors. Good for "non" fishers
- 12 Very single issue focus-interesting but only looked at prawn nets-it needs to be better oriented to the big picture - I think this may not have been done and it relates to the by-catch  
Tackling the problems that can impact negatively on the industry.  
There needs to be more trials on commercial boats.
- 13 It may pay to hold this session earlier in the course, as review and formation of management plans may become a core function of MAC's
- 14 The idea of an independent chairman seems the only way to go, and for the secretary to keep in touch regularly with members.
- 15 There has always been conflict between fisheries and fishers, hopefully things will improve.  
Stimulated interesting discussions.
- 16 We are all learning and it may take time.

#### **Course Content Overall Response**

- 1 Good coverage of all main areas of relevance for MAC's. Helped crystallise many of the processes that we participate in but are not conscious of.
- 2 Given the time constraints, quite comprehensive on issues relevant to MAC's
- 3 Very interesting and very informative course
- 4 Following course -workshop, participant's presentations.
- 5 A second stage of more intensity on subject conducted on Saturday could be beneficial

#### **Lecturer Overall Response**

- 1 The lectures are very informative and will take back and distribute the information that I learned
- 2 Very professional while being able to make participants comfortable. Great notes to take from the course - thanks
- 3 Good mix and match presentations, main points short, relevant and hit the spot.
- 4 Excellent presenter and easy to listen to

FRDC B WORKSHOP											
AMC TAS. 16-18Apr 1998											
				No. of participants: 10				No. of respondents:10			
				Lecturer						Content	
	Lectur e	Session Topic	poor	fair	good	excellent	GPA	too	about	not	Index
	initial							much	right	enough	
1	am	Introduction to workshop	0	4	5	1	2.70	1	6	1	2.00
2	am	Principles of communication	0	0	7	2	3.22	1	8	0	1.89
3	mw	Communication in fisheries management	0	4	4	2	2.80	0	7	1	2.13
4	bs	Use of media/tech for communicating	0	4	4	2	2.80	0	7	1	2.13
5	mw	Conflicts in fisheries	0	3	4	1	2.75	0	7	0	2.00
6	mw	Alternative methods of dispute resolution	0	1	7	1	3.00	1	7	0	1.88
7	bs	Dispute Resolution: GBRMPA case study	0	1	7	2	3.10	0	8	1	2.11
8	am	Principles of conflict resolution: - negotiation	0	1	6	2	3.11	0	7	1	2.13
9	am	Communication for team building	0	1	5	2	3.13	0	8	0	2.00
10	am	Team/group role play	0	1	7	0	2.88	0	9	0	2.00
11	am	Communication in developing leadership	0	1	6	1	3.00	0	6	1	2.14
		%in each rating	0%	21%	63%	16%		3%	90%	7%	
		Course lecturer average				74%	2.95			51%	2.04
Lecturers:											
	AM	Alistair McIlgorm	MW	Marc Wilson							
	BS	Brett Shorthouse									
Written Comments											

## Session

- 1 Presentation limited with setting in activities. Bit adhoc, not enough detail.  
Made me feel I was amongst friends.
- 2 Need some examples from other industries, which may assist in finding a more effective mechanism for communicating with the more isolated groups of industry. This could be developed as a student project at AMC.  
Good summary of a broad topic. Coverage of topic appeared adequate.  
Interesting could have included something on group dynamics, cut down backgrounds.
- 3 Lost some direction at first, but a good session. Need to discuss further- not enough time.  
By drawing on current practice to illustrate principles was a good idea.  
Preparation needs a bit of attention. Suggest Marc is a bit more careful about being positive. The laid back, "been there, done that" approach can seem a bit cynical.
- 4 Interesting discussion on cost saving with videos. Just send me some orders for videos.  
Excellent examples. Some permanent figs on costing would be useful. Crisp, interesting.
- 5 No oral presentation. Useful theory, a bit ad hoc.
- 6 Useful theory. Need a hand out. Big topic, not enough time. A little more time explaining some things could help.  
Clear presentations of alternative methods of dispute resolution; OHs could be improved- contained a few errors.
- 7 Very good introduction. Very interesting and frank presentation.  
The fishermen/bureaucrat role-play was very effective and well carried out.  
Again, a useful case study for review (and lesson to be borne in mind)  
Very good coverage although overall presentation went on for too long.
- 8 Good presentation - interesting. Useful theory.  
Not enough time; big topic.  
This has helped me, as this is a very important issue at present in NSW.
- 9 Best session work shop
- 10 Worked well. A useful group activity in a light hearted manner.  
This format could have beneficially be used earlier, in communications section.
- 11 I felt that this segment could have been expanded somewhat.

OK, could have been a bit better if extended.

Well done, raised my interest in leadership development.

### **Course content overall response**

#### **Comments**

- 1 I found the subject matter to be very beneficial to my overall understanding of the MAC process. The handouts will be used extensively as a future reference.
- 2 A good balance of talks from lecturers and participants. The course was able to cover a wide range of aspects in a limited time available.
- 3 Presentation needs to be shorter with impact.
- 4 Possibly too many case studies, could have included more industrial psychology, reference to literature, case studies often didn't do much for looking at communication process and learning.
- 5 Excellent, I will go home very much wiser in the MAC process as well as the knowledge of the importance of good communication.

### **Lecturer overall response**

#### **Comments**

- 1 Extensive knowledge from a wide variety of backgrounds extended to me most effectively. Opened up my understanding of the 'philosophical' and 'ideological' values of the ultimate MAC.
- 2 Alistair and Marc know their subject very well and have a good understanding of fisheries and the sector involved. They managed the time and the program well and gave good talks. They facilitated discussion by the group well.
- 3 The contents could be reduce by 10 % .
- 4 Preparation was a bit rough in the first two days presentation, third day was much better.
- 5 All showed they are really devoted to this cause and not there for a free ride. A lot of work and study done and it showed.

### **General comments - Suggestion for improvement**

- 1 It is difficult to achieve, but a wider variety of states would have helped. The balance of sectors was good.
- 2 Good group dynamics. Having a MAC chair attending was an excellent idea.
- 3 In terms of usefulness, in a range of 1 - 10, score 9.
- 4 More fishing industry representation would be useful.
- 5 Firmer direction in terms of paper and presentation might be helpful.
- 6 Good range of topics; related; but perhaps could have been better directions to participants about what issue(s) they should address - while, at the same time, learning the choice of specific case studies, examples, to the participants.
- 7 Workshop was far too much dominated by Qld. Experience. Must get balanced, and industry based attendance in the future. Timing wasn't clever - lot of people weren't prepared to attend during school holidays. Needs more industry participation.
- 8 I hope I get to participate again, it would be something to really look forward to.

**National MAC Course.**  
**AMC, TAS. 20-23 May 98.**

No. of participants: 12

No. of respondents: 12

	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excellent	GPA	too much	about right	not enough	Index
1	am	What is a MAC course	0	1	8	3	3.17	1	9	1	2.00
2	am	Review of states	0	0	10	2	3.17	0	12	0	2.00
3	mw	Responsibilities of a MAC member	0	1	8	0	2.89	0	12	0	2.00
4	am	Management and leadership	0	1	6	4	3.27	1	8	1	2.00
5	mw	Process of government	0	3	6	3	3.00	2	9	0	1.82
6	db	Leadership in the fishing industry	0	3	3	5	3.18	0	8	3	2.27
7	mw	Fish. research & stock assessment	0	0	6	5	3.45	1	9	1	2.00
8	am	Fisheries property rights	0	1	4	4	3.33	0	9	2	2.18
9	am	Fisheries economics	0	4	3	4	3.00	3	6	1	1.80
10	mw	Risk assessment	0	2	7	3	3.08	1	10	1	2.00
11	am	Env. Instruments & Fishing Industry	0	2	2	8	3.50	1	10	1	2.00
12	se	Fishing Technology & environment	0	2	4	4	3.20	2	7	1	1.90
13	am	Fisheries management plans	0	0	9	3	3.25	0	7	5	2.42
14	db	The role of Chairman in a MAC	0	0	4	7	3.64	0	9	1	2.10
15	am/mw	Conflict resolution in Fisheries management	0	0	6	6	3.50	1	8	3	2.17
16	mw	Communication & fishing industry	0	0	3	2	3.40	0	5	0	2.00
<b>%in each rating</b>			<b>0%</b>	<b>12%</b>	<b>52%</b>	<b>37%</b>		<b>8%</b>	<b>80%</b>	<b>12%</b>	
<b>Course lecturer average</b>						<b>81%</b>	<b>3.25</b>			<b>51%</b>	<b>2.04</b>

**Lecturers:**
**AM Allistair McIlgorm**  
**MW Marc Wilson**
**SE Steve Eayrs**  
**DB David Bateman**
**Written Comments**
**Session**

- 1 No comments
- 2 Good overview
- 3 Very clear, FAG members have a distance to go
- 4 Very important subject
- 5 Need more on how to deal with government and get the results that you want/need
- 6 Would have been good to hear more "real -life" examples from a MAC that appears to be working  
Very important practical overview
- 7 Simple terminology is the best approach to getting the message across  
Very good explanation of concepts- good "food for thought" for a novice  
very subjective subject but well done.
- 8 Plenty of questions provided but no answers ( is there one ?)
- 9 Very thought provoking, put this in the morning session not afternoon?
- 10 We run out of time but overall concept good and well explained
- 11 Good session, An increasing problem for the future.  
The discussion of issues in various areas/fisheries was very worthwhile  
In the light of the future relevance and degree of issues confronting fisheries, this item is essential.  
The ability of MAC members to convey information to industry is critical.
- 12 By-catch reduction through technology is increasingly important.  
Consultation with industry in finding solutions is paramount.  
Very interesting to all members, could have been more varied instead of trawling.
- 13 Everyone was very interested in this.  
Could you give more comparison of good ones that work and ones that don't.
- 14 Excellent presentation, very useful-especially being proactive in planning for perceived problems
- 15 An important area-good exercise. More time on this section would be more beneficial  
Not enough emphasis on tools to overcome conflict. Notes had some good starting points  
but not referred to at all.
- 16 No comments

