

Project No. 2008/310

Future Seafood Leaders:- Taking Stock

To meet the challenges facing the seafood industry there is a need
“to create a pool of inspiring, capable and confident people
with the capacity and willingness to provide leadership across
the seafood sectors to secure the industry’s future”

Katherine Sarneckis and Chris Calogeras

2008

Fisheries Research and Development Corporation

FUTURE SEAFOOD LEADERS: TAKING STOCK.

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1 NON-TECHNICAL SUMMARY

Project No. 2008/310: Future Seafood Leaders: Taking Stock

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1.1 OBJECTIVES:

1. Co-ordination of *Advance in Seafood* Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous *Advance in Seafood* Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Develop strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to the Fisheries Research and Development Corporation (FRDC)
6. A summary of workshop outcomes to be distributed widely to industry.

1.2 OUTCOMES ACHIEVED TO DATE

The projects objectives led to the development of specific outputs which have allowed the development of the following major project outcomes.

- Development of resources for FRDC (i.e. online survey, workshop report, FRDC Report, information brochures and graduates network) to assess and review its seafood industry leadership program, direction and commitment.
- Increased levels and formalisation of communication and cooperation between graduates of the *Advance in Seafood* Leadership Development Program and program sponsors.
- The creation of a stronger network circle amongst the seafood industry's emerging leaders which will assist them in achieving leadership goals for the industry now and into the future.
- Identification of a valuable pool of individuals with who can provide leadership to the fishing and seafood industry at all levels.
- Agreement across sectors that the an industry specific leadership program, such as the *Advance in Seafood* Leadership Development Program, currently provides the industry with optimal delivery of leadership development, but that this can be improved to meet the short and long term leadership needs of the seafood industry by taking onboard recommendations arising for this project.
- Discussions on the development of a multi-level approach to leadership approach across the industry in Australia will increase the return on any FRDC investment beyond the existing leadership capacity developed under the *Advance in Seafood* Leadership Development Program
- Development of a clear mission for the *Advance in Seafood* Leadership Development Program which is to '..... to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future.'
- The project's outputs will lead to greater marketing of the program, graduates, sponsors, supporters and the work the program is doing for the industry.
- Acknowledgement that even though there may not be a direct return on each sponsor's investment in leadership, there is recognition that investment in developing emerging seafood industry leaders will benefit all sectors of the industry

- Graduates and Industry can work to share information and develop positive outcomes for the betterment of the industry by creating opportunities for assisting graduates with pathways to leadership roles within the Industry.

1.3 KEYWORDS

People Development, Leadership, Seafood and Fishing Industry, Online Survey, Workshop, Alumni

1.4 ACKNOWLEDGMENTS

This project would not have taken place if the seafood industry had not provided the opportunity for over 100 people to undertake leadership training thereby allowing these past graduates to contribute to the ongoing leadership development of the Australian Industry. For that reason Cheryl Phillips, Martin Smallbridge and Jill Briggs are acknowledged for their past contributions to the Industry through the *Australian in Seafood* Leadership Development Program.

Without the time and effort of the volunteer project working group consisting of Sean Savage, Inga Davis, Kane Williams, John Mayze, Paula Kenny, Kellie Williams, Dos O'Sullivan, Geoff Blackburn, Chris Calogeras and Jo Ruscoe along with the support from the Northern Territory Seafood Council (NTSC) for Katherine Sarneckis (the Principal Investigator), this project could not have taken place.

The Queensland Department of Primary Industries and Fisheries (QDPIF) are thanked for providing the venue for the facilitated workshop, and John Mayze and his wife Alida deserve special thanks for their assistance with arranging the venue and the exceptional catering for the workshop.

Tim Mirabella, Grahame Turk and Adam Smith's contributions to the workshop provided participants with the opportunity to see a wider picture when it came to Industry leadership.

Australian Survey Research Pty Ltd's work on the Online Survey provided the project with a sound basis to work from, and Leith Bouilly's workshop facilitation and reporting have given the project a series of valuable outputs that can be used to improve the seafood and fishing future Industry leadership programs.

The support of JoAnne Ruscoe and the People Development Program of the Fisheries Research and Development Corporation (FRDC) is greatly appreciated.

FINAL REPORT

Project No. 2008/310: Future Seafood Leaders: Taking Stock.

2 BACKGROUND

In 2000 the Fisheries and Research Development Corporation (FRDC) funded a project¹ to develop and trial a model for an advanced leadership development program for the seafood industry. This program became known as the *Advance in Seafood* Leadership Development Program, (the program) which has been delivered by Leading Industries Pty Ltd. Since then approximately 100 people have graduated from the program, significantly enhancing the leadership capacity of the fishing and seafood industry in Australia.

The program concluded at the end of 2007², and FRDC felt this was an appropriate time to review its leadership development investments, and assess how well the program has met its objectives.

At the end of 2007, a small group of past graduates formed a project team to develop a funding proposal for consideration by FRDC. As part of the project development, consultation was held with previous course facilitators Cheryl Phillips, Martin Smallridge and Jill Briggs along with Jo-Anne Ruscoe of FRDC's People Development Program.

Past participants of the program via email and phone, and also at a meeting at Seafood Directions in Hobart 2007, agreed that the need for a review of the program was a high-priority tactical fishing industry issue, and therefore determined to submit a proposal for consideration under FRDC's Tactical Research Fund (TRF) program. A working group was formed to oversee the proposal development and the subsequent project if it was successful. The group consisted of Sean Savage, Inga Davis, Dos O'Sullivan, Geoff Blackburn, Kellie Williams, Kane Williams, Paula Kenny, Chris Calogeras and John Mayze. Katherine Sarneckis was to be the Principal Investigator (PI) and the Northern Territory Seafood Council

¹ 2007/307 Development and delivery of a model for a national seafood industry advanced leadership program

² The FRDC has funded an interim leadership development program in 2008, the National Seafood Industry Leadership Program, while this review was undertaken.

(NTSC) the lead agency.

It was agreed that the best means of reviewing the program was to undertake an online survey of past graduates and key industry stakeholders, hold a facilitated workshop to review the online survey's results, assess the strengths and weakness of the program based on graduates' experiences, to seek options for developing a communication network between past course participants, and identify pathways to leadership within the fishing and seafood industry.

3 NEED

FRDC's contract with Leading Industries Pty Ltd expired on the completion of the 2007 program. FRDC is therefore looking to review its future leadership development commitments for the future.

There is a real concern that the significant investments made by FRDC and numerous other program sponsors will be lost if a national seafood leadership program is not continued into the future. In the longer term this could potentially lead to a lack of appropriately skilled people to take leadership and representative roles at local and national levels. This is particularly poignant as the number of industry participants in general is shrinking and there is a growing need within Industry for leaders. There is an overlying imperative to ensure that whatever leadership program used is attractive to industry members in the fishing, processing and aquaculture sectors and not just aimed at people in government or quasi government roles associated with Industry. It was therefore considered opportune to take stock of the program and identify possible areas for improvement, to ensure that any future leadership programs continue to meet the needs of the fishing and seafood industry.

Past graduates have over time identified the need to consider establishing an alumni of past participants to allow effective engagement with industry and for graduates to remain connected and receive continued support from the industry to enable them to develop into leadership roles.

These key issues and the recent enhancement of the people development program within FRDC, mean that the need for a 'Taking Stock' workshop was timely. Under the people development program this project will assist in meeting long-term demand for people who will help the fishing industry meet its future needs and develop leaders among those within, and supporting the industry. Anecdotally there are considered to be barriers to 'dipping the

toe in the water' of leadership, so this project also sought to investigate the need for other levels of leadership development to encourage participation and to support leadership pathways. A diverse number of leadership related courses, not specific to the fishing and seafood industry, that are available and this project sought opportunities to identify and maximise linkages with other programs and alumni.

4 OBJECTIVES

The project objectives are:

1. Co-ordination of *Advance in Seafood* Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous *Advance in Seafood* Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Development of strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to FRDC
6. A summary of workshop outcomes to be distributed widely to industry.

5 METHODS

A project working group of past graduates was developed to oversee the project, with Katherine Sarneckis from the NTSC, the PI, overseeing and coordinating activities.

The working group felt that a review of the past leadership program and the provision of advice to improve FRDC's leadership investment could be best achieved through a two staged approach.

Firstly, it was felt that it was critical that the views of past graduates and industry sponsors/employers who'd had involvement with the last seven years of the program should

be obtained as a basis for an assessment of the success of the program. This was to be best achieved through an online survey.

It was also considered that face to face discussions between past graduates and selected key industry people would allow the necessary full and frank discussion to take place to achieve the project's objectives. A facilitated workshop was considered the best means to achieve this.

Some guidance on FRDC processes and protocols was provided to the project through the FRDC Project 2007/304 – *'Empowering stakeholders to initiate and advance R&D projects in the fishing and seafood industry'*.

5.1 ONLINE SURVEY OF PAST PARTICIPANTS AND SPONSORS

An Online Survey was developed by the working group in conjunction with the service provider to examine all past course participants' and selected sponsors' perspectives of the course. The survey was to consider the strengths and weaknesses, what worked well, what didn't, the key skills gained from undertaking the course, and what aspects were considered to be deficient.

5.1.1 Selection of Online Survey Provider

A brief was developed by the working group outlining the Online Survey requirements (Appendix III). This was forwarded to a number of potential service providers who were requested to tender for the project. The key aspects of the survey were:

Survey Participants

- graduates (approximately 100)
- facilitators (approximately 10)
- sponsors (approximately 30)

Survey Structure

- qualitative and quantitative data
- open comment questions

Survey Results Required

- a list of key skills gained from the program and any deficiencies

- a critique of previous course structure and content, strengths and weaknesses
- ideas for improvement in future courses
- an indication of past graduate's intention of further involvement with each other and established networks
- the identification of needs and options from graduates with regards to
 - pathways to leadership roles within industry
 - linking of other leadership programs and opportunities
 - leadership accreditation and barriers to obtaining such
 - options for additional levels of leadership programs appropriate for industry
 - additional training needs.

The working group, in conjunction with FRDC's Manager of People Development, selected Australian Survey Research Group Pty Ltd (ASR) as the successful tenderer.

5.1.2 Online Survey Details

Two separate questionnaires were developed by the working group and ASR. One was aimed at all past graduates of the program and the other was sent to previous sponsors of the program. The questionnaires were loaded into ASR's proprietary web survey tool, 'Survey Manager', and housed at the Securiton Data Centre in Melbourne. Copies of the survey questions are shown in the ASR, 'Report on the Evaluation Survey Results', included as Appendix IV.