**FRDC - A Fisheries Management  
AMC - TAS. 15-26 June 98**

No. of Participant: 21

No. of Respondents: 18

	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excel lent	GPA	too much	about right	not enough	Index
1	mw	Fisheries Biology for Admin I	0	1	13	4	3.17	1	16	1	2.00
2	mt	International Law UNCLOS III	0	2	11	4	3.12	4	14	0	1.78
3	mt	Native title and Indigenous Prop. Rights	0	3	0	13	3.63	1	6	10	2.53
4	mt	UNCLOS III and marine resource	0	2	11	2	3.00	3	11	0	1.79
5	se	Gear Tech. Essentials for Admin I	0	0	8	10	3.56	0	18	0	2.00
6	mw	Fish Biology for Admin II	0	4	11	2	2.88	2	14	1	1.94
7	se	Gear Tech. Essentials for Admin II	0	0	7	10	3.59	0	17	0	2.00
8	mw	Simulation Computer model	5	7	6	0	2.06	4	5	7	2.19
9	mw	Fisheries Ecology for Admin	1	1	16	0	2.83	2	15	0	1.88
10	se	Fish.Tech.Impact on Env & Management	0	1	10	5	3.25	1	13	1	2.00
11	mw	Aquaculture Policy	0	1	17	0	2.94	1	17	0	1.94
12	mh	Politics and fisheries	0	4	8	5	3.06	0	12	5	2.29
13	am	Common Prop.&Fisheries Economic	0	0	13	5	3.28	1	17	0	1.94
14	mw	The Fishing Industry	0	5	11	1	2.76	0	14	3	2.18
15	am	Economics and Policy	0	1	14	2	3.06	1	16	0	1.94
16	am	Team Activity, Group Selection & org	0	1	10	2	3.08	0	10	2	2.17
17	db	Fishing Ind expect From Fish.Management	2	5	8	3	2.67	0	12	0	2.00
18	am	Managing Marine resources I	0	0	16	1	3.06	1	15	1	2.00
19	am	Environment & Fisheries Management	0	1	16	0	2.94	0	16	0	2.00
20	ba	Enforcement & Compliance I	0	0	11	6	3.35	0	17	0	2.00
21	ba	Enforcement & Compliance II	0	0	8	9	3.53	0	17	0	2.00
22	jp	Recreational Fishing	0	2	12	3	3.06	1	16	0	1.94
23	am	Managing Marine resources II	0	1	14	3	3.11	1	16	1	2.00
24	am	Assessment of team exc. Present	0	1	5	4	3.30	0	10	0	2.00
%in each rating			2%	11%	64%	23%		6%	86%	8%	
Course lecturer average						77%	3.09				2.02

**Lecturers:**
**AM Allistair McIlgorm**  
**MW Marc Wilson**
**JP Julian Pepperrell**    **MH Marcus Howard**  
**MT Martin**                      **DB David Bateman**  
**Tsamenyi**  
**BA Bill Anderson**
**SE Steve Eayrs****Session**    Written Comments

- Presented at the right technical laymen standard that I could understand  
Very good basic information for those who haven't had any experience with fish biology, but also a good refresher for those who have but are a bit rusty.  
A little technical - I have had very little fisheries biology and population dynamic background  
Would have been good to have had a warm -up exercise (ice-breaker) since this was the start of the course. Good otherwise. A Glossary of items would be useful.
- Quite general, but nevertheless gave me a very useful broad understanding of the international context,  
e.g. the role of the political matters.  
Good introduction-asking people to say who they are and where they from. Good use of different mediums - video, overheads etc.  
Well presented subject matter. Good use of actual case histories and precedents  
Law of the sea discussion was too long. Could have looked at other legislation affecting fisheries.
- Bit short and general. Would have been good to have more time to discuss what different states are doing.  
Informative, promoted good discussion but session too short (45 min on Tuesday)  
More examples relevant to Australia. Good use of Native title examples in other countries.

- 4 Highlighted potential problems and outlined major current areas of concern.  
A good paced presentation, good use of Overheads  
Very good in terms of relating UNCLOS to resources and problems faced by fisheries on global scale
- 5 Presentation of material was good, however not mention of other gear use of significant Australia fisheries such as lobster, scallops  
Easy to understand, good video and other aids. Good teaching aids which assisted in understanding the gear. Great, however, focused a little too much on trawling. What about other gear? Pots, traps?
- 6 Bit more structure so we know what we are expected to cover  
Basic understanding of these principles is a prerequisite for all managers  
Again some more terminology not fully explained
- 7 Good use of overheads and videos as an alternative medium. Talk pitched at a good level.  
Great having practical examples (hands-on) otterboard, mesh, etc.  
Found this lecture informative and very interesting. Good materials-maintains audience interest
- 8 Assumed a level of knowledge that I did not have  
Working with computer is inherently difficult. Stochastic models I understand black box and big formula I don't. Drop it out of the syllabus.  
Possibly use one large screen (e.g.. Light one) and take class through it collectively  
Would be better if we went through fewer models more thoroughly
- 9 ESD Precautionary Principle really important-could do with a whole session on this alone.  
Good brief overview of Ecology without going into too much depth. Should have been more on Precautionary Principle and Risk Assessment.  
Too fast for non-science background.
- 10 Great video use to further demonstrate technology  
Flume tank is excellent. Good presentation style and interesting videos etc.
- 11 Could have more discussion on the pros and cons of aquaculture planning.  
Good introduction to aquaculture issues.  
Dry subject-could have been shorter. Brain-strain is maximised, Absorption is minimised.  
Good overview of most key current issues is aquaculture
- 12 One of the most relevant sections for fisheries managers  
Need to be less academic and more relevant.  
Good presentation at a difficult time in the course, i.e. Friday afternoon POETS day.
- 13 A lot of quite technical stuff covered quickly - so difficult for people without economic background  
Good logic, well thought out, provoked thought about fisheries management  
Very interesting, informative on history of fisheries and development of industry and associated economics
- 14 Best lecture Marc gave  
Didn't think this session was necessary  
An interesting session-we need to do more in fisheries management, but the question is how ?  
Very general , stereo-typed, etc. Overheads with lots of text are boring. Focussed only on artisan fishers, times are changing.  
Too many generalisations. We need tools not general statements.
- 15 A lot of quite technical stuff covered quickly- so difficult for people without economics background  
An extremely interesting and well presented session. Certainly a session that was thought provoking  
Getting fairly technical, but still important
- 16 Poor definition of task, but it's a new exercise - seemed an ad hoc bash  
Good idea to have workshop type activity. A bit chaotic but an interesting experiment  
Good idea to encourage different views of problems  
Easy to understand. Maybe could have just allocated people to groups first off
- 17 Could have had more discussion about what managers need from the fishery industry and the best ways to get this information , i.e. tools to bridge the gap.  
Interesting to see industry/MAC members of MAC process and fisheries management procedures  
Not close enough to grass roots industry - a quasy manager. Too much about Tuna. What about someone representing a broad cross sections of fishers, e.g. TFIC and a working fishery.  
Would have been good to have an actively involved fishing industry person to speak.
- 18 Few information that is useful to management of fisheries problem  
A good introduction to management and methodologies  
Need to focus on 'marine' issue rather than 'management'
- 19 Provided a basic knowledge of management on global scale with all the different Treaties/Conventions - very useful.  
Good overview and discussion of ESD and the problems of different perception and expectations of concepts  
Good theory - excellent discussion about marine parks
- 20 Good forceful presentation. Very good, well presented



Good introduction to compliance and the problems faced by compliance services  
Good overview of one of the key issues confronting managers - without good compliance  
good management is irrelevant.

- 21 Not enough in enforcement, i.e. Penalties prosecutions, etc.  
Very good information regarding international problems, increased my understanding enormously  
Foreign fishing section was very worthwhile  
Enjoyed this session - a practical lecturer with long and relevant experience. Video good
- 22 Good basic outline of management issues and approaches. Enjoyed the workshop session.  
Recreational fishing important, good blend but nothing on conflict resolution. Hand out please  
Nice to do some case studies. More opportunities for questions/ discussion in first half  
would have been good.
- 23 Could have been expanded  
Interesting information regarding rent and detail on management plan  
Lost me in the economic models again. Too theoretical - what about 'real life' !
- 24 Worthwhile exercise, impossible to assess.  
A very valuable session to discuss views, but an important learning curve for presentations  
Good forum to utilised skills learnt

### Course content overall response

#### Comments

- 1 Practical aspects, e.g. Gear and flume tack were best - could have been more especially on board trawler. Courses could have been more selective, omitting some of the more fuzzy ones (like management skills) and covering remaining topics in more detail.
- 2 I thought there was too much theory. The course could have been broken up with more workshops
- 3 Need more interactive materials. Could be computer based, discussion based formal sharing of experienced by course participants, e.g. native rights in each state, boat based, lab based. Lecture material was good and pitched at the right level-just hard to keep soaking it up after the first week.
- 4 Having free time at night at Beauty Point is a waste – night-time exercise would have been of value. Pre-course reading and all the notes before lectures would help. More case studies to work on.
- 5 Hard to get the right balance- some stuff felt very general and superficial, probably more case studies may have helped and more discussion about what happens in each state/country would have been great. Sorry to have missed out on trawler. Overall I thought it was pretty good.

### Lecturer overall response

#### Comments

- 1 Lecturer was good and presented well. Could have used more video and slides, It might be an idea in the future to use the expertise in the room and ask each participants in the course to do a short presentation in their fishery. IF advance warning is given so participants can prepare before arriving at the course, this could work well.
- 2 Worth having a mix of presenters and having an industry member adds depth. Less chalk and talk and more interactive could be better - workshops, etc. A field trip could help break the monotony of lecturers. Eg. boat trip, fish direction, visit and aquaculture site. Great to have industry represented amongst participants. Could Neil present the section on "What industry expects from fisheries managers" in the next course ?
- 3 On the whole - good presenters, very knowledgeable in their field. I enjoyed the practically based session more than the theory sessions, but these are important too - important to alternate which session comes when.

**National MAC Course  
Townsville, 5th - 6th Oct 1998**

No. of Participants : 19

No. of respondents: 15

	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excel lent	GPA	too much	about right	not enough	Index
1	am	What is a MAC course	0	0	10	3	3.23	0	12	0	2.00
2	am	Review of states	0	0	13	0	3.00	0	12	2	2.14
3	mw	MAC's in Queensland	0	1	7	4	3.25	0	9	3	2.25
4	dm	Responsibility of MAC Chairman	0	0	13	0	3.00	0	11	2	2.15
5	am	Management and leadership	0	0	9	4	3.31	0	10	2	2.17
6	mw	Process of government	1	1	8	3	3.00	1	12	0	1.92
7	mw	Fish. research & stock assessment	0	1	6	6	3.38	1	9	4	2.21
8	am	Fisheries Access rights	0	1	8	1	3.00	0	9	2	2.18
9	am	Fisheries economics	0	1	7	3	3.18	1	10	1	2.00
10	mw	Risk assessment	0	0	8	3	3.27	2	7	3	2.08
11	am	Environment & Fishing Industry	0	0	8	3	3.27	0	5	7	2.58
12	mw	Fishing Technology and environment	0	0	7	3	3.30	0	10	2	2.17
13	am	Fisheries management plans	0	1	7	1	3.00	0	10	1	2.09
14	am/mw	Industry Awareness	0	0	5	1	3.17	0	5	1	2.17
15	am/mw	Conflict resolution in Fisheries management	0	0	7	3	3.30	0	8	3	2.27
16	mw	Role of training	0	0	4	3	3.43	0	5	1	2.17
<b>%in each rating Course lecturer average</b>			<b>1%</b>	<b>3%</b>	<b>73%</b>	<b>23%</b> <b>80%</b>	<b>3.19</b>	<b>3%</b>	<b>79%</b>	<b>19%</b> <b>54%</b>	<b>2.16</b>

**Lecturers :**
**AM Allistair McIlgorm**  
**MW Marc Wilson**
**DM David Mitchell****Comments**

- 1 Enlightening information. Explained very well. Need a little more where your lecturing fits into the course-structure and how it is relevant to MAC / ZAC membership
- 2 More evaluation of other states success and failures. Fair indication of how things operate in other states. Little emphasis/comparison of management practices-who is doing the right job.
- 3 Would have liked a bit more information about Act. Not well explained.  
Excellent -broad coverage of existing legislation.
- 4 Chairman's background questionable with relevance to fisheries knowledge and background,  
Would be useful if our comments went back to QFMA and state government  
Demonstrated our current system is probably flawed
- 5 Management obviously not taking MAC/ZAC recommendation seriously . Same issues resurfacing  
The linkage between topic and Queensland's processes was unclear. Who should be leading  
Chairman, QFMA, State Government, Minister?  
Some good points, This is huge subject.  
More coordination between resource managers and advisers
- 6 Hopefully most of us know this stuff. More use could be made from examine how best to  
"manipulate" this process. A more positive coverage required
- 7 Confirmed my suspicions about relying too heavily on stock assessment. Interesting stuff.  
Disagreed with several points, too much down play of stock assessment and biology  
Subject is interesting, but I don't think many of the participants fully understood the issues.  
If fisheries were privy to this lecture the log book project would have been excellent.
- 8 Case studies of solutions/failures from elsewhere would be interesting. Generally a thought-provoking session.  
Only discussed commercial - what about indigenous, recreational, etc.

- Positive facts required with legal problems challenged. Could talk on this all day
- 9 Reinforced that flawed economics overwhelms sound ecological management all too often but the solution is far from clear.
- Excellent - more of it please. Very well explained. Positive education needed for all users
- 10 ESD is over reacted in reality - more specifically with regard to downstream effect of coastal management
- Risk investment not accepted by professionals. Well explained.
- 11 Very well explained - went to great pains to get the message across
- Most important subject to ZAC members
- 12 On going issue. Probably not enough emphasis on habitat issues for some fishers
- 13 Well explained. Summary of reasons behind plans shows Queensland plan deficient in theory
- 14 No Comments
- 15 Very interesting
- 16 No Comments

#### **Course Content Overall Response**

##### Comments

- 1 Lectures knowledge of international fishery related issues is amazingly diverse and to encompass many different sides of story ! Reality is told ! intense agenda but necessary
- 2 Needs to focus a bit more on not just talking about local issues but also how to go about solving them in ZAC/MAC process. Would have liked roles of MAC/ZAC outlined more specifically
- 3 MAC process an overview on how people can change the process if they're not happy with it would have been useful.
- 4 The course should be a prerequisite for future MAC members.
- 5 Having been in the industry for many years and fished the gulf and East Coast in all faced of the industry, I had the feeling I was fairly conversant with industry law. I can only say that The MAC and ZA course in Townsville was certainly beneficial for me. Very good layout.

#### **Lecturer Overall Response**

##### Comments

- 1 Kept the issues interesting and were easy to listen to.
- 2 Both lecturers are good motivators and speakers
- 3 Happy with lecturers' performance.
- 4 Very good, easy to understand.

**National MAC Course**  
**Brisbane, 8th - 9th Oct 1998**

No. of participants: 10

No. of respondents :7

	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excel lent	GPA	too much	about right	not enough	Index
1	am	What is a MAC course	0	1	3	3	3.29	0	6	0	2.00
2	am	Review of states	0	0	3	3	3.50	0	5	0	2.00
3	mw	MAC's in Queensland	0	0	4	2	3.33	0	5	0	2.00
4	dm	Responsibility of MAC Chairman	0	0	3	3	3.50	0	4	1	2.20
5	am	Management and leadership	0	0	4	2	3.33	0	6	0	2.00
6	mw	Process of government	0	0	3	3	3.50	0	5	1	2.17
7	mw	Fish. research & stock assessment	0	0	3	3	3.50	1	3	1	2.00
8	am	Fisheries Access rights	0	0	5	1	3.17	0	5	1	2.17
9	am	Fisheries economics	0	0	4	2	3.33	1	2	2	2.20
10	mw	Risk assessment	0	0	2	4	3.67	0	4	1	2.20
11	am	Environment & Fishing Industry	0	0	2	4	3.67	0	5	0	2.00
12	mw	Fishing Technology and environment	0	0	3	3	3.50	0	5	0	2.00
13	am	Fisheries management plans	0	0	3	3	3.50	0	5	0	2.00
14	am/m w	Industry Awareness	0	0	4	3	3.43	0	4	0	2.00
15	am/m w	Conflict resolution in Fisheries management	0	0	3	3	3.50	0	5	0	2.00
16	mw	Role of training	0	0	3	3	3.50	0	3	0	2.00
%in each rating Course lecturer average			0%	1%	53%	46% 86%	3.45	2%	89%	9% 51%	2.06

**Lecturers :**
**AM Allistair McIlgorm**  
**MW Marc Wilson**
**DM**  
**David Mitchell**
**Comments**

- No Comments for subjects 1 to 6
- 7 Simpler English needed, A bit complicated to understand quickly
- 8 Need comments on indigenous fisheries situation
- 9 Would like to see real models in work. Too complex
- 10 Work exercise would give participants greater involvement and practice.
- No Comments for subjects 11 to 16

**Course Content Overall Response****Comments**

- 1 Perhaps too many aspects of individual subjects. Generally very informative and enjoyable
- 2 Informative and to the point
- 3 Very good and should be compulsory for every person on MAC's and ZAC's
- 4 Interesting, useful and appropriate
- 5 Well done and interesting

**Lecturer Overall Response**

- 1 Presentations very good, clear and precise - well done
- 2 Very good
- 3 Well done guys!

**National Mac Course.**  
**Adelaide, SA. 21-22 Feb 99.**

No. of participants: 11 No. of respondents: 11

Lect initial	Session Topic	Lecturer					Content			
		poor	fair	good	excellent	GPA	too much	about right	not enough	Index
1 am	What is a MAC course	0	0	5	4	3.44	0	9	0	2.00
2 am	Review of states	0	2	4	2	3.00	0	6	2	2.25
3 mw/am	Responsibilities of a MAC member	0	0	7	3	3.30	0	9	1	2.10
4 mw	The role of chairman in a MAC	0	0	6	4	3.40	0	10	0	2.00
5 am	Management and leadership	0	1	6	2	3.11	0	9	0	2.00
6 mw	Process of government	0	2	6	2	3.00	0	9	1	2.10
7 mw	Fish. research & stock assessment	0	1	8	1	3.00	0	9	1	2.10
8 am	Fisheries property rights	0	1	8	0	2.89	0	9	0	2.00
9 am	Fisheries economics	0	2	7	1	2.90	2	8	0	1.80
10 mw	Risk assessment	0	1	6	4	3.27	0	9	1	2.10
11 am	Environmental issues	0	0	3	6	3.67	0	9	0	2.00
12 mw	Fishing Technology and environment	0	0	7	3	3.30	0	10	0	2.00
13 am	Fisheries management plans	0	1	7	2	3.10	0	10	0	2.00
14 am/mw	Conflict resolution in Fisheries management	0	1	6	3	3.20	0	10	0	2.00
15 am/mw	Communication and fishing industry	0	1	5	1	3.00	0	7	0	2.00
16 mw	Role of training	0	0	6	3	3.33	0	9	0	2.00
% in each rating Course lecturer average		0%	9%	64%	27%	3.18	1%	95%	4%	2.03

**Lecturers:****AM Allistair McIlgorm****MW Marc Wilson****Written Comments**

## Session

- 1 No Comments. 2. Maybe more examples or case histories of well managed MAC.
- 3 No Comments
- 4 Irrelevant as our chair is a political appointment and no commitment of ours results in change
- 5 No Comments. 6. Helpful in the total process. Need more on how politics of fish work.
- 7 Very informative. More on variability of accuracy or precision (important in interpreting reports) per review vs reality
- 8 No Comments. 9. Fewer figures, e.q. Use handout and work through it. More on benefits of understanding.
- 10 Complex point but presented well.
- 11 Highlight, different perception of the same issue
- 12 Thought provoking. 13. Value in the points discussed
- 14 Relevant issues discussed. 15. More on how to deal with media and media process.
- 16 No Comments

**Course Content Overall Responses****Comments**

- 1 Subjects discussed provided an informative 2 days. The topics certainly will be helpful in assisting my contribution to our MAC's  
The course covered a lot of subject in a great detail.
- 2 For the time available on the course-  
gave a good overview of MAC arrangements, good insight into issues required to be dealt with by MAC's not too detailed.  
But detailed enough for a new comer to management of fisheries.  
On a longer course would obviously be more time for discussion group work/examples.
- 3 A lot to take in, but the relevance was necessary.
- 4 I thought the subjects were very interesting and informative.  
I came expecting to be bored and become engrossed.
- 5 Good coverage, very introductory needs a week with work through examples.

**Lecture overall response**

**Comments**

- 1 Lecture was good and presented well. The lecturers are very professional
- 2 Good personalities, no talking down. Excellent knowledge and expertise.  
Could listen to them talk for hours.
- 3 Good to have two people which provide a change in tone and style and achieve a better ability to concentrate. Well set up and organised with the take home literature and projector info.
- 4 Both lecturers were excellent.
- 5 Kick ass to get more attendance on day 1 if possible. Good introduction need more time to work through examples to "stick" in my brain. Need follow up course on leadership, conflict resolution, etc.