ASR was provided with email contact details of previous graduates and sponsors. ASR sent an invitation to all email addresses containing a hyperlink to the survey. There was a total of 95 current graduate and 12 sponsor emails.

The survey was open from 21 April 2008 to 9 May 2008. During this period ASR also sent two email reminders to graduates and sponsors who had not as yet completed the survey.

On completion of the survey data was extracted and, where relevant, analysed statistically. Data was then rendered into tables and graphs as part of the written report, along with the interpretation of the information and subsequent recommendations. The report (Appendix IV) was provided to the PI on 27 May 2008.

5.2 FACILITATED WORKSHOP

A key component of the project was to hold a facilitated 1 ½ day workshop for approximately 20 past program graduates and a small number (2 to 3) of current industry leaders, to assess the outcomes of the Online Survey, critique past courses, and identify strengths and areas for improvement to ensure future courses meet the industry's need in the constantly changing environment the fishing industry operates in.

Funding received from FRDC supported travel and accommodation costs for the graduates and industry leaders. A suitable industry based location, supplied as in-kind support, was to be sourced by the working group.

The workshop was originally going to be held in either Sydney or Melbourne, but after discussion between the working group members and graduates it was agreed that Brisbane would be a more suitable, cost effective and logistically appropriate venue in this instance. Queensland Department of Primary Industries and Fisheries (QDPIF) provided the venue at no cost, and suitable accommodation was found within a few minutes walking distance. The workshop took place on the 10th and 11th June 2008, and the facilitator's workshop report was provided to the PI in late June 2008.

5.2.1 Selection of Workshop Participants

It was agreed that the funded workshop participants would be sourced from as diverse a group as possible, covering a range of course years and locations, but with a majority representation of industry based people (i.e. non-government).

Nominations were formally sought from all past graduates. The working group then liaised with Jo-Anne Ruscoe, FRDC People Development, and Leading Industries Pty Ltd to finalise the list of workshop participants, including the three industry leaders. To allow for unforeseen contingencies a number of 'reserve' participants were also identified (see Table 1 for workshop participants list).

Table 1: Graduates and industry leader attendants at the Brisbane workshop.

Name	State	Year Completed	Sector
Brad Warren	NSW	2002	Fisher
Neville Perryman	TAS	2002	Fisher
Lisa Mackenzie	QLD	2002	Processing
JoAnne Ruscoe	CANB	2003	Government
Martin Perkins	QLD	2003	Consultant
Geoff Blackburn	NSW	2004	Fisher
Chris Calogeras	NT	2004	Consultant
Dos O'Sullivan	SA	2004	Education
Alan Snow	QLD	2004	Consultant
David Mills	NT	2005	Fisher
Jo Coco	QLD	2006	Education
Jonas Woolford	SA	2006	Fisher
Kate Millner	VIC/TAS	2006	Fisher
Daniel Gixti	VIC	2006	Research
John Mayze	QLD	2006	Research
Helen Jenkins	QLD	2006	Peak Industry Body
Katherine Sarneckis	NT	2007	Peak Industry Body
Paula Kenny	SA	2007	Fisher
Kellie Williams	QLD	2007	Peak Industry Body
Dan Machin*	WA	2008	Aquaculture
Grahame Turk	NSW	NA	CEO SFM
Tim Mirabella	VIC	NA	Commercial fisher
Adam Smith	QLD	NA	RecFISH
Leith Bouly	NA	NA	FACILITATOR

	Past graduates or *current ASLDP participant
	Industry guests/experts
	Facilitator

5.2.2 Selection of Facilitator

An independent consultant was to be engaged to analyse and present the findings of the Online Survey and to facilitate a 1½ day workshop. The Online Survey findings were to form the basis for discussions at the workshop.

A brief was developed outlining the requirements for the facilitator (Appendix V), requiring them to:

- assess and review the outcomes of the Online Survey of the previous program
- workshop and critique the program, identifying areas for improvement to ensure future leadership programs meet the current and future needs of the seafood industry
- report on issues, options, recommendations and pathways forward as identified at the workshop.

This was forwarded to a number of potential service providers. The successful tenderer was to be selected on their ability to demonstrate:

- a sound understanding of the project
- experience and expertise in facilitating workshops with a diverse range of participants, particularly those from a primary industry background
- a track record in development and delivery of outcomes that are practical and technically sound
- value for money; and
- an ability to meet the timelines.

The working group, in conjunction with FRDC's Manager of People Development, selected Leith Bouilly as the consultant.

The consultant's specific brief was to facilitate the workshop and produce a report that included recommendations on how to take issues and options identified through the Online Survey and the workshop forward.

6 RESULTS AND DISCUSSION

The project had three key components, the Online Survey, facilitated workshop and reporting/extension of the project's outputs and outcomes. These are discussed below.

6.1 ONLINE SURVEY

A copy of the Online Survey report produced by ASR outlining the key raw data and findings from the survey is included as Appendix IV. There were two surveys; one assessed past graduates and the other program sponsors. The graduate and sponsor results are discussed below.

Initially it was proposed to also survey course facilitators but that did not go ahead due to the high costs associated with setting up an online survey for such a small group.

6.1.1 Past Graduates Online Survey Results

ASR contacted 95 previous graduates to take part in the survey. There was a high response rate to this invitation with a total of 42 graduates responding giving a response rate of 44.2%.

The survey showed that there was generally high support for the program. Key findings are discussed below.

6.1.1.1 critique of the previous Program

The Online Survey revealed that the vast majority of respondents were satisfied with the program on all dimensions. From a maximum score of 5, the mean score of people who would recommend the program to others rated a very high score of 4.6 (Table 2). This was a positive outcome, as past graduates are most likely to be strong supporters and endorsers of programs.

Very strong support (4.2 to 4.5) was given over a range of questions seeking to identify if the skills learnt through the program were being adopted, and the knowledge and skills gained from the program flowed on to businesses and the Industry (Table 2).

Table 2: Graduate's survey responses to the Program

SERVICE DIMENSION	N	MEAN	STD DEV
I would recommend this program to others	41	4.6	0.5
In my work I am likely to implement the ideas and skills taught in the program	41	4.5	0.7
My organisation or business is likely to benefit from the ideas and skills learned in this program	41	4.5	0.6
Information was conveyed in an effective manner.	41	4.3	0.7
The knowledge, theories and concepts were explained well throughout the program	41	4.3	0.6
The individual project component of the program was useful	42	4.3	0.9
The program gave me the skills and knowledge to move into a senior or leadership role within the seafood industry in the future	40	4.3	0.9
The program builds leadership for the seafood industry	41	4.3	0.7
The quality of information presented in this program was sound (eg, reflecting best practice).	40	4.2	0.6
Throughout the course I received feedback from the facilitators that is constructive and helpful	42	4.2	1.0
The program gave me a good understanding of the seafood industry as a whole	42	4.2	0.8
Program content was of appropriate difficulty	41	4.1	0.8
Program content is arranged in a clear, logical and orderly manner.	40	4.1	0.7
In general, participants selected for the program were at an appropriate level	42	4.1	0.8
The program met my expectations	41	4.1	0.9
The workload for this program was reasonable given my other work commitments.	41	3.8	0.9

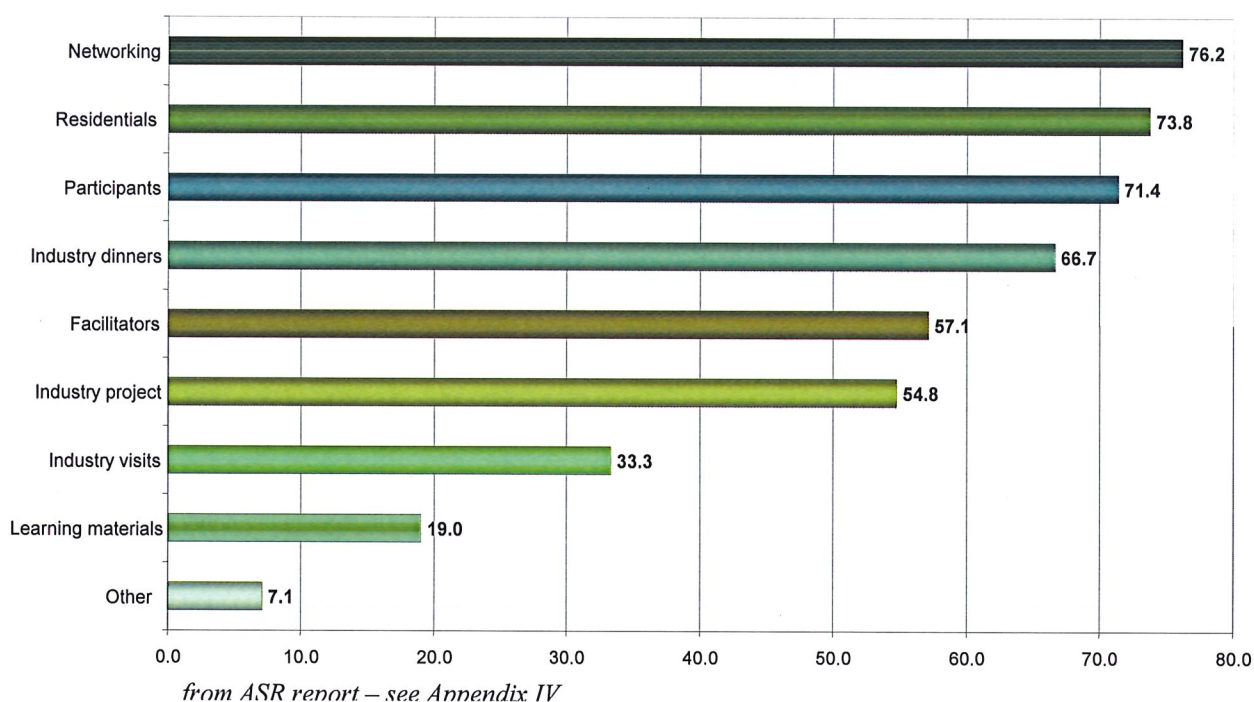
from ASR report – see Appendix IV

The lowest score related to workload associated with the program, however even this score of 3.8, was still considered to be a very positive response (Table 2).

It was also identified that although some aspects of the program could be improved, the overall scores of 4.0 to 4.7, paint a very positive picture and demonstrate high level of satisfaction with the program (Table 2). Importantly, ratings of poor or very poor, were low ranging in total (from 2.4% to around 15% of respondents), with the industry project, quality of learning material and handouts the only aspects rating higher than 10% dissatisfaction. A rating of very poor was evident in only one aspect, relating to concerns about ‘participants from a variety of sectors within the industry’. This was not expanded on but most likely related to diversity of participants. Interestingly ‘participants’ was generally seen as a program strength (Figure 1).