**National Mac II Course.**  
**AMC - TAS. 15-17 April 99.**

No. of participants: 12

No. of respondents: 11

	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excellent	GPA	too much	about right	not enough	Index
1	am	Legal principles for MACs	0	0	7	4	3.36	0	9	2	2.18
2	am	Principles of administrative law	0	2	5	4	3.18	0	8	3	2.27
3	mw/am	Examples/team exercise/discussion	0	1	7	3	3.18	0	10	1	2.09
4	mw	Policy development	0	1	9	1	3.00	0	8	3	2.27
5	am	Managing information	0	1	7	3	3.18	0	10	1	2.09
6	am	Budget principles	0	1	7	3	3.18	1	10	0	1.91
7	am	Costing principles for MACs members	0	0	7	4	3.36	1	9	1	2.00
8	mw	Computer and data management	0	2	6	3	3.09	0	9	2	2.18
9	mw	Catch and effort data base info & its use	0	0	7	4	3.36	0	8	3	2.27
10	am	Example describing catch and effort data	0	0	6	5	3.45	0	9	2	2.18
11	am	Communication and the MAC member	0	0	8	3	3.27	0	11	0	2.00
12	mw	Publicity and media issues	0	0	8	3	3.27	0	11	0	2.00
13	am	Meeting skills and protocol	1	3	4	3	2.82	0	10	1	2.09
14	mw	Developing a MAC position paper	0	0	6	5	3.45	0	9	2	2.18
15	am	Team work and MACs	0	1	5	5	3.36	0	9	2	2.18
16	am/mw	Team work exercise	0	0	3	8	3.73	0	10	1	2.09
17	am	Conflict resolution	0	1	3	7	3.55	0	8	3	2.27
18	mw	Conflict of interest	0	0	4	7	3.64	0	9	2	2.18
19	am	Personal communication	0	0	9	2	3.18	0	10	1	2.09
20	mw	Strategy and goal development	0	2	6	3	3.09	0	8	3	2.27
21	am	Leadership and the MAC process	0	0	8	3	3.27	1	9	1	2.00
22	am/mw	Exercise - Leadership in MAC issues	0	1	8	2	3.09	0	9	2	2.18
%in each rating			0%	7%	58%	35%		1%	84%	15%	
Course lecturer average						82%	3.28			53%	2.14

**Lecturers****AM** Alistair McIlgorm**MW** Marc Wilson**Written Comments**

## Session

- 1 I found this presentation very rewarding. "A little knowledge is dangerous," however being aware of possible litigation is valuable for MAC members.
- 2 Excellent overview. Both of the above are the tools we have to use in our decision making process
- 3 Would like to see more exercises, clearer direction.
- 4 Advise or provide differences between legislation and policy for industry (especially policy) members benefit (or others)- shows ability of each to change and the real purpose of policy (ie. to cope with the change & variations to the norm).  
Legislate if enforcement required and not likely to change behaviour. 5. Very general.
- 6 Would be helpful to some, but not others. Possibly more applicable to Gov. employee but still good.
- 7 Some very good points worth knowing about, but not important to all members, eg non-Gov. members.
- 6 & 7 Difficult to focus on these subjects. Probably better to be tackled as a fresh morning subject as they are in depth subjects and need to be allocated a slightly greater period of explanation.
- 8 More time needed here and modelling exercise would have been good.
- 9 Team and individual exercises in modelling would be of benefit. Very complex and needs more time.
- 10 Team and individual exercises are required. Very complex to explain what all the tools really do.
- 11 Good subject. 12. Important points learnt " T.V interviews as late as possible".
- 13 Good subject. Just right, do not change.
- 14 Could have been longer time. This is very important to develop MACs members skills.
- 15 Good team work story- children beaching, the boat. 16. Good awareness creator.
- 17 Good exercise. 18. Major issue constantly facing MACs. More education of MAC members is essential.
- 18 An issue so important to MAC, that enough is never enough.
- 19 Good and clear. Able to give skills for me to use. This is the aspect I could gain a lot from.
- 20 Could have been longer time. I missed the point and had trouble. Could have linked this issue to

policy development as discussed on the first day.

21 No Comments. 22. No Comments

### **Course Content Overall Responses**

#### **Comment**

- 1 Personally, I have learnt more about MAC procedures and problems in 3 days than I have previously accumulated over 6 months. Excellent course for all levels of MAC membership.  
Suggestion: Promotion of the course should be directed towards MAC chairperson.
- 2 The content was good but perhaps too much to cover and do class exercises.  
Too much paperwork. Need more class exercise.
- 3 Assessment criteria paper should have some numbering system as course modules eg. 1-20  
Re-arrange module numbers to keep sequence as we went through it.  
Extend to at least a 3 day course. Notes are excellent to have them pre printed.
- 4 Personally, I would have liked more on catch and effort.
- 5 I found the course very good, but some of it was a bit hard.
- 6 Exercises were great. Subject matters was very relevant and presented well. More time on each matter would be good. I like that it was a comprehensive overview (ie many subjects) but could be more in depth in some subjects. All subjects should remain.

### **Lecture overall response**

#### **Comment**

- 1 Lecture was good and presented well. The lecturers are very professional.
- 2 The lecturers have excellent knowledge and expertise.
- 3 Both lecturers were easy to listen to, and keep things light and clear.
- 4 Excellent presentation, notes etc.



**FRDC B WORKSHOP.**  
**AMC, TAS. 20-22 May 99.**

No. of participants: 8

No. of respondents: 8

	Lecture initial	Session Topic	Lecturer					Content			
			poor	fair	good	excell ent	GPA	too much	about right	not enough	Index
1	am	Principles of communication	0	0	5	3	3.38	0	8	0	2.00
2	mw	Communication in fisheries management	0	1	4	3	3.25	0	7	1	2.13
3	am	Improving your presentation skills	1	1	4	2	2.88	0	7	1	2.13
4	mw	Conflict in fisheries	0	1	6	1	3.00	0	8	0	2.00
5	am	Communication for teambuilding	0	0	7	1	3.13	0	8	0	2.00
6	mw	Alternative methods of dispute resolution	0	0	6	2	3.25	0	7	1	2.13
7	am	Principles of conflict resolution: - negotiation	0	1	5	2	3.13	0	6	2	2.25
8	am	Principles of leadership	0	0	6	2	3.25	0	8	0	2.00
9	mw	Team/group role play	0	0	6	2	3.25	0	7	1	2.13
%in each rating			1%	6%	68%	25%		0%	92%	8%	
Course lecturer average						79%	3.17			52%	2.08

**Lecturers****AM****Alistair McIlgorm****MW****Marc Wilson****Written Comments**

## Session

- 1-2 No comments
- 3 Options could help - Visual presentation examples
- 4-5 No comments
- 6 Very interesting team dynamics
- 7 More specific case study approach
- 8 No comment
- 9 Need debrief to establish positions of parties and could have been tougher examples

**Course content overall response**

## Comments

- 1 Perhaps a bit too much subject matter/content. I think it would be better to cover a subject matter or two and then to have a practical revision to use those techniques or information. This way people will remember more and find out about their communication style etc.
- 2 Great- very professional in a happy relaxed atmosphere.
- 3 Theory and practical aspect were well balanced. Overall the course presented was highly relevant information for me as a policy manager involved in fisheries management. As a small criticism it would have been useful to hear more interaction between participants and lecturers some experiences to illustrate items. Would have appreciated more notification on requirements for my presentation- information was slow in coming.
- 4 I think more role plays first and debriefs and discussion then what are things to think about. Team participation is very important. This course has been great.
- 5 Contents were good however more real life examples of successful fisheries would help. It will provide skills to seek answers and consolidated new knowledge.

**Lecturer - overall response**

## Comments

- 1 Overall high standard of presentation with good range of experience and information.
- 2 Good men, loyal and believes in what you are portraying. Thanks very much.
- 3 Both lecturers displayed an enthusiastic style which contributed to the experience of a satisfying course.
- 4 The lecturers have an excellent knowledge and expertise.

FRDC - A Fisheries Management											
AMC, TAS. 14-25 June 1999				No. of participants: 17				No. of respondents: 16			
				Lecturer				Content			
Lect	Session Topic	poor	fair	good	excel lent	GPA	too	about	not	Index	
initial							much	right	enough		
1mw	Fisheries Biology for Admin I	0	0	10	6	3.38	0	15	1	2.06	
2mt	International Law Treaties- LOSC	0	2	7	7	3.31	2	12	2	2.00	
3mt	Native Title and Indigenous Rights	0	4	9	3	2.94	1	13	2	2.06	
4se	Gear Tech. Essentials for Admin I	0	1	9	6	3.31	1	12	3	2.13	
5mw	Fish Biology for Admin II	0	2	8	6	3.25	7	8	1	1.63	
6tb/hh	Survival theory in pool - practical	0	0	5	11	3.69	0	14	2	2.13	
7mw	MV Bluefin (Fish Bio II)	0	1	7	8	3.44	1	10	5	2.25	
8bm	What the fishing industry expect from fisheries management & fish managers	0	3	6	1	2.80	4	6	7	2.18	
9mh	Politics and fisheries management	1	6	7	2	2.63	1	10	5	2.25	
10am	Common Prop.& Fisheries Economic	0	0	9	7	3.44	0	16	0	2.00	
11se	Gear Tech. Essentials for Admin II	0	0	6	10	3.63	1	15	0	1.94	
12am	Fisheries economics and policy	0	1	9	6	3.31	0	15	1	2.06	
13rs	Admin law & managing marine resources	0	2	9	5	3.19	0	13	3	2.19	
14se	Fisheries tech - impact on mngmt & env	0	1	11	4	3.19	1	13	2	2.06	
15am	Managing Marine resources I	0	0	10	6	3.38	0	16	0	2.00	
16am	Managing Marine resources II	0	0	9	7	3.44	0	16	0	2.00	
17ba	Enforcement & Compliance I	0	1	10	5	3.25	1	15	0	1.94	
18ba	Enforcement & Compliance II	0	0	9	7	3.44	0	16	0	2.00	
19am	International Environmental Instruments	0	4	10	2	2.88	1	14	1	2.00	
20jh/gs	Environment & fisheries management	1	6	9	0	2.50	1	10	5	2.25	
21am/mw	Recreational Fishing	0	1	15	0	2.94	0	14	2	2.13	
	%in each rating	1%	11%	56%	33%		7%	81%	12%		
	Course lecturer average				80%	3.20		51%		2.06	
Lecturers											
AM	Alistair McIlgorm	RS	Rick Snell			MH	Marcus Haward				
MW	Marc Wilson	MT	Martin Tsamenyi			BM	Brett McCallum				
SE	Steve Eayrs	BA	Bill Anderson			TB	Tony Boyle				
HH	Hugh Hurst										
Written Comments											
Session											

- 1 Good introduction, perhaps more detail in one area or one fishery. Good broad overview  
 Very comfortable with students-subject matter when simplified and practical examples used was good  
 The balance of this presentation was good given there was a mix of people with and without biology background.  
 Enhanced understanding well assisted by MAC I & II pre FRDC A Courses (Very necessary preparation)  
 Encourage more participation from participants. You have lots of experienced people in the class use them.  
 Good to have practical element. Very well presented, with the ability to pitch to audience level  
 Lots of questions raised as to stock assessment but few answers, not the fault of the lecturer. Subject comes the question, what is the answer?  
 An opening "overview of course" would have been appreciated  
 Intro to course in terms of relevance of weighting of areas would have been good from Paul the director. Went through matter too quickly
- 2 Hand outs of maps of EEZ of New Zealand, Australia and Pacific would be good  
 Some very interesting points raised, however needed to show more relevance on how it can affect fisheries managers in their day to day work environment.  
 A good introduction to the topic of international obligations- including how they were developed into