Respondents identified ‘networking’ as the number one strength of the program, but also identified the ‘residential’, ‘participants’ and ‘Industry dinners’ as program strengths. Again learning materials were not rated highly, with only 19% considering them to be a program strength (Figure 1).

Figure 1: Program strengths as identified by past graduates



A number of possible improvements to the program were identified through the Online Survey. These related to:

1. Follow up after the program is completed

2. Additional, or refresher training after completion of the program
3. Additional opportunities to keep in touch or make contact with program graduates
4. Qualifications as a result of program completion
5. Refinements to the mentoring system
6. Refinements to the industry project component
7. Diversity and quality of participants.

Only two matters, points 5 and 6 relate directly to the delivery of the program, with the others relating to the selection process and follow up activities outside the existing program's scope.

6.1.1.2 developing and maintaining a communication network between past course participants.

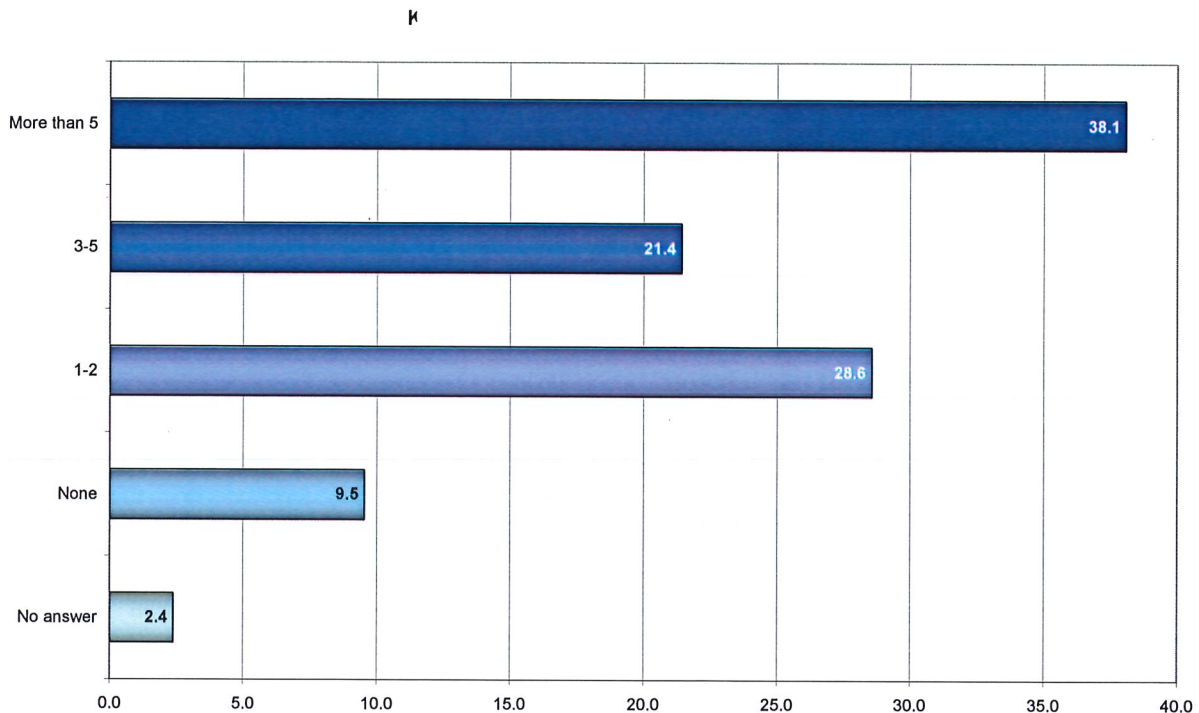
The vast majority of respondents (88.1%) indicated it was important to remain in touch with other participants, and only 9.5% indicated that it wasn't (Figure 2).

Despite there being no formal network, over 60% of respondents indicated that they keep in touch with at least three other graduates and 88% with at least one other graduate (Figure 2).

The Online Survey highlighted that graduates want continued support both during and after the program's completion. This is particularly important for those whose current positions may not allow them to practise the skills or utilise the knowledge obtained from the program.

Respondents indicated that they required an industry contacts data base, an alumni contacts list, further mentoring/coaching and further training in the form of additional activities or support, to enhance what had been learnt on the program.

Figure 2: Graduate's responses to the level of contact with past graduates.

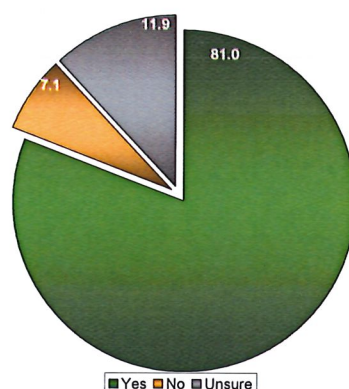


from ASR report – see Appendix IV

6.1.1.3 accreditation for graduates of the program

Although the program was initially aligned with the Seafood Industry Training Package (SITP), the program has not lead to a formal qualification or national accreditation. (Although opportunity for graduates to seek recognition of prior learning with a registered training provider (RTO) has existed, this has not been taken up to any extent). The majority (81%) of respondents indicated that accreditation would add value to the program (Figure 3), but no reasons were sought as to why.

Figure 3: Graduate's views on value of accreditation arising from the program



from ASR report – see Appendix IV

6.1.1.4 need for additional leadership training.

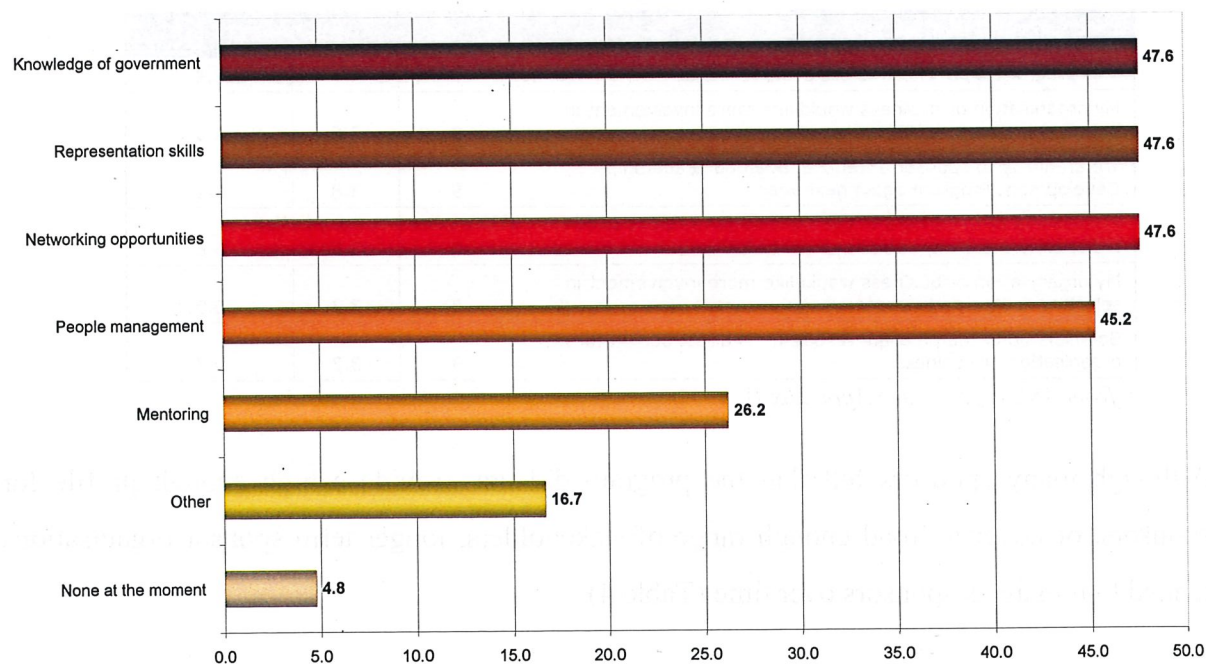
Respondents identified the key areas for further activities or training programs as;

- networking opportunities (47.6%) (in addition to what is already provided)
- knowledge of government (47.8%)
- representation skills (47.8%); and
- people management (45.2%) (Figure 4).

Less than 5% of respondents indicated that no other training or activities were necessary to help run their business, or develop their career (Figure 4).

It wasn't clear if respondents were looking at additional formal training at another level (eg Australian Rural Leadership Program (ARLP) or access to specific training outside of the program or the ARLP.

Figure 4: Other potentially beneficial training or activities



from ASR report – see Appendix IV

6.1.2 Sponsor's Online Survey Results

ASR contacted 12 sponsors to take place in the survey. Seven organisations responded giving a response rate of 58%. When interpreting the results ASR advises caution as the sample size is small for making quantitative analysis, and therefore statistical inferences cannot be reliably made.

6.1.2.1 critique of the program

The Online Survey revealed that the vast majority of sponsor respondents were satisfied with the program on all dimensions. Mean scores ranged from a low of 3.2 to a high of 4.1 from a maximum score of 5 (Table 3). As a pattern, sponsors rated survey items lower than graduates.

Direct business/organisation benefit was the lowest rated item (3.2) but this was still in the midpoint of the scale. Despite having the lowest score this result should not be interpreted on its own, as the highest scoring item (4.1) indicates that although there may not be direct benefit for the company, sponsors still view the program as beneficial to the industry as a whole (Table 3).

































Table 3: Sponsors satisfaction with the program

SERVICE DIMENSION	N	MEAN	STD DEV
This program is beneficial to the seafood industry	8	4.1	1.4
My organisation or business would like more involvement in selecting program content	9	3.8	1.0
We are likely to sponsor a National Seafood Leadership Development Program again next year	9	3.8	1.1
Participants of the program and the broader industry were made of aware of my company's sponsorship	8	3.5	0.8
My organisation or business would like more involvement in selecting course participants	9	3.3	0.9
Sponsorship of the program resulted in a direct benefit for my organisation or business	9	3.2	0.7





from ASR report – see Appendix IV

Although many sponsors felt that the program did not provide a high enough profile for sponsors, or cover a broad enough range of stakeholders, longer term sponsor organisations tended to remain as sponsors over time (Table 4).

Table 4: Status of sponsors support for the program

ORGANISATION	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Sponsor 1									
Sponsor 2									
Sponsor 3									
Sponsor 4									
Sponsor 5									
Sponsor 6									
Sponsor 7									

from ASR report – Appendix IV

	or		sponsoring program		unsure if sponsoring 2008		not sponsoring 2008
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6.1.3 Recommendations by ASR from the Online Survey

ASR made the following recommendations based on the Online Survey results. These recommendations were key areas for discussion at the facilitated workshop.