- international law- Enjoyed this session, very interesting  
Tended to go too deep into the subject without a direct link to problems of stock at national fisheries  
Clearly and well presented  
Interesting as an overview. Required a lot of concentration to overcome the accent  
Very interesting and inclusive lecture  
Provided a broad understanding of the big picture  
Encourage critical analysis  
Article 61,62, 73 certainly generated a lot of class discussion
- 3 Need an aboriginal perspective  
Did not go deep enough into the obligations of indigenous people rather than just rights  
Current case law- ran out of time to discuss the details of the impacts of this on the states of Australia,  
Good introduction of New Zealand situation, could do with being a longer session.  
Unstructured but difficult subject  
Fairly brief from Martin's point of view, others offered some good info.  
Would have appreciated an introduction to the Act before we spoke of its application in various states  
About right within time available, but more time needed in the future  
Neville gave an outstanding presentation on behalf of the kiwi contingent, which contrasted with Australia experience
- 4 More about current gear and development  
Very practical, clear and easily understood  
How many administrators get exposed to the technology and the psychology of catching fish ? This was excellent, very straight forward descriptions good visuals  
A good start  
Very easy to listen to and very practical  
Very interesting, especially for the managers who have not built up enough time/service to equip all the necessary terminology to deal with stakeholders
- 5 Some models working on screen for participants to manipulate  
Too heavy for the audience, simpler presentation technique would be more effective  
Pre-reading material would be useful  
Interesting and informative, well presented  
Assumed a mathematical background a lot  
The presentation was good, however the math was a bit difficult to understand  
I could not understand the majority of the graphs & formulas
- 6 Wasted time due to bus being late would have made a big difference  
Good and positive which provided a good right guidelines as to the essential of survival  
Hugh worked hard to make his session successful, need more time, we could more actively participate. Tony's team were really supportive and encouraging- gave us the confidence to try and succeed. Well presented, clear and entertaining, practical, excellent. Unreal stuff, useful for life in general  
Poor organisation to get to the pool, meant not enough time in pool- a bit rushed  
Excellent! A real team building exercise which should be included in all courses  
A little rushed due to time constraints  
Very worthwhile exercise
- 7 Better organisation of gear (both for students and fishing) would be good  
One technique of fishing only which was excellent, excellent crew advice provided a very good management  
Good practical introduction to trawling and fishing boat operations  
Very relevant and interesting  
A must for all students- a couple of extra fisheries should be included in the course, an extra day would be good.  
Was good to see what was required to do a trawl  
A few problems with the gear, underwater camera did not work. Only one type of gear demonstrated, partly because of the weather
- 8 Great use of time  
Excellent background and the fishery perspective of the policies but the fact that a reality appeared to be lacking.  
No notes available to support lecture, however it is good to get industry perspective  
Could have been more structured and therefore easier to follow  
Disappointed that no notes were available for use in following the class  
Didn't provide any notes - which he said he would  
About what is expected from industry, however some understanding given to government/department problems

- 9 A few good points but could have been compacted further in time  
Good balance between theoretical and practical  
Found it was too high level, difficult to relate to fisheries issues.  
Perhaps a role play with some "real" fishers and administrator would give a better result  
Having a background in this helped me understand better his messages, but I know others had more difficulty  
Very interesting  
No new light on subject matter presented would have prepared more real life practical experience - real practical ideas about solution rather than theory.
- 10 Easy to follow and understand  
Good and clear, however I believe this topic would benefit the audience by being placed earlier in the course as it forms a basis for the rest of the course  
Interesting, took me back to secondary school history class  
Interesting comparisons with historical issues - Good
- 11 interesting, took me back to secondary school history class  
Again as with previous session he uses a balanced perspective & good communication skills  
Good visual exposure to nets, fishing gear and how the look in practice of some of the issues with different types of gear, videos footage supplemented  
The combination of lecture and flume tank enable me to quickly grasp the concept  
Again, very practical, good use of video, overhead, etc  
Another good practical session from Steve. Shed a lot of light on material which we all need to know
- 12 Great to go back to economic first principles  
Clear and comprehensive and provides an excellent perspective of the development behind fishery policy. Thought that some of the labelling of curves needn't be so algebraic to make the understanding of some of the concepts easier  
Could have been more structured. Good introduction to economics  
Good in view of difficult subject
- 13 Good handout materials  
The presentation by both presenters were of a high standard, the content both relevant and logical  
Reassuring to some extent but scary otherwise, need to be constantly communicating at every stage in the process so everyone informed will have the opportunity to address the issue  
Covered a dry subject well. Two presenters enhanced the presentation  
Relevant and important to emphasize the legal messages.  
Fair but needs to be more fisheries based. How directly does this subject matter impact on fisheries managers? More examples if possible
- 14 Steve's good, but lots of work being done in this area was not included  
Yet again an excellent presentation to form the basis of knowledge of practices and procedures in industry. A great presenter who is comfortable with talking to wide range of people with varying exposure to gear. Flume tank helps  
Great as usual, John was a nice change, very easy to understand
- 15 Useful to get a different perspective  
A development of information was relevant and clear. Some of the format could have been clear  
Enjoyed the historical context of the development of management controls  
Good, very relevant to fisheries managers in their day to day work requirement (sheds lights on the bigger picture of fisheries management)
- 16 A good summary  
Left no doubt as to the needs of marine resource management. However, on going achievable goals needs to be set out.  
Really worthwhile to discuss "qualities" of a good fisheries manager
- 17 Bill is very good. Could have done with more from Bill and less video  
Needs a slightly strong logic link between management responsible and compliance manager role  
Good overview, appreciation of the need to incorporate compliance in the "loop" when introducing fisheries plans & regulation so they are sensible, fair and can be meaningfully enforced and complied with.  
Very practical and experienced presentation  
More coverage on solutions to problems would have been good

- Bill has a wealth of knowledge and is obviously comfortable talking on compliance matter. He is not biased on compliance requirement
- 18 The role play was really useful  
Again the link as specific role of managers & compliance was interesting. Very good exercise.  
Good practical exposure to a case, some of the tools to be used , some of the difficulties involved in addressing risks  
Good group exercise- its real  
Role play really good for group collaboration
- 19 More background detail; i.e.. Some of the conventions would help.  
Good view of the environmental problems forced by the community, although a little unbalanced  
Covered a lot of ground - quickly
- 20 Not well presented or well structured  
Lecturer lacked of skills in the presentation of subject matters  
Felt it was a bit high level, but introduced the work of the organisation. The case study was excellent  
Jane showed a superficial understanding of fisheries issues but her enthusiasm was great. Her preparation and style of presentation could have been a lot better  
The speaker needed to familiarise herself with the equipment as it is distracted from her presentation.  
Lecture was a bit disjointed  
Didn't tell us anything we didn't already know. Would have liked some points/view which we as stakeholders could go forward with  
Perhaps a bit simplistic - more actual would have been good  
Need more about the tension between recreational and commercial
- 21 Good overview of the topic with an insight not readily available elsewhere.  
Two good short sessions on recreational fishing and aquaculture  
More emphasis should be placed on the management of recreational fishers

### Course Content - Overall response

#### Comments

- 1 Last day was worst of course. Need to save something with "bang" for Friday p.m.  
Teamwork exercise should be handed out first week to present on Thursday
- 2 I think common property section could have come earlier in the course to provide a foundation for the rest of the course  
The damage simulator was good but lacked a clear connection to the course. Perhaps this could have been resolved via a de brief.
- 3 Lots to absorb, definitely the responsible of the participants to complete the reading.  
Pre reading would be helpful for fisheries biology
- 4 Good cross section of subject matter, including political theory right through to the mesh size of the nets. Team building survival exercise were really fun and helped to bring the group together. Also broke up classroom listening for several days  
This course is absolutely full of information. I would have liked a greater emphasis on the stock assessment process because I am involved in these processes. I think we rushed through the session (perhaps because not everyone is that focused on it).
- 5 A good overall overview- I think there is a room for a further course, development, based on this course i.e. more admin law & procedural fairness type of courses not necessary run by AMC
- 6 Pool and boat trip too close- two late nights I would suggest team exercise at the end of first week.

### Lecturer - Overall response

#### Comments

- 1 Generally very good. More time with some would be good (Martin Tsamenyi & Marc Wilson)  
All competent
- 2 Good overall, they have good knowledge of the topics and achieved a balanced perceptive  
The industry session was relevant, however inaccurate & biased.
- 3 Good range - various styles of lecturing were amusing and helped to keep the variety flowing
- 4 Wilson: is a very fine lecturer, his lecture is easy to sit through because he involved everyone and is obviously interested in the topics he presented. This tends to make the whole thing interesting  
Alistair McIlgorm: I like the inclusion of history and background to this course as well as the philosophy
- 5 Overall presenters were great, knowledge of their particular area was excellent.
- 6 Condense gear tech, add a marketing section

**National Mac II Course.  
Melbourne 2-4Sep 99**

No. of participants:10

No	Lect initial	Session Topic	Lecturer					Content			
			poor	fair	good	excellent	GPA	too much	about right	not enough	Index
1	am	Legal principles for MACs	0	0	5	3	3.38	0	8	0	2.00
2	mw	Principles of administrative law	0	0	6	2	3.25	0	7	1	2.13
3	mw	Policy development	0	1	5	2	3.13	0	8	0	2.00
4	am	Managing information	0	1	5	2	3.13	0	8	0	2.00
5	am	Budget principles	0	2	4	2	3.00	0	7	1	2.13
6	am	Costing principles for MACs members	0	6	2	0	2.25	0	7	1	2.13
7	mw	Computer and data management	0	1	4	3	3.25	0	8	0	2.00
8	mw	Catch and effort data base info & its use	0	0	6	2	3.25	0	8	0	2.00
9	am	Communication and the MAC member	0	1	4	3	3.25	0	7	1	2.13
10	mw	Publicity and media issues	0	0	3	5	3.63	0	7	1	2.13
11	am	Meeting skills and protocol	0	0	6	2	3.25	0	7	1	2.13
12	mw	Developing a MAC position paper	0	0	7	1	3.13	0	7	1	2.13
13	am	Team work and MACs	0	0	4	4	3.50	0	7	1	2.13
14	am	Conflict resolution	0	0	4	4	3.50	0	6	2	2.25
15	mw	Conflict of interest	0	0	4	4	3.50	0	6	2	2.25
16	am	Personal communication	0	1	3	4	3.38	0	7	1	2.13
17	mw	Strategy and goal development	0	0	4	4	3.50	0	7	1	2.13
18	am	Leadership and the MAC process	0	0	5	3	3.38	0	7	1	2.13
%in each rating			0%	9%	56%	35%		0%	90%	10%	
Course lecturer average						81%	3.26			53%	2.10

**Lecturers:****AM** Alistair McIlgorm**MW** Marc Wilson**Written Comments****Session**

- 1 More examples would be good
- 2 Some case examples from the past could have been interesting.  
Important area perhaps more interaction by the group.
- 3 Reflected on adding to some policy changes already adopted by an association.  
The history of policy development in Australia different between State and Commonwealth
- 4 Enjoyed cited cases to illustrate issues involved. 5. No Comments
- 6 Examples of costing in a fishery would be good.
- 7 Good examples, very interesting
- 8 Very interesting. 9. Easy to relate to. 10. No Comments
- 11 My experience at local post meetings has shown me that this subject is very important.
- 13 Maybe meeting skills, protocol and teamwork could be one unit because they seem to go hand in hand (one would be no good without the other).
- 14 What happens if you follow the proper process, but still achieves nothing?  
Perhaps more role play.
- 15 Use the Victoria case makes easier to understand and relate  
More role play would be good.
- 16 Should maybe have a session on talking to politicians or government
- 17 No Comments. 18. No Comments

## Course Content Overall Responses

### Comment

- 1 I was a little concerned on the first day; on the volume of information we would have to cover in 3 days.  
I was wrong to have that concern. I have enjoyed every step of the course. Thanks so much.
- 2 I found the course both informative and entertaining.
- 3 I learnt a lot. Should have more courses.
- 4 Both lecturers have special combination of making the course very interesting, which has allowed a greater absorption of material. Very enjoyable.
- 5 Both lecturers were easy to listen to, and kept things light and clear, great delivery from both of you.
- 6 Excellent lecturers. Good communicators, good teachers, good understanding of industry treating fishermen as equally important people and not put down or treated as we have a low education intelligence. Good listeners too
- 7 I believe the course was great. Both lecturers teaching were very good and made it an informative and enjoyable time. I believe I have learnt a lot. Thank you.

<b>National Mac Course I.</b>										
<b>Sydney - NSW. 7-8 April 2000.</b>										
				No. of participants: 8			No. of respondents: 6			
		<b>Lecturer</b>					<b>Content</b>			
<b>Lect</b>	<b>Session Topic</b>	<b>poor</b>	<b>fair</b>	<b>good</b>	<b>excell ent</b>	<b>GPA</b>	<b>too</b>	<b>about</b>	<b>not</b>	<b>Index</b>
<b>initial</b>							<b>much</b>	<b>right</b>	<b>enough</b>	
am	Review of MAC arrangements in different states	0	0	4	2	3.33	0	6	0	2.00
am/m w	Responsibilities of a MAC member	0	0	5	1	3.17	0	6	0	2.00
mw	The role of chairman in a MAC	0	0	4	2	3.33	0	6	0	2.00
am	Management and leadership	0	0	4	2	3.33	1	5	0	1.83
mw	Process of government	0	0	4	2	3.33	0	6	0	2.00
mw	Fisheries research & stock assessment	0	0	4	2	3.33	0	6	0	2.00
am	Fishery rights, access & security	0	0	4	2	3.33	0	5	1	2.17
am	Fisheries economics	0	0	4	2	3.33	0	6	0	2.00
mw	Risk assessment	0	0	5	1	3.17	0	6	0	2.00
am	Environmental & fishing industry	0	0	4	2	3.33	0	6	0	2.00
mw	Fishing Technology and environment	0	0	4	2	3.33	1	4	1	2.00
am	Fisheries management plans	0	0	4	2	3.33	1	5	0	1.83
am/m w	Conflict resolution in Fisheries management	0	0	2	4	3.67	0	6	0	2.00
	<b>%in each rating</b>	<b>0%</b>	<b>0%</b>	<b>67%</b>	<b>33%</b>		<b>4%</b>	<b>94%</b>	<b>3%</b>	
	<b>Course lecturer average</b>				<b>83%</b>	<b>3.33</b>			<b>50%</b>	<b>1.99</b>

**Lecturers****AM Allistair McIlgorm****MW Marc Wilson****Written Comments****Session**

7 Probably need to devote a little more time to this fundamental issues

**Course Content Overall Response**

- 1 Some sessions could be longer as some issues could be elaborated on, but I don't believe anything has been overlooked
- 2 Good materials, and well presented
- 3 The course covered all the pertinent issues and it was above average in having identified the irrelevant material and excluding it from the course.
- 4 Informative and to the point

**Lecturer Overall Response**

- 1 Both lecturers were very knowledgeable in their areas of expertise
- 2 Well organised presentation and movement between subjects
- 3 The "key team" style works well by maintaining focus and delivery
- 4 Lecturers were well above average in maintaining interest and generally identifying with participants. I enjoyed the anecdotes.



<b>National Mac II Course</b>											
<b>Melbourne - Victoria. 25-27 May 2000</b>											
				No. of participants: 7							
				<b>Lecturer</b>				<b>Content</b>			
<b>No</b>	<b>Lect</b>	<b>Session Topic</b>	<b>poor</b>	<b>fair</b>	<b>good</b>	<b>excel</b>	<b>GPA</b>	<b>too</b>	<b>about</b>	<b>not</b>	<b>Index</b>
	<b>initial</b>							<b>much</b>	<b>right</b>	<b>enough</b>	
1	am	Legal principles for MACs	0	0	2	4	3.67	0	5	1	2.17
2	mw	Principles of administrative law	0	0	2	4	3.67	0	6	0	2.00
3	mw	Policy development	0	0	4	2	3.33	0	4	2	2.33
4	am	Managing information	0	1	4	1	3.00	0	6	0	2.00
5	am	Budget principles	0	1	4	1	3.00	0	5	1	2.17
6	am	Costing principles for MACs members	0	0	5	1	3.17	0	4	2	2.33
7	mw	Computer and data management	0	0	6	0	3.00	0	4	2	2.33
8	mw	Catch and effort data base info & its use	0	0	6	0	3.00	0	6	0	2.00
9	am	Communication and the MAC member	0	1	1	4	3.50	0	6	0	2.00
10	mw	Publicity and media issues	0	0	3	3	3.50	1	5	0	1.83
11	am	Meeting skills and protocol	0	0	3	3	3.50	0	5	1	2.17
12	mw	Developing a MAC position paper	0	0	4	2	3.33	0	3	3	2.50
13	am	Team work and MACs	0	1	3	2	3.17	0	5	1	2.17
14	am	Conflict resolution	0	0	4	2	3.33	0	6	0	2.00
15	mw	Conflict of interest	0	0	4	2	3.33	0	6	0	2.00
16	am	Personal communication	0	1	3	2	3.17	1	5	0	1.83
17	mw	Strategy and goal development	0	1	4	1	3.00	0	6	0	2.00
18	am	Leadership and the MAC process	0	0	4	2	3.33	0	5	1	2.17
<b>%in each rating</b>			<b>0%</b>	<b>6%</b>	<b>61%</b>	<b>33%</b>		<b>2%</b>	<b>85%</b>	<b>13%</b>	
<b>Course lecturer average</b>						<b>82%</b>	<b>3.28</b>			<b>53%</b>	<b>2.11</b>
<b>AM</b>	<b>Alistair McIlgorm</b>		<b>MW</b>	<b>Marc Wilson</b>							

**Written Comments****Session**

No Comments for all sessions

**Course Content Overall Responses****Comment**

- 1 I felt the subject matter to be comprehensive and relevant.
- 2 The detail was acceptable given the different MAC's that course covered; yet broad enough to cover many aspects. A well put together course to give participants a good foot in a MAC environment.
- 3 More on policy development, cost principle, data management.
- 4 Personal communication and similar subjects too long for MAC II course. More applicable work and examples for fisheries involved should be used. Not having done a MAC I, I would have assumed it necessary to go into more detail and higher –level of understanding as secondary level.

**Lecture overall response****Comment**

Easy to get along with, made everyone feel comfortable and relaxed during the course.  
Both very suitable for a course of this kind. Good to see people with relevant experience and a great depth of knowledge of their subject matter and its application.  
Both lecturers have good use of examples and knowledgeable of topics.

**General comments:**

Overall it was very interesting, my only criticism would be that some of the topics were covered quickly and I found also that the best way (for me, anyway) to understand what was being said was to turn it into a story that myself as a fisherman could understand.  
Very organised, well balanced course, first class lecturers.  
Ensure visual aids work to minimise lost time

**FRDC B WORKSHOP.**  
**AMC - TAS. 18-20 May 2000**

No. of participants: 8

No. of respondents: 8

	Lectur e initial	Session Topic	Lecturer					Content			
			poo r	fair	good	excel lent	GPA	too much	abou t right	not enough	Index
1	am	Principles of Communication	0	0	3	5	3.63	0	8	0	2.00
2	mw	Communication in Fisheries Management	0	1	6	1	3.00	0	7	1	2.13
3	ea	Declaring Marine Protected Areas (MPAs)	0	4	4	0	2.50	1	6	1	2.00
4	am	Improving Your Presentation Skills	0	0	3	5	3.63	0	7	1	2.13
5	mw	Conflict in Fisheries	0	0	4	4	3.50	1	5	2	2.13
6	gl	Alternative Methods of Dispute Resolution	0	3	5	0	2.63	0	8	0	2.00
7	mw	Principles of Conflict Resolution:- Negotiation	0	0	6	2	3.25	0	8	0	2.00
8	am	Adjustment in Fishing Industry	0	0	8	0	3.00	1	7	0	1.88
9	am	Principles of Leadership	0	0	3	5	3.63	0	7	1	2.13
10	am/mw	Leadership in MPA Declaration of Fishg Ind	0	0	7	1	3.13	0	8	0	2.00
11	am/mw	Improving Communications in Fisheries Mgmt	0	1	6	1	3.00	0	7	1	2.13
<b>%in each rating Course lecturer average</b>			<b>0%</b>	<b>10%</b>	<b>63%</b>	<b>27%</b> <b>79%</b>	<b>3.17</b>	<b>3%</b>	<b>89%</b>	<b>8%</b> <b>51%</b>	<b>2.05</b>

**Lecturers**
**AM Alistair McIlgorm**  
**EA Environment Australia**
**MW Marc Wilson**  
**GL Guy Leyland (WAFIC)**
**Written Comments**

## Session

- 1 An interesting exercise. It encouraged me to re-think certain behaviours that I use currently. Some great lateral examples. Well presented, good content of information and strategy.
- 2 The issues were a reflection of generic issues everywhere. Very useful for identifying hidden problem areas.  
Well presented, obviously with real commitments and experience of the problems. Generated interest and again provided some good examples. Lecturer presentation was good.
- 3 I think I missed the point on this one. Some relevant points raised. Lecturer seemed unsure at times. Interesting but did not address some of the "implied" matters clearly. I am still unsure about EA process.  
Did not really involve the group. Content was good, presentation could have been better. Could have provided more specific examples however did generate good discussion in which specific examples were given. Need some notes on ohp.
- 4 Great presentation. I gained a lot from it. Well presented and following the theme with good comments and different audiences. Some more content about this topic would be good. Practical exercise was of good values made you think and feedback was good.
- 5 Issues raised here are critical to fisheries agencies functioning. More time would have been good. Good group involvement. Good presentation, content and information. Made you think of the big picture.  
Well presented and obviously passionate about the topic, needed more time to deliver. Too much writing on some slides. Information on some slides was repetitive.
- 6 Interesting. Good to get another perspective on interstate issues/problems. A good review putting forward some real issues I have experience of. Good presentation, content and information
- 7 Group exercise was effective, it breaks up the course with active participation. Good presentation Very good, I like the role play, more involved as a group.
- 8 If we had this one, I am sure it would have been. Good presentation and content was good.
- 9 Excellent! Although I am not sure about the tribe of hand eaters, reinforcing what we have spoken about.  
Hard to say more - It is open to interrogation. Informative, good contents.
- 10 Good information.
- 11 Informal discussion. Effective way to wind down a course. Well presented information.