1. *Focus on networking*

Both the numeric and qualitative results highlight networking as an area of strong importance for respondents. The quantitative analysis highlighted networking as the number one strength of the program. The program must keep its momentum when dealing with networking - do not let the focus on networking drop, as graduates indicate this is one of the most important aspects of the program.

Investigate the feasibility of a contacts or alumni database for graduates to expand their networks.

2. *Ongoing support*

Graduates want continued support both during and after the programs completion. This is particularly important for those whose current positions may not allow them to practise the skills and knowledge obtained from the program. Graduates would benefit from regular follow up and access to opportunities after the programs completion.

3. Participants

Selection of participants was highlighted as an issue both by graduates and sponsors. The evaluation project team should consider various options to address the issue of participant diversity and participant ability. An investigation into streaming by sector or by level would be beneficial. Alternatively, additional funding and support for non government participants could also be explored.

4. Benefits for sponsors

It is difficult for any program of this nature to provide direct and measurable benefits for sponsor businesses and organisations. More realistic and long term expectations for sponsors need to be generated. The numeric results indicated that although no direct company benefit is perceived by sponsors, they still recognise that the program is beneficial to the industry at large, so this is the message that should be promoted.

6.2 WORKSHOP

The workshop was held in QDPIF's Hamilton, Queensland offices on the 10th and 11th of June 2008. Prior to the workshop, delegates were provided with a program and briefing notes to set the scene, in preparation for the workshop (Appendix VI).

The workshop was facilitated by Leith Bouilly and attended by 20 past graduates of the program and three industry delegates, Mr Grahame Turk, Managing Director, Sydney Fish Market, Tim Mirabella, commercial fisher and Mr Adam Smith, RecFish Australia (Table 1, Figure 5).

Based on the insights and experiences of the graduates and sponsors of the program, it was felt that this group's intimate knowledge of the industry, understanding of the leadership challenges it faces, hands on leadership experience, and their capacity to articulate how the program has been able to assist in the achievement of individual/industry aspirations, allowed an insightful assessment and critique of the program.

Through the Online Survey and project objectives, five areas were identified as requiring analysis at the workshop. These were:

- critique the previous program

- identify options for developing and maintaining a communication network between past course participants
- develop strategies for ongoing pathways to leadership within the seafood industry
- accreditation for graduates of seafood leadership training
- investigation of the need for an additional level of leadership development.

These matters were covered in the workshop and on completion; a report was prepared by the facilitator and forwarded to the PI. A copy of the report "Future Seafood Leaders: Taking Stock - Workshop Summary, June 2008" is included at Appendix VII. A brief summary of the key findings follows.

Figure 5: Participants at the Taking Stock Workshop - Brisbane



Back row L-R: Grahame Turk, Martin Perkins, Dan Machin, Paula Kenny, Jo Coco, Katherine Sarneckis, Chris Calogeras, Jonas Woolford, Dos O'Sullivan, Tim Mirabella, Adam Smith. **Middle row L-R:** Leith Bouilly (facilitator) Lisa Mackenzie, Geoff Blackburn, Daniel Grixti, David Mills, Kate Millner, JoAnne Ruscoe, Alan Snow, Brad Warren. **Front row L-R:** Neville Perryman, Helen Jenkins, John Mayze. (Not in shot Kellie Williams).

6.2.1 Critique of the previous Program

The Online Survey revealed that the majority of respondents were satisfied with the program on all dimensions, and although there was room for improvement in some areas, there was a high degree of satisfaction with the current product.

In order to establish a context for the programs evaluation, participants identified what

leadership styles are most likely to sustain the seafood industry into the future. The following leadership capacities and attributes required to meet the Industry's needs were identified (Table 5).

Table 5: Fishing and seafood industry leadership attributes and capacities

ATTRIBUTES	CAPACITIES
Emotional intelligence	Act in the interests of industry as a whole
Passion and commitment to the industry	Adopt different leadership styles when necessary
Resilience	Work collaboratively across all levels of industry and government
Ethical behaviour	Build effective teams and plan for succession
Great communication skills	Understand how industry and government work
Commitment to service beyond self	Develop extensive networks
Humour	Take risks and catalyse/lead change
Knowledge and experience	Be visionary and strategic
Decisiveness.	Ask for support
	Influence others.

Further to the discussions on leadership attributes and capacities, the following was also determined:

- the key challenge for the industry with regard to addressing strategic leadership issues into the future is – *‘the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels’*; and
- the seafood industry will continue to benefit from investment in programs which focus on developing appropriate leadership capacities and attributes in individuals (Table 5).

The next step involved workshop participants determining the purpose of the program. The following statement represents a synthesis of those discussions; - *‘the purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry’s future.’*

To undertake an analysis of the program and identify opportunities for improving leadership investment, the workshop considered four focussing questions;

- what has the Program excelled at?
- what would the Program's worst critics say?
- what should be the focus for the future?
- what might work against future investment in leadership development?

All elements of the program received positive feedback in the Online Survey and this was generally supported at the workshop. Networking was rated as the number one strength of the program and should be maintained and enhanced in future programs. Workshop participants highlighted the value of the program being industry specific rather than a generic leadership program. The best attributes of the current program were identified as:

- attracting passionate and committed people
- providing experiential learning in a safe and supportive environment where participants are encouraged to experiment
- providing challenging and real learning activities that push participants to excel
- seafood industry specific
- developing personal effectiveness through increasing self awareness and providing individual challenges
- diversity of participants
- networking opportunities – with participants and guests
- developing teamwork skills
- developing communication skills.

It is recommended that these elements should be maintained and enhanced possibly in future programs.

With regard to those elements of the program that could be improved there was strong correlation between the Online Survey results and the workshop discussions and

recommendations. The areas identified for improvement were:

- course material

the quality of the course material (this is important if Recognition of Prior Learnings (RPL) is going to be used to obtain any accreditation arising from the program).

- course project's purpose and delivery

- requires clarification and refinement to ensure that it is clear what the learning objectives are and it provides value to the individual and the group as a whole.
- incorporate a learning outcome of developing skills to create high performing teams with a strategic focus.

- mentoring

- the purpose of the mentoring activity was understood differently by many participants and as a consequence it may not be achieving its full potential.
- clarify and refine to determine whether the aim is to seek mentors or industry coaching .
- possibly develop a mentor bank.

- program marketing

there is a need to better market the program, graduates, projects, sponsors and supporters, and this will require the development of a whole of industry strategy, including;

- publication of course project reports.
- industry awareness of and the showcasing of current participants, projects, sponsors and employers.
- develop industry wide support mechanisms.
- create linkages across sectors and between individuals.
- greater support for participants and graduates on completion of the program.

- specified learning outcomes and accreditation
 - ensure that the learning outcomes of the program are specified and the content developed to meet them.
 - development of a statement of expectations for participants.
 - accreditation or certification.

- selection process
 - consider the selection process to increase diversity of participants and develop leadership capacity at all levels.
 - merit although important should not be to the exclusion of diversity .
 - some participants have little intention of making a contribution or ‘paying back’ to the industry, simply wanting to add to their CV.
 - options for providing additional support (including financial) to self employed participants.

The key findings and recommendations from the workshop on the performance of the program and leadership development were that:

- the seafood industry will continue to benefit from investment in leadership development programs and that the appropriate investment for industry through FRDC at this time is the *Advance in Seafood Leadership Development program*.
- program objectives, design, structure, content and materials should be reviewed regularly and updated as necessary to ensure that the program is able to develop the capacities and attributes as indicated in Table 5.
- ongoing support of sponsors and employees is critical to the success of the program and that more needs to be done to ensure that their needs are met. Improved marketing of the program and profiling of participants, graduates, sponsors and employees will assist in this.
- a three stage industry leadership model and the programs purpose should be clearly articulated to future providers of the program and regular evaluation conducted to

demonstrate that the structure and content are consistent with these (see Section 6.2.5).

- the development of a mentor bank and provision of mentor training should also be considered further.

6.2.2 Options for a communication network between past course participants.

The Online Survey highlighted that graduates want continued support both during and after the programs completion and this was supported at the workshop. This flows from the intensity of the experience of the program itself, friendships formed, networks created and a heightened awareness of the need to provide and receive support in leadership roles.

Even without a formal network, most graduates maintain some level of contact with other graduates (often those from the same year's program) but there was a high level of desire to establish a broader effective network that encompasses industry contacts, current participants and graduates of past programs. This is particularly important for those from remote areas and those whose current positions do not allow the use of the program skills.

Workshop participants agreed that being able to contact each other is very important and that the following would constitute a good beginning from which other initiatives might emerge; that is the development and maintenance of:

- a data base of graduates
- a website with graduate profiles
- an email contact list.

It was recognised that building anything more elaborate than this would require significant investment in both time and money, and it was unlikely that graduates would contribute substantially in a financial sense. At the workshop a number of participants indicated an interest in developing an active electronic network, but there was no resolution of how it might be funded.

Since the workshop, a trial national graduate network has been set up by Dan Machin (a current program participant) based on the system he developed for the 2008 program participants. The network will be by invite only and will be managed by a former graduate.

6.2.3 Develop strategies for ongoing pathways to leadership within the seafood industry

The majority of respondents to the Online Survey indicated that the program was effective in providing pathways to leadership roles in the industry, and most indicated that they had made career progression and advances (Table 6).

Table 6: Effectiveness of the program in providing a leadership pathway

EFFECTIVENESS	Freq	%
Effective	17	40.5
Very effective	10	23.8
Very ineffective	6	14.3
Neither effective nor ineffective	6	14.3
Ineffective	1	2.4
Don't know	2	4.8
Total	42	100.0

from ASR report – see Appendix IV

Workshop participants agreed that the program gave graduates a ‘leg up’ to do more and expand opportunities through skills development, increased networks and greater understanding of the industry and leadership opportunities that exist.

As identified in section 6.2.1, delegates discussed the problematic nature of organisational structures in the industry (i.e. the need to shift from the competitive and individualistic model to a collaborative and industry focused model) and how they may act as impediments to graduates aspiring to step up and make a difference in leadership roles. The program should ensure that it is designed to deal with this issue.

It was noted that industry leadership capacity building and development should have a multi level approach across the industry, and should also assess opportunities beyond FRDC to assist in building the pool of suitable peoples (see Section 6.2.5).

It was also noted that graduates should take an active role in initiating networking activities and that maximum advantage should be taken to coordinate with existing industry activities (eg Seafood Directions, SSA network meetings, Australasian Aquaculture Conference) to provide networking opportunities.

6.2.4 Accreditation for graduates of seafood leadership training

The completion of the program appears to be well regarded within the seafood industry, but

does not result in a formal qualification for those who have completed it. A certificate of completion is awarded and graduates are encouraged to make others aware that they have completed the program in order to raise their own profile, as well as that of sponsors and the industry more generally.

When developed in 2000 the program was aligned to leadership competencies from the SITP, however graduates' progression to formal assessment has been limited. The SITP has also been reviewed and updated recently meaning any move towards accreditation for the program would require mapping against the new standards.

The majority of respondents to the Online Survey indicated that they believed that accreditation would add value to the program, but no reasons were gathered as to why. Workshop participants were also unclear as to the benefits of accreditation, but suggested that the rationale to move to a qualification, or accreditation, should be considered in terms of:

- whether or not it is appropriate to accredit people for leadership development
- how it would impact on the learning outcomes of the current approach
- the range of needs that participants have
- how well the current program is marketed and positioned as a quality product
- how participants' needs for qualifications are met, particularly those who are self employed
- whether additional content, and therefore additional time, would be required to allow individuals to receive a full qualification, as the current program only equates to a partial qualification
- how it might assist in assessing whether or not participants have met any statement of expectations if it were introduced
- the potential impacts of a pass/fail approach on attracting participants
- whether or not aligning modules to relevant competencies would add rigour to delivery and feedback for continuous improvement
- leadership is a personal journey and may take many years to develop and demonstrate competency

- cost and time implications including;
 - the potential to reduce costs through alignment with a Registered Training Organisation (RTO)
 - costs of mapping competencies, amending materials etc
 - managing the program provider issues.

Very importantly, workshop participants were generally agreed that the program should have a primary focus on leadership development of individuals for industry benefit in the longer term, and that accreditation should be optional for individuals and not the key reason for the program. Allowing graduates to receive accreditation, through RPL processes after completing the course was the preferred option.

6.2.5 The need for an additional level of leadership development.

Respondents to the Online Survey identified key areas for further activities or training programs as being; networking (further to what is already provided), knowledge of government, representation skills and people management.

Workshop participants identified industry content as being something that could be improved upon in the current program, but also agreed that the focus should be placed on leadership development to meet industry needs. Where potential participants would benefit from a greater understanding of how industry works, it may be beneficial to develop a short activity to lift capacity in this area or utilise other industry opportunities.

Workshop participants also suggested that the current program could be lengthened (at least for the Sydney session) to allow additional learning opportunities. This would be most beneficial for the majority of participants if this additional time was focused on strategic and personal development areas as highlighted in the workshop and Online Survey results.

Workshop participants discussed the development of a multi-level approach to leadership development across the industry beyond the FRDC investment. A three stage approach was supported by delegates to include the following components:

- Stage 1: introductory activity (utilise existing programs or development of short courses to allow potential leaders to dip their toe into leadership

development)

- Stage 2: *Advance in Seafood* Industry Leadership Development Program (supported by Industry through FRDC)
- Stage 3: other advanced programs such as Nuffield Farming or Churchill Scholarships, Australian Rural Leadership Program, MBA etc.

To put this model in place would require industry initiative and coordination to identify, develop and resource the introductory activities and to assist in guiding potential leaders into more advanced programs. While all of these components require the investment of time, and in most instances money, it is perhaps reasonable to expect that people will make a commitment to their own development following an industry contribution.

In any instance it would be useful to provide participants with a list of further development options as part of the program.

6.3 FORMAL RECOMMENDATIONS FROM WORKSHOP

The following 22 recommendations were drawn from the workshop notes and the Workshop Summary Report (Appendix VII) and will be valuable for FRDC to consider in its deliberations on its leadership investment:

1. The seafood industry, through FRDC, should continue to fund the *Advance in Seafood* Leadership Development Program as it is highly effective and valued for the way in which it develops leadership potential in individuals.
2. The key challenge identified for the industry with regard to addressing the strategic issues into the future was identified as – the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels. Leadership development programs should be designed to assist in this transformation.
3. Workshop participants deliberated on the purpose of the program and the following statement represents a synthesis of that work. ‘*The purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry’s future.*’

4. The seafood industry will continue to benefit from investment in programs which focus on developing the following leadership capacities and attributes in individuals.
5. It would be appropriate to review the *Advance in Seafood Leadership Development* Program objectives and design to ensure that it is able to develop these capacities and attributes.
6. Program design, structure, content and materials should be reviewed regularly and updated as necessary.
7. The best attributes of the program as identified by the Online Survey and workshop participants should be retained and enhanced.
8. The purpose and delivery of course projects requires clarification and refinement to ensure that it is clear what the learning objectives are for the exercise and that value is gained by the individual and the group as a whole from it.
9. The mentoring activities should be clarified and refined and consideration given to the development of a mentor bank and provision of mentor training.
10. Participant diversity was identified as a valuable element of the program and the selection process should continue to ensure that it is maintained. Additional funding and support for non government participants could also be explored as a means of encouraging participation by self employed industry members.
11. Some concerns were expressed about effectiveness of participation and giving back to the industry on completion of the program. One way to draw individual attention to the expectation that recipients of scholarships will make a contribution to their industry is to require that all participants sign a statement of expectation.
12. The program should be better marketed to ensure that sponsors are recognised and participant's initiative showcased to the industry and beyond.
13. Relationships between the program and its sponsor's and participant employer's must be maintained and enhanced. This could be assisted through participants and graduates identifying opportunities to interact more effectively with their sponsors and employers.
14. Where possible the return on investment for sponsors and employers should be

demonstrated.

15. A multi level approach to leadership development should be supported across the industry and best advantage needs to be taken of opportunities to develop capacity through funding beyond FRDC.
16. Existing organisations within the industry could consider developing a short introductory course (appropriate to their membership) to prepare individuals for the *Advance in Seafood* Leadership Development Program.
17. The Online Survey revealed a high level of support for accreditation as a result of completion of the program. Workshop participants agreed that the program should primarily focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is an optional extra for individuals to pursue.
18. The costs and benefits of accreditation processes should be assessed in relation to achieving the industries purpose for the program.
19. Individuals who wish to obtain accreditation through Recognised Prior Learning processes should be supported and discussions held with future course providers in relation to how best to do this.
20. Networking was identified as the number one strength of the program and there is a strong desire for effective networking opportunities amongst the graduates. As a first step supporting the participants and graduates with a data base of graduates, a website with graduate profiles and an email list would enable more effective networking.
21. Graduates should take an active role in initiating networking activities.
22. Maximum advantage should be taken by graduates to coordinate with existing industry activities to provide networking opportunities.

7 BENEFITS AND ADOPTION

This project has the ability to build leadership capacity across all sectors of the industry and across all jurisdictions.

Initially the principal beneficiary will be the FRDC, as it can utilise the findings of the Online

Survey, the workshop outcomes and the recommendations contained in this report to assess its current commitment to industry leadership, especially in respect to considering what role the program will have in its ongoing leadership investment to industry.

The project has highlighted the benefits of the program and importantly has noted and made recommendations on how the program could be improved to best align with Industry needs.

A trial electronic network for graduates has already been developed as a direct result of this project.

8 FURTHER DEVELOPMENTS

To some extent, further development in respect to the leadership program will be dependent on what actions FRDC take with the findings and recommendations. It may be appropriate for FRDC to consider including a small number of past graduates/workshop participants in any discussions that it may have in relation to considering possible changes to the program.

To ensure that the workshop findings are as widely distributed as possible across industry, the following will take place;

- a summary pamphlet outlining the workshop outcomes, recommendations and opportunities for graduate involvement has been produced and will be widely distributed to Industry and posted on the NTSC website (Appendix VIII - Directions for Leadership Development for the Australian Seafood and Fishing Industry)
- the Final Report, Online Survey and Workshop Summary will be made available through FRDC and the NTSC's web site
- an article will be prepared for inclusion in the FRDC FISH magazine
- a trial national graduate network website has been developed which will allow graduates to keep in contact, provide links to the various reports and to stimulate graduate input into taking advantage of leadership development opportunities identified at the workshop which are highlighted in the pamphlet.

9 PLANNED OUTCOMES

The project had the following planned outcomes and all relied on completing the project

outputs in a timely manner; i.e.

1. enable the seafood industry leadership program to be reviewed and realigned with industry needs
2. contribute to the future development of industry leaders, both past graduates and future students
3. provide advice to ensure continual development of industry leaders through both educational avenues, leadership opportunities and increased industry support
4. investment in emerging seafood industry leaders will benefit all sectors of the industry.

To achieve these outcomes, the following outputs were developed as part of, or as a result of, the project;

- *A database of graduates and current contact details*

As a result of putting together the project proposal, a database containing all past graduate's current contact details took place. A direct output of this project has been the update of database containing contact details of all past graduates (Appendix IX).

Such a database will be invaluable for re-connecting graduates and as a starting point for developing the formal network and alumni. It will also benefit the wider industry as the information can be used for a range of Industry needs, such as a contact point to develop a register for mentors for the program or the Seafood CRC PhD program, to allow Industry to identify people who have a commitment to industry development in a leadership capacity, and to identify potential employment opportunities.

- *Generation of networking amongst participants*

Initial efforts to form a contact database resulted in connecting approximately 50 graduates. With the program as a common theme, this network has already begun to assist each other to in having broader input into industry projects. For example around 20 past graduates connected at Seafood Direction 2007 as part of developing this project.

A direct outcome of this project will be the creation of a stronger network circle amongst the seafood industry's emerging leaders which will assist them in achieving leadership goals for the industry now and into the future.

- *Through the Online Survey (Appendix IV), valuable information from the graduates and sponsors in respect to the leadership program has been collected and analysed into a report*

The Online Survey provided the opportunity to seek graduates and sponsor views on the performance of, and means to improve the program. This data will provide FRDC with invaluable information on the performance of the program as they seek to review their leadership investment.

- *A Workshop Summary(Appendix VII) has been compiled which examines the:*
 - Online Survey of past participants and workshop outcomes, which will assist FRDC in developing an improved course in the future to meet industry's needs for the short and long term demand for industry leaders
 - options for developing a network of all part participants so that they can continue to share information and develop positive outcomes for the betterment of the industry
 - options for assisting graduates with pathways to leadership roles within the industry
 - mechanisms to link with other industry leadership programs and leadership opportunities
 - options for leadership courses accreditation and any barriers to obtaining such
 - needs and options for additional levels of leadership program which are appropriate for the seafood industry.