### Course content overall response

#### Comments

- 1 For the period of the course (3 days) the sessions were well planned with good exercise. The session in the survival pool was excellent. I would recommend this course to anyone.
- 2 I found this course to be good. Content was relevant and was what I was expecting.
- 3 Felt this is a large subject, it would have been run over at least another day. It would have been good to have a bit more audio-visual materials and role playing. Generally the material was good and presented well.
- 4 Conflict management could be extended. Pool exercise repeated from FRDC A course but provides team response. Individual participant reports very informative.
- 5 This has been valuable opportunity to gain an overview of some key issues covering state and federal fisheries management. An adequate coverage of subjects within a limited time. Very well done.
- 6 Could have moved more quickly and covered more materials
- 7 Course is good as the confirmation exercise also we are on the right track. It identified skills that are useful to develop and suggest solutions, particularly if we genuinely move towards more co-management role. The network is extremely useful.

### Lecturer overall response

#### Comments

- 1 Good to see different styles of the lecturers. The message was always clear and delivered effectively.
- 2 Lecturers were well informed and presented their knowledge in a clear and concise manner.
- 3 Lecturers were good and obviously enthusiastic about their subject.
- 4 Environment Australia: interesting to obtain a background as a growing influence in fisheries and management.
- 5 Very rewarding to hear from experienced operators who have fisheries management experience throughout state and federal agency level and the private sector. Good to hear from those at the coal face.
- 6 Both lecturers were very good and also very good to have individual presentation by participants.
- 7 Alistair: Thought provoking and challenging comments. Marc: Displays more passions  
Guy: Thought provoking and real time experience.

### General Comments on organisation:

- 1 It was a pleasure to be on such a well organised and catered for course. It's a shame we did not get longer time in the survival pool. Well done to all involved.
- 2 The food was plentiful and tasty, the rooms were nice and clean, the venue and everything were exemplary.
- 3 Transport is better than excellent. The taxis were punctual and the quality of the cars was very high
- 4 Everything was set out when we arrived.
- 5 Good selection of federal and state agencies. Also good to have commercial fisher involvement.
- 6 Has been interesting to get a perspective from a variety of fisheries managers.
- 7 Proven to be good networking opportunity.

FRDC Fisheries Management Part A											
AMC 12 - 23 June 2000				No. of participants: 22				No. of respondents: 22			
Lect	Session Topic	poor	fair	Lecturer		GPA	too	Content		Index	
				good	excellent			about	not		
initial							much	right	enough		
1mw	Fisheries Biology for Admin I	0	5	13	4	2.95	3	16	3	2.00	
2se	Gear Tech. Essentials for Admin I	0	1	13	8	3.32	0	21		2.00	
3mw	Excursion - practical	1	1	10	3	3.00	1	10	2	2.08	
4mw	MV Bluefin (Fish Bio II)	2	3	11	5	2.90	1	16	4	2.14	
5mw	Fish Biology for Admin II	0	3	15	2	2.95	4	18	0	1.82	
6se	Gear Tech. Essentials for Admin II	0	1	10	11	3.45	1	21	0	1.95	
7bp	What the fishing industry expect from	0	2	13	4	3.11	1	21	0	1.95	
8mh	Politics and fisheries management	2	9	9	0	2.35	0	18	4	2.18	
9am	Common Prop.& Fisheries Economic	0	3	12	8	3.22	1	18	2	2.05	
10se	Fisheries tech - impact on mgmt & env	0	1	16	5	3.18	0	21	1	2.05	
11am	Fisheries economics and policy	0	3	15	3	3.00	2	17	3	2.05	
12mt	International Law Treaties- LOSC	0	1	8	15	3.58	0	19	2	2.10	
13mt	Native Title and Indigenous Rights	0	1	15	6	3.23	0	13	9	2.41	
14rs	Fishers law & managing marine resources	0	1	12	6	3.26	1	15	2	2.06	
15am	Managing Marine resources I	0	1	9	6	3.31	0	20	2	2.09	
16am	Environment & fisheries management	0	3	10	2	2.93	0	13	2	2.13	
17ba	Enforcement & Compliance I	1	1	16	1	2.89	0	19	3	2.14	
18ba	Enforcement & Compliance II	1	1	14	3	3.00	0	18	4	2.18	
19am	Managing Marine resources II	0	2	14	3	3.05	0	20	2	2.09	
20jp	Recreational Fishing	3	10	8	0	2.24	3	10	7	2.20	
	<b>%in each rating</b>	<b>2%</b>	<b>13%</b>	<b>61%</b>	<b>24%</b>		<b>4%</b>	<b>83%</b>	<b>13%</b>		
	<b>Course lecturer average</b>				<b>76%</b>	<b>3.05</b>			<b>52%</b>	<b>2.08</b>	
<b>Lecturer</b>											
<b>AM</b>	<b>Alistair McIlgorm</b>	<b>RS</b>	<b>Rick Snell</b>			<b>MH</b>	<b>Marcus Haward</b>				
<b>MW</b>	<b>Marc Wilson</b>	<b>MT</b>	<b>Martin Tsamenyi</b>			<b>BP</b>	<b>Bob Pennington</b>				
<b>SE</b>	<b>Steve Eayrs</b>	<b>BA</b>	<b>Bill Anderson</b>			<b>JP</b>	<b>Jullian Pepperel</b>				

**Written Comments**

## Session

- 1 Well delivered, could have had more detail - a good balance of caution re - stock assessment & what it might achieve. Could be good to have an 'example' of a fishery that went wrong etc. ie. Peruvian Anchovies or another? Kept it interesting. Probably needed more information on different stock assessment measures.
- Good introductory information on a complex issues. Was very useful for someone with little knowledge in the field. The lecturer made it interesting and understandable
- More info on stock assessment procedures & less negative scientific angle would be good.
- Skimmed over a lot of technical jargon, which I struggled to understand or see myself using.
- Interesting lecture a little too quick. Very important re- stock evaluation.
- Good to have subject taught as a 'story' rather than being bored with a monotone teaching. Marc is great.
- Lack of notes - would have been good to have noted through on them as we went through. Excellent power point presentation.
- 2 Well delivered, good introduction with class, was good at eliciting comments/ updates/ expertise from class. Introduced everyone etc. Could be more up to date videos etc, if available, recent developments in gear technology / effort etc. Very practical session - encouraged much discussion.
- Very useful and full of practical information. Excellent.
- Good teaching methods, made the classes very interesting and interactive.
- Thanks, an interesting presentation! Any footage of Australian testing / developing new technology?
- Would have liked more on positive uses of gears instead of negative uses only.
- Cool to bring managers and people with little idea about technology (like me) up to date.

Enjoyed the sessions and learnt a lot. Less mathematical stuff and more of the basic explanation would be a good thing. Technical info came across very clearly.  
Particularly enjoyed videos. Thought initial section re - world fisheries could have been better presented.

- 3 Good to do - could have done more to train / teach teams, i.e., review 1st group performance, point out shortcomings etc. try to improve next groups performance.

Very good fun, was highly entertaining.

Good fun and good team building value, better facilitation could improve learning, no review of performance, roles and leadership.

- 4 Very good exercise to do. Might be good to do a little bit of practical work like dissection, stomach contents, fillet a couple of flathead etc. Maybe also a rundown on the boat driving, RADAR, GPS, etc.

**Riveresco** : The trawl time was informative and good grounding for participants with no fishing background. It should be maintained to overnight so we can discuss about the species brought up by the trawl.

**Riveresco** : The trawling trip was very informative. Provided good insight into the practicalities involved.

**Riveresco** : Very worthwhile activity, for many participants, it presented an opportunity to visit the other side.

**Riveresco** : Very good to get out and see how 'fishing' is actually done. Andrew was very helpful and friendly.

**Riveresco**: Good trip but the overnight experience on the Bluefin probably would have been more worthwhile. More fish biology.

Missed the opportunity to point out gear etc. The time on boat would have been used better - more teaching/practical discussions etc. Seeing the trawl and amount of bycatch was excellent - showed clearly unacceptably large amount of bycatch and habitat destruction.

**Riveresco** : Worthwhile - perhaps a midwater trawl rather than a demersal one would be a little less destructive. Also it would be good to throw back the species that will survive and have a bit more of a biology session on the ones that won't make it.

**Riveresco** : Sat in the fog for 2 hours - educational/discussion opportunities were not taken.

**Riveresco** : Very interesting to get a feel for how the trawling works.

Missed the Bluefin, day spent fishing was very informative and interesting.

- 5 Interesting and well presented. Was at times done too quickly & might be good to do some practical exercises in group to add a theoretical & practical consideration.

Aquaculture visit: Very interesting, the sea horse curator was very informative and friendly.

Got a bit 'above me'. Perhaps some assumed knowledge of modelling on behalf of lecturer.

Discussion were very useful

The session was valuable but for a management course it might be more beneficial to look at things that managers will use and focus on these rather than the details of stock assessment.

- 6 Interesting, well work doing. Good to include recent gear developments like TED's, BRD' etc.

Very effective delivery of basic & interesting information.

Interesting to see the different avenues of attack re - gear. - Not always 'catch improvement' but durability, fuel efficiency etc.

Good to see the practical side of the gear technology and developments.

Interesting! Need more /better seating for students in front of tank area.

Very valuable sessions. Especially seeing different heights of net sets, seeing TED's and BRD's future developments - great!

More on other fishing methods would be good.

Great session - visual and practical aspect made it very worthwhile.

Difficult to concentrate when not able to see very well and quite uncomfortable.

Great to see practical demonstrations.

Good balanced of demo's videos and lesson.

- 7 Interesting, good speaker. Could include another hour or so on this topic.

Presentation was very informative - was very interesting to see things through the eyes of an operator.

The handouts provided aren't very clear - small power point print off.

Good to hear views of the industry. Bob is very knowledgeable about fisheries management in general - good to hear varying views.

Good to hear some perspective from the 'other side' (fishing industry)

Fantastic! Need more of this kind of input

Personal history and ideas very helpful.

A bit defensive - that industry is the only way, and that the managers haven't got it right /can't get it right.

- 8 A bit unstructured at first - free discussion was interesting could include some info on fisheries in current political context and working of government/ politics in a fisheries policy context.