10 CONCLUSION

This project highlighted the leadership potential that lies with past graduates of the program. By utilising the informal networks that exists between past graduates it was possible to develop a project at short notice and put in place the necessary actions to bring about the development of an Online Survey, a facilitated workshop and reports that provide valuable information for the Australian seafood and fishing industry as it considers the best leadership investment portfolio to meet the industry's future needs.

All of the project objectives have been met and lead to the coordination of almost 50 past graduates in developing this project.

A major output was the development and undertaking of an Online Survey of past graduates and sponsors to assess the strengths and weaknesses of the program, and identify key issues that will assist in improving the program into the future.

A facilitated workshop was also held in Brisbane in June 2008 and this allowed over 20% of the programs past graduates, along with key industry people, to assess the Online Survey results and undertake a critique of the program to identify areas for improvement, and to ensure future programs meet the short and long term leadership needs of the seafood industry.

As well as a formal workshop summary being produced by the facilitator and the production of this final report to FRDC, the past graduates put in place a mechanism, as a first step, to develop a communication network which can be used to formally connect all past graduates and build on other key recommendations arising from the Workshop.

The Online Survey and Workshop revealed that the vast majority of respondents were happy with the program on all dimensions, and although there was room for improvement in some areas, there was a high degree of satisfaction with the experience of the current product. It was clear from all sources that the seafood industry will continue to benefit from investment in a industry specific leadership development programs and that the appropriate investment for industry, through FRDC, at this time is the *Advance in Seafood Leadership Development Program*.

Importantly the workshop participants provided FRDC and Industry with a clear purpose for the program; *'..... to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future.'*

This needs to be achieved whilst addressing the key identified challenge for the industry with regard to addressing strategic leadership issues into the future, which was; *'..... the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels'*.

Participants generally agreed that the program should have a primary focus on leadership development of individuals for industry benefit in the longer term, and that any accreditation

should be optional for individuals and not the key reason for the program.

The workshop found that a multi-level approach to leadership development across the industry in Australia will increase the return on any FRDC investment beyond the existing leadership capacity developed under the program.

Although sponsors indicated they believed they received little direct company benefit from the program there was still strong recognition that the program is beneficial to the industry at large.

The most obvious outcome from the project was that the Australian seafood and fishing industry has a large and capable group of graduates who can significantly contribute to the leadership capacity of the Industry. Graduates should seek more Industry participation themselves and Industry should actively seek to have them become more involved in guiding the industry's future. The recently developed electronic network will allow greater access to this pool of graduates to achieve this.

11 REFERENCES

- Australian Survey Research Pty Ltd. (2008). Future Seafood Leaders: Taking Stock. Report of evaluation survey results
- L. Bouly. (2008). Future Seafood Leaders: Taking Stock - Workshop Summary June 2008
- C. Phillips. (2008). Advance in Seafood Leadership Development Program - Evaluation Report. FRDC project 2004/300.

APPENDIX I: INTELLECTUAL PROPERTY

No intellectual property was developed as part of this project. The knowledge gained through this project is shared between the FRDC and the NTSC and is available to the broader Australian fishing and seafood industry.

APPENDIX II: STAFF

There were no staff as such on the project as all past graduates volunteered their time.

APPENDIX III: ONLINE SURVEY TERMS OF REFERENCE

Terms of Reference – Online Survey Brief

Background

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then over 100 people have graduated from the Advance in Seafood Leadership Development Program; significantly enhancing the leadership capacity of the Australian seafood industry. The current program expires at the end of 2008, and FRDC is reviewing its leadership development investments after 2008.

As part of the review FRDC has supported an independently facilitated workshop. Prior to the workshop, an online survey will be undertaken of past graduates, service providers and industry to gain an understanding of what their experience has been of the previous program (strengths and weaknesses, what worked well, what didn't, key skills gained and what was considered to be deficient) and to identify industry priorities for any future leadership program. The outcomes of the survey will provide a valuable source of information for the workshop facilitator and workshop participants.

This brief outlines the objectives of the online survey requirements, timeframe, structure and results required from the survey.

Online survey requirements

Participants

- Graduates (approximately 100)
- Facilitators (approximately 10)
- Sponsors (approximately 30)

Timeframe

- 3 weeks open time
- Results 2 weeks after closing

Structure

- Qualitative and quantitative data
- Open comment questions

Results Required

- Key skills gained from course and deficiencies
- Critique on previous course structure and content, strengths and weaknesses
- Ideas on developing improvement in future courses
- Past graduates intention of further involvement with each other and established networks
- Identify needs and options from graduates in regards to
 - a. Pathways to leadership roles within industry
 - b. Linking of other leadership programs and opportunities
 - c. Leadership accreditation and barriers to obtaining accreditation
 - d. Options for additional levels of leadership programs appropriate for industry
 - e. Additional training needs

Quote Requirements

Quote 1:

Costs for designing, completing and analysing results of online survey (including all questions) for each target group (participants, facilitators, sponsors).

Quote 2:

Costs for completing and analysing results of online survey for each target group (participants, facilitators, sponsors) with the supply of questions.

Delivery Requirements for both quotes:

7 April 2008: Online survey to begin

25 April 2008: Online survey to close

9 May 2008: Results to be collated, analysed and in written report provided to Northern Territory Seafood Council, GPO Box 618, Darwin NT 0801 or email ntsc@ntsc.com.au

**APPENDIX IV: FUTURE SEAFOOD LEADERS: TAKING STOCK.
REPORT OF EVALUATION SURVEY RESULTS**

Future Seafood Leaders Taking Stock

Report of evaluation survey results

MAY 2008



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Introduction

In 2008, Australian Survey Research (ASR) was engaged to conduct an evaluation survey about the National Advance in Seafood Industry Leadership Development Program. Two surveys were conducted, one of program graduates and one of program sponsors.

This report outlines how the research was conducted and how the results were analysed, as well as discussing the key findings. Common themes and exemplary comments are presented for free text questions. The report format presents the results of the graduate survey first followed by the sponsor survey.

A copy of both questionnaires is contained in Attachments A and B. Detailed results in Excel files and all free text comments have been included as Attachments C and D of this report.

The two questionnaires were developed as part of the Future Seafood leaders: taking stock project supported by funding from the Fisheries Research and Development Corporation (FRDC) on behalf of the Australian Government. The first was a graduate questionnaire aimed at all past graduates of the program. The second was a sponsor questionnaire that was sent to all previous sponsors of the program. The questionnaires were loaded into ASR's proprietary web survey tool, Survey Manager, and housed at the Securiton Data Centre, Melbourne.

Survey methodology

The investigators for the Future seafood leaders: taking stock project provided ASR with the contact details of its previous graduates and sponsors with email addresses. ASR sent all email addresses an invitation email containing a hyperlink to the survey - a total of 95 graduate emails and 21 sponsor emails.

The survey was open from 21 April – 9 May 2008. ASR sent two email reminders to all graduates and sponsors who had not completed at the time of sending the reminder.

In total 42 graduates responded, yielding a response rate of 44.2%. Of the 12 sponsor organisations that were invited to participate, seven organisations responded yielding a response rate of 58.0%.

Graduate survey

Sample profile

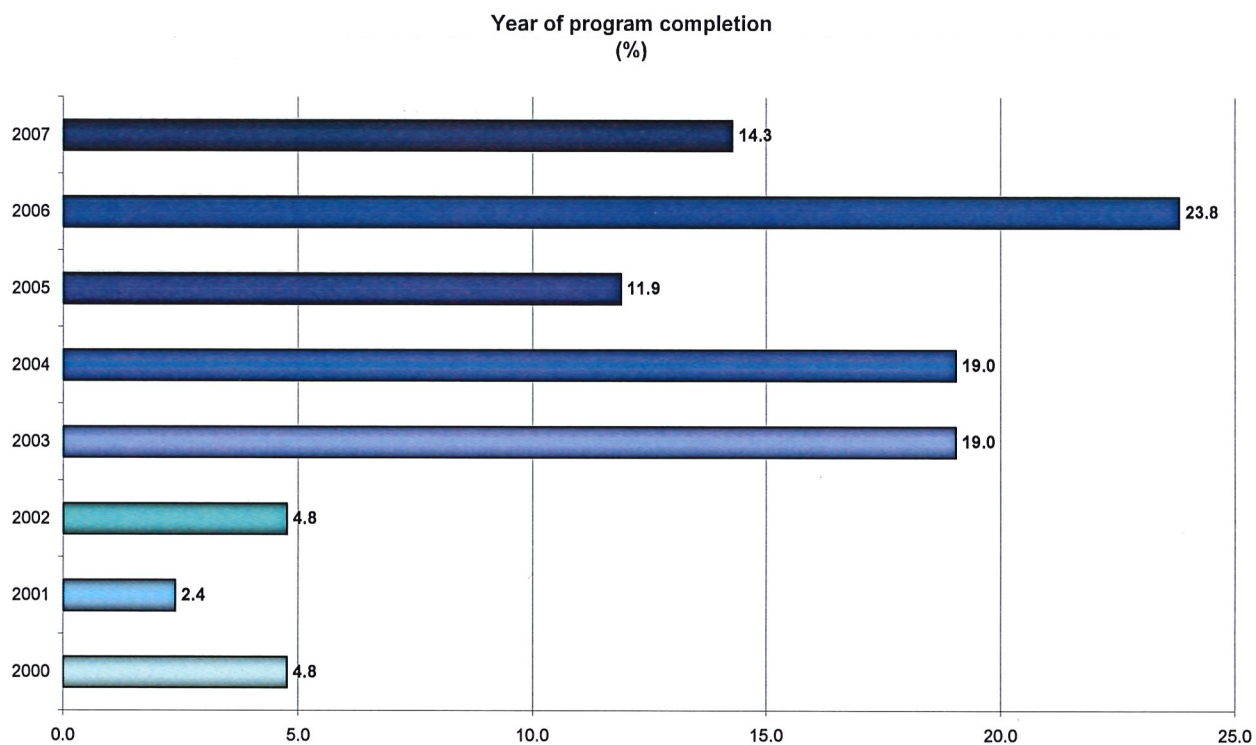
Sector

The table below displays the sector breakdown of respondents at the time of completion of the Leadership Program and at the time of completion of the survey (May 2008).

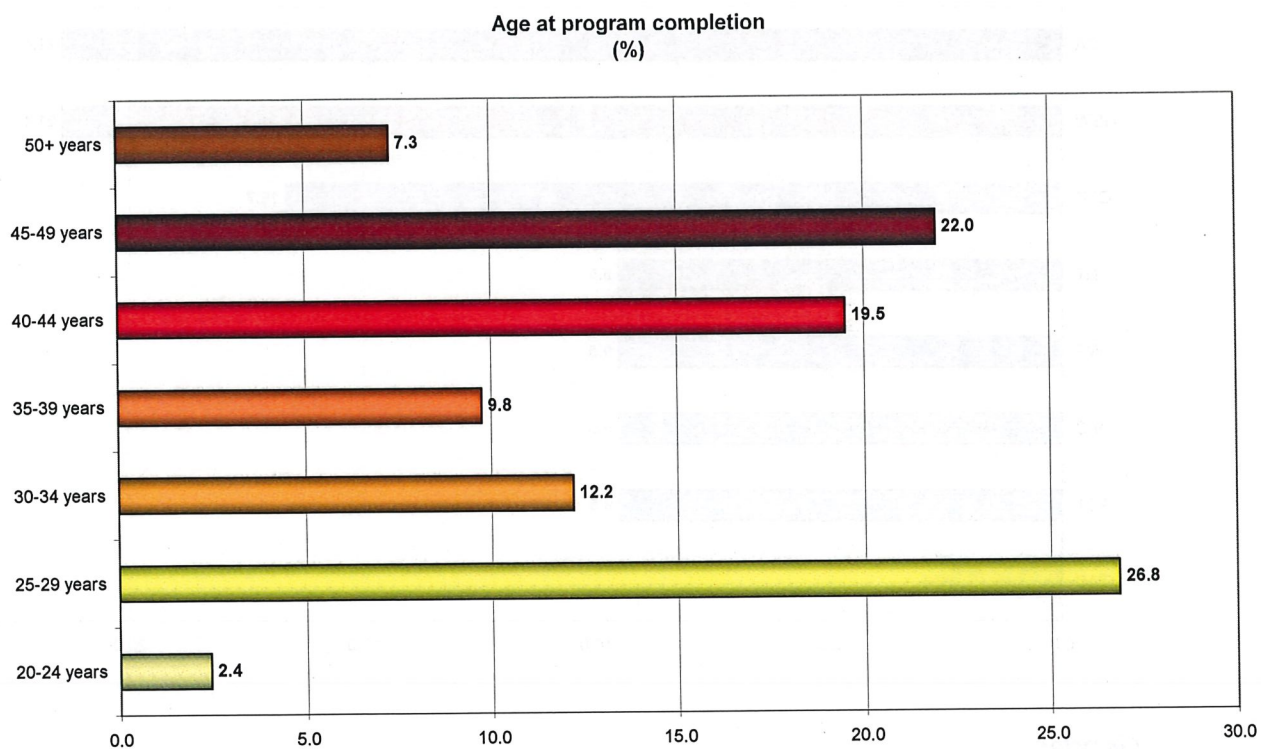
SECTOR	At time of program		At time of survey	
	Freq	%	Freq	%
Policy	3	7.1	2	4.8
Research	5	11.9	3	7.1
Commercial fishing	7	16.7	9	21.4
Processing	3	7.1	5	11.9
Wholesale	1	2.4	2	4.8
Aquaculture	4	9.5	5	11.9
Compliance	1	2.4	2	4.8
Retail or Marketing	3	7.1	3	7.1
Industry representation	6	14.3	6	14.3
No longer in seafood industry	3	7.1	0	0.0
Other	6	14.3	5	11.9
Total	42	100.0	42	100.0

Year of program completion

Exactly 50% of respondents completed the program between 2005 and 2007.

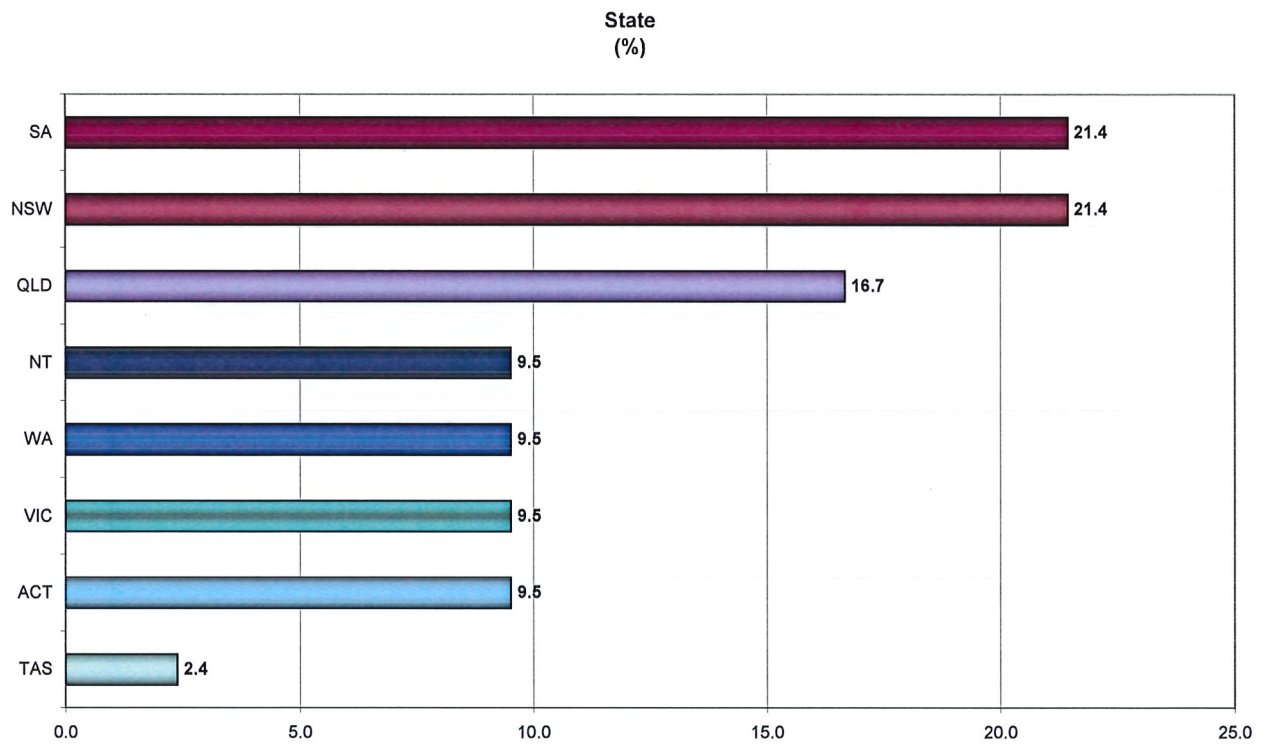


Age at program completion

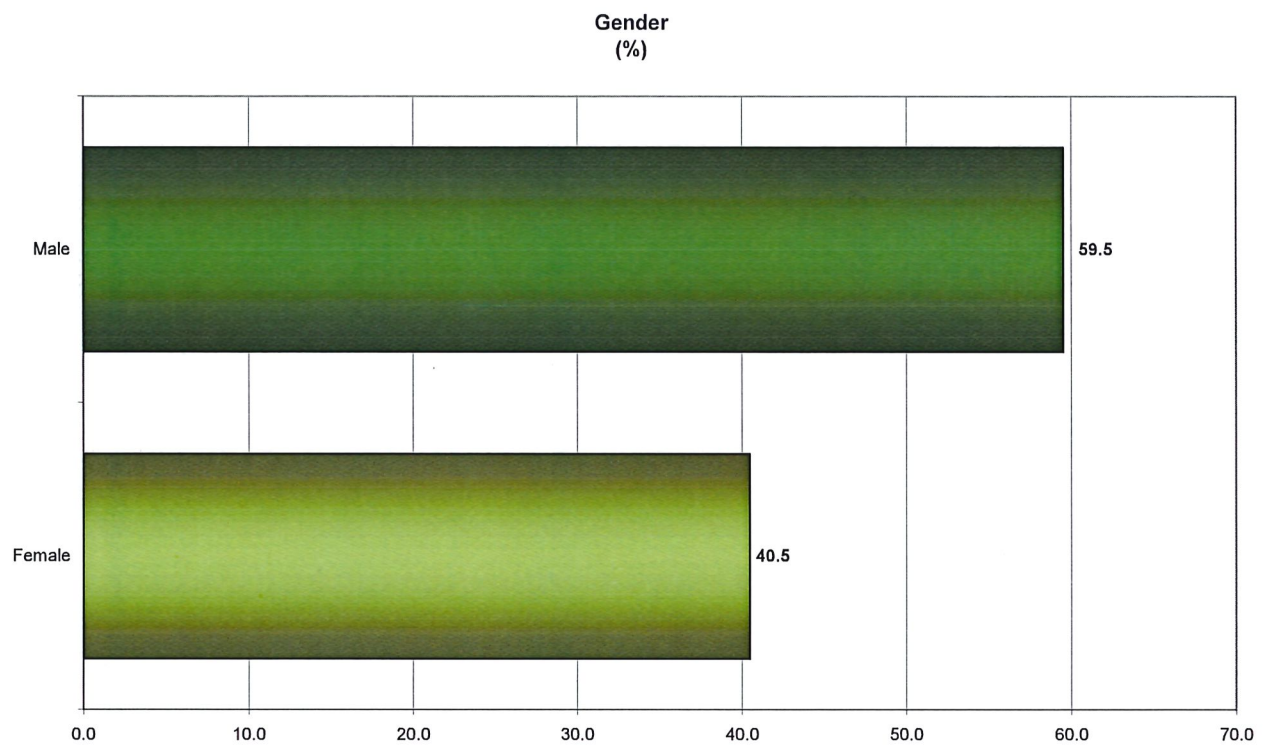


Note: one respondent did not supply an answer for this question.