- Standard information - perhaps a bit too dry. Hard to follow structure of the lecture.  
Marcus was a bit hard to follow. - lost me a bit  
Not very structured - a bit dry - not sure what he wanted to communicate to us - information wise.  
Not easy to follow - lots of mumbling and asides.  
The lecturer had an interesting sense of humour.  
Perhaps more detail as to what has happened in each state, etc.  
The presentation was a bit long - winded and not very directed.
- 9 Very interesting. Some more complex areas seemed to be a bit rushed. Some techniques to measure social costs could be useful.  
Gave some useful insight into some of the issues, raised quite a few questions.  
Very good at describing / explaining economics clearly. Well structured class / teaching.  
Great to clarify concepts of common property rights.  
Great presentation skills - obviously very enthusiastic about this topic.  
Although information level 'about right' it did not fall into place until the end of the session. I think more internal discussion would have helped.
- 10 Good could also include quantify latest increases in effort due to technological improvement i.e, GPS, plotter etc.  
More useful information - was particularly relevant.  
Again good lecturing style - allows good discussion amongst class. Interesting to hear about 'new' technology to avoid / mitigate adverse effects on the environment.  
Very interesting! Food for thought.  
Difficult session because class unresponsive - hung over - but Steve did a great job - SETMAC presentation particularly helpful.
- 11 Interesting, good balance of history, theory etc. Thanks - held my attention.  
Perhaps some of the concept can be explained further, the information was overwhelming.  
Again described a 'difficult' subject in a way for all participants to understand. Good examples.  
Not enough discussion. The lecturer made a number of personal opinions but did not allow comment.  
Interesting , but a bit too much depth and too much theory for a general management course.
- 12 Very good introduction to very broad topic area - by seeking feedback was able to ensure relevance to class interests. Good introduction to LOS and need to ensure domestic policy is consistent/unambiguous.  
Never enough time to get enough of this.  
Very good, interactive teaching style. Described issues clearly, good examples, covered all questions raised by class.  
Excellent!!! Understandable, entertaining and interesting.  
Not enough time to cover legal issues - domestic or foreign.  
The lecturer was very knowledgeable in his areas.  
Very good and knowledgeable presentation - I like the way he asked us what we wanted to know and presented that information.
- 13 Might benefit from more details/instances of care law and ethics/ responsibilities of fish management in this regard. Discussion of NZ case and developments in Australia ie: Treaty implication, etc.  
Allowed good discussion amongst class, excellent! Thanks for letting us to talk it out between ourselves.  
This is an issue that is largely ignored and would have to see more emphasis placed on it, some practical sessions on methods of dealing with it.  
What we did cover was great. More time was needed for this growing area of fisheries management.  
Needed more information - I did not have enough info to enter into discussion.  
Very interesting.
- 14 Good overview/ introduction. Could include run-around of common law principles related to fisheries management and their application.  
Good class discussions - a bit dry , however, perhaps more in-depth - legal examples would have been useful.  
An excellent presentation - picked up heaps. Thanks for making it fun too.  
Dragged on a bit - felt slightly that this was a charm to advertise the company and services.  
I felt a bit like it was a consultant selling their products and services.
- 15 Thanks for making even the basic understandable.  
More economics and modelling - very interesting.
- 16 Assumed knowledge about EPBC Act that I lacked. I needed more background info.
- 17 Good general overview - should focus more on ITQs from a compliance perspective rather than on a management sense (which should be done elsewhere in the course at a higher level, more objectively, etc.  
Blue revolution video was good. Bill was a great communicator but I did not learn much about compliance.  
Too much foreign boats, could do more with Australian based compliance techniques.

More state input would have been good. More basic compliance issue, rather than the theory would have been good.

Good video, more national focus would be beneficial.

Good talker, effectively introduced many topics, regulations and systems.

18 Initiated great discussions.

Seemed to give a lecture on the positive of quota, not much on compliance. Good talker but seemed to be on a brain washing exercise.

Very good, but I think more content on how actually investigate etc., would have been helpful. - e.g. video surveillance tape was good, but could have used more case studies.

Simple messages, not confused by too much details, good use of examples, experienced industry speaker.

19 Good examples & scenario used to explain concepts.

Need more industry input and lectures and representation on the course, otherwise management becomes too bureaucratic.

20 Good overview, important perspective. Good to include suggestion/ initiatives for great sharing of responsibility for sustainable fishing from commercial, recreational sector. Techniques to increase co-operation of recreation and commercial sector

Information was interesting - but was perhaps a little biased. A more unbiased approach would be useful.

Lots of tables and graphs presented. Would have been good to have more discussions on recreational rights in the future as possibilities for management options.

Ran out of time to cover everything - missed out on case studies. I found that Julian presented a biased talk, and felt that he anticipated a hostile audience and in away he created it.

The content was interesting but could be handled/dealt with in a better way. He also had the misfortune of picking the time-slot where we were all tired and hung over and possibly less tolerant of his issues/opinions.

Very defensive, not professional. Did not stick to subject. I left the lecture feeling as though recreational & commercial issues were taken back to the dark ages.

Very anti commercial fishing.

Thought this could have been better.

Class were very unresponsive (hangover !) but Julian did not seem to be able to create interest. Too many statistics providing important role of recreational fishing but insufficient content on tools for management.

Tough audience! Julian stood up quite well against a large number of disputes from commercial sector.

Lecturer came across a bit defensive.

## Course content and overall response

### Comments

- 1 Aquaculture - was a good overview, up to date and well worth doing. Same as the sea-horses. Allocation of SFR's - legal framework, AAP model, case histories of previous allocation & their problems/ success, review /reconsideration of allocation decisions, building in a consultative process.
- 2 Overview fisheries research - primary bodies show how they operate, what makes a good research proposal - Could be linked with stock assessment lectures? to put in context.
- 3 Financial management in fisheries - budget, how to work in a tight fiscal environment, etc. Cost effective management.
- 4 May be of value to use more examples or case studies of actual fisheries and management regimes.
- 5 At times lectures were a little vague without much details or discussions about concepts (mainly in the first week). Good course - lots of discussions, better class participants at other times.
- 6 Maybe useful to cut back 1st week classes a little and fit the course into shorter period. More info on actual stock assessment/models would be good.
- 7 Sessions covered a good range of topics + issues. Shame we missed out on environmental representative. Native title talk with Martin was great given more time could be very valuable.
- 8 Generally, I enjoyed the course, however too many graphs used in some of the lectures, disaster exercise should be withdrawn or put on the 1st day for team building.
- 9 More industry representation would have been great. This is a valuable opportunity for industry and management to meet and mix and swap ideas.
- 10 More group work and team presentation exercise - I don't think that people would mind doing a little more evening work - perhaps 1/2 to 1 hr per second day.
- 11 Stick to course outline as first presented. I was disappointed with the final course structure that so much had changed: pool survival, Bluefin, EA. reps.
- 12 A good mixture of topics. I found the second week more intensive than the first week. Perhaps this could be spread more evenly.
- 13 Generally, topics stood alone fairly well. Gear Technology lectures were spread over a longer period than necessary, while others were a bit cramped e.g. AEPC Act and Adman law sessions.

- 14 Great course. Damage control simulation was great.
- 15 A good spread of topics and excellent coverage of current issues. It was very beneficial to see how the rest of Australia (and New Zealand) works.
- 16 Excellent course with just a large volume of information but lets work through some of our own state issues.
- 17 More practical exercises would ensure less wandering of thought, and better understanding . A good example of this was Gear Technology exercise.
- 18 Excellent framework, perhaps pre-reading material on the 1st week break would be good.
- 19 I would like to have more teamwork exercises to develop some of the ideas discussed.
- 20 Good coverage of subjects. Good to have one day varied start, so that we can have some sunlight. i.e.. Night session.
- 21 This entire course was very enlightening, especially since I am new. I was surprised there was so much theory and so many graphs and models.

### **Lecturer overall response**

#### **Comments**

- 1 Marc- Committed and interested in the topics - seemed to rush through some more complex issues - particularly in Stock assessment, yield, population dynamics etc.
- 2 Very happy with standards generally. Lecturers were interesting & committed to their field. Good ability to deal with any sorts of questions and follow targets as necessary to explain wider issues.
- 3 All present a wide variation of subjects well and encourage discussion between participants while sticking to the main theme
- 4 Steve Eayrs, Martin Tsamenyi, and Alistair McIlgorm had good, interactive styles of teaching. Marc Wilson had an 'aggressive' style of teaching & I feel a number of participants were left with confused views of scientific research use in fisheries management
- 5 Alistair, Steve and Martin were particularly excellent. All lecturers provide good information and encourage group discussions.
- 6 Course was excellent - many thanks - I have gained much from the lecturers, discussions and other attendees.
- 7 Generally, the lecturers were good. Julian Pepperel and Marcus Haward had trouble holding the attention of the class and present information in an interesting way.
- 8 Alistair and Martin take the cake, excellent presentation and knowledge.
- 9 Variety of lecturers breaks the monotony of day long sessions. Martin was excellent.
- 10 Recreational fishing section needs vitalising.
- 11 Excellent - got discussion going very well. Had to cope with vast mixture of background and experiences, but managing it without losing the less experienced and without patronising the more experienced.
- 12 Perhaps more practical information to explain the theory would-be good. Excellent balance between lecturers and subjects and details made the classroom very interesting and enjoyable.

### **General comments on organisation and suggest for improvement**

- 1 Could also include Module on State/Federal relations, OCS/MOU framework & using it effectively. Joint authorities & similar jurisdictional, shared management arrangements. How to make them work in a political context, sensitivities, etc.
- 2 Damage control activity should be mentioned prior to the activity started, to prepare participants, as this was not done, and participants were unaware about what happening and how to address it.
- 3 Need the access to use AMC facilities i.e. Computers to do the assessment.
- 4 Team building activities rarely in course i.e.. Damage control first few days, survival exercise should have been done.
- 5 Maybe better to provide lecture notes for all sessions prior to commencing the course
- 6 It would be good to have everyone staying at the same place - less isolating for participants. Lots of food! Friendly hostel staff. Suggest a fax or phone set up near the class -room for the participants to use. Also suggest setting up email addresses
- 7 It would've been handy to have someone let us know at the end of the day if there were any special requirements for the next day and remind people if any variation in start times. Maybe just easier to have consistent start times. If you want people to do



- 8 As two weeks is a long time away from the office, it would be very useful to have the use of phones so that communication was easier. Ruth tolerated our use of her office but generally locked the office every lunch time and we could not use the facility
- 9 Pre course reading material would be good. The talks on management plan or other assignment should have been given earlier in the first week.
- 10 The room we were in made it hard to see some presentations and got a bit stuffy, but at least we could all discuss things around the room.
- 11 Dinners on Thursday night basically write-off Friday lectures. I suggest finishing with dinner on Friday and not leaving until Saturday. I really enjoyed the course and I am very glad for the chance to have been involved. Thanks.
- 12 The organisation on the first couple of days was not very impressive.
- 13 Andrew was very good to drive us around but seemed a little disorganised for the first few days / 1st week. Some sessions were a little dry, more case studies would be beneficial.
- 14 Food was excellent, special dinner on Thursday night was fantastic.
- 15 This was all good, a bit cold though, but very good environment to learn in.
- 16 Have email addresses available for people on arrival at the start of the course.
- 17 It would be helpful if the questionnaire corresponded to the actual activities undertaken on particular day.
- 18 Getting information about the course prior to the course was difficult.