State



Gender



Overall program opinions

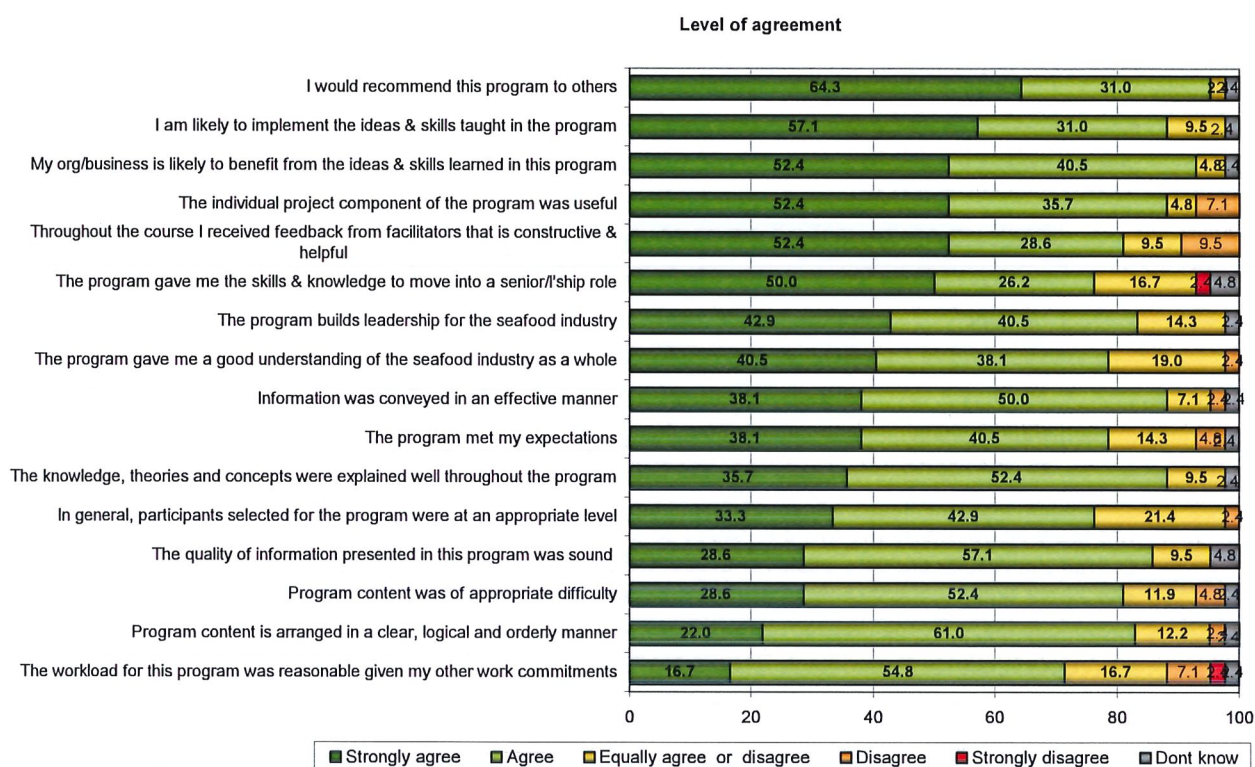
Respondents were asked to rate their agreement on a number of program dimensions. The rating scale used to measure responses was:

LABEL	Rating
Strongly disagree	1
Disagree	2
Equally agree / disagree	3
Agree	4
Strongly agree	5

The table below shows the average rating for each statement ordered from highest to lowest scoring. Overall the results are very positive. Graduates are likely to be the strongest endorsers of the program and would make good promoters for the program. Graduates plan to or are implementing the skills and knowledge learnt in the program and this has flow on effects for their business / employers. The lowest scoring item relates to workload. Despite having the lowest score it must be noted that a mean score of 3.8 sits at the agree point on the rating scale – it is a fairly positive score.

SERVICE DIMENSION	N	MEAN	STD DEV
I would recommend this program to others	41	4.6	0.5
In my work I am likely to implement the ideas and skills taught in the program	41	4.5	0.7
My organisation or business is likely to benefit from the ideas and skills learned in this program	41	4.5	0.6
Information was conveyed in an effective manner.	41	4.3	0.7
The knowledge, theories and concepts were explained well throughout the program	41	4.3	0.6
The individual project component of the program was useful	42	4.3	0.9
The program gave me the skills and knowledge to move into a senior or leadership role within the seafood industry in the future	40	4.3	0.9
The program builds leadership for the seafood industry	41	4.3	0.7
The quality of information presented in this program was sound (eg, reflecting best practice).	40	4.2	0.6
Throughout the course I received feedback from the facilitators that is constructive and helpful	42	4.2	1.0
The program gave me a good understanding of the seafood industry as a whole	42	4.2	0.8
Program content was of appropriate difficulty	41	4.1	0.8
Program content is arranged in a clear, logical and orderly manner.	40	4.1	0.7
In general, participants selected for the program were at an appropriate level	42	4.1	0.8
The program met my expectations	41	4.1	0.9
The workload for this program was reasonable given my other work commitments.	41	3.8	0.9

The chart below displays the frequency distribution for each statement – the percentage of respondents who chose a rating point for that statement. The scores are strongly positively skewed (more green than red). The majority of respondents are satisfied on all dimensions. The statements with higher disagreement scores related to workload, facilitators and the industry project.



Respondents were then asked to rate the **quality** of a number of program aspects. The rating scale used to assess each aspect was:

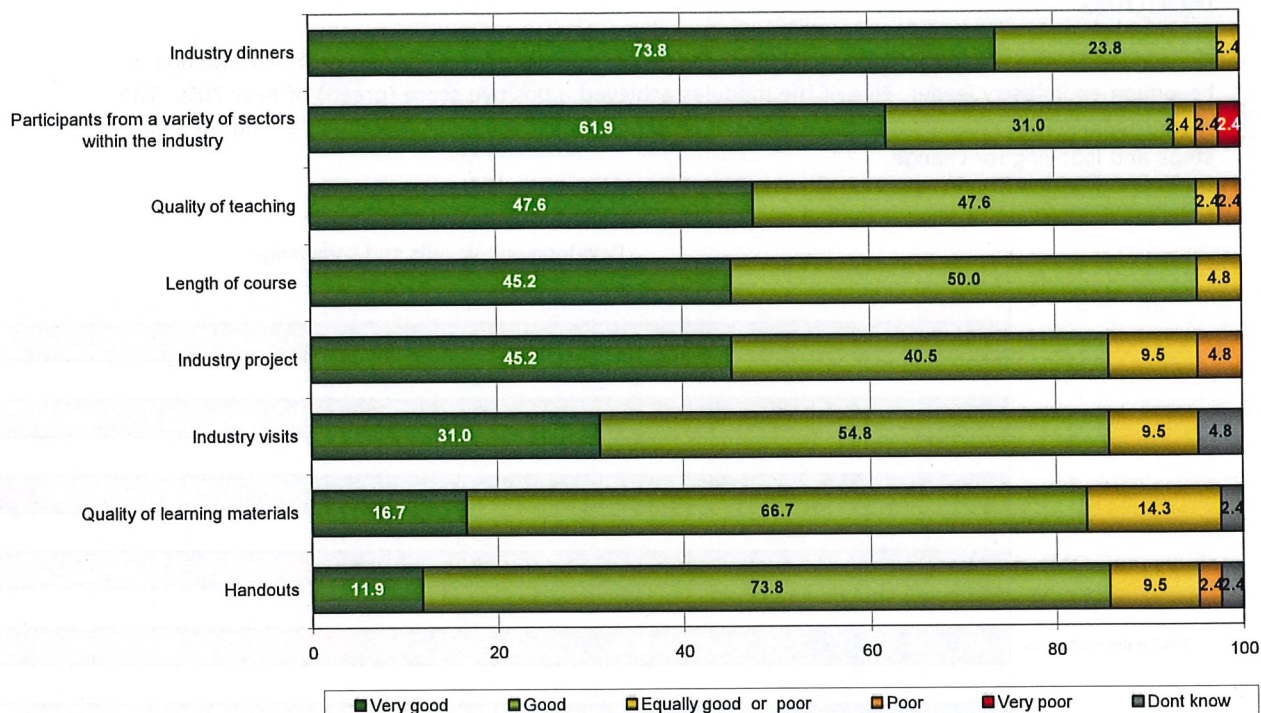
LABEL	Rating
Very poor	1
Poor	2
Equally good / poor	3
Good	4
Very good	5

The mean scores for each aspect are presented below. The scores range from 4.0 (good) to 4.7 (very good). Industry dinners received the highest rating. Resources appear to be the lowest rating aspects of the program.

ASPECT	N	MEAN	STD DEV
Industry dinners	42	4.7	0.5
Participants from a variety of sectors within the industry	42	4.5	0.9
Quality of teaching	42	4.4	0.7
Length of course	42	4.4	0.6
Industry project	42	4.3	0.8
Industry visits	40	4.2	0.6
Handouts	41	4.0	0.6
Quality of learning materials	41	4.0	0.6

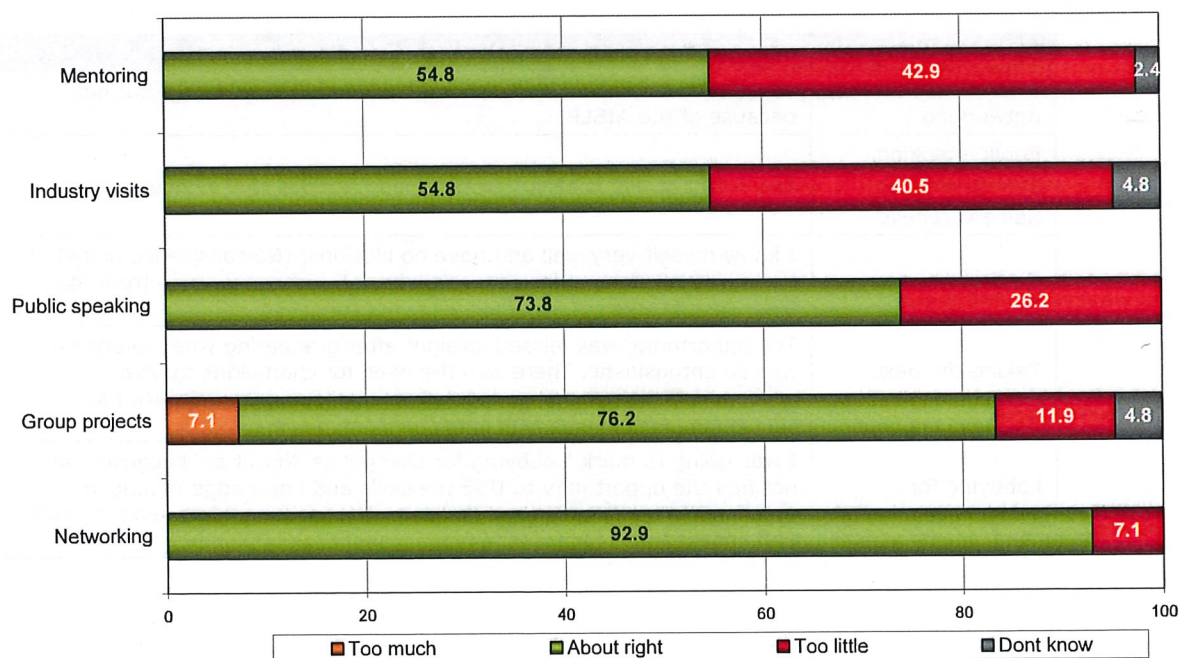
The frequency distribution below displays the spread of scores across each aspect. Again, the pattern of results is positively skewed. A rating of very poor (red) is only evident in one aspect, participants from a variety of sectors within the industry.

Quality of program aspects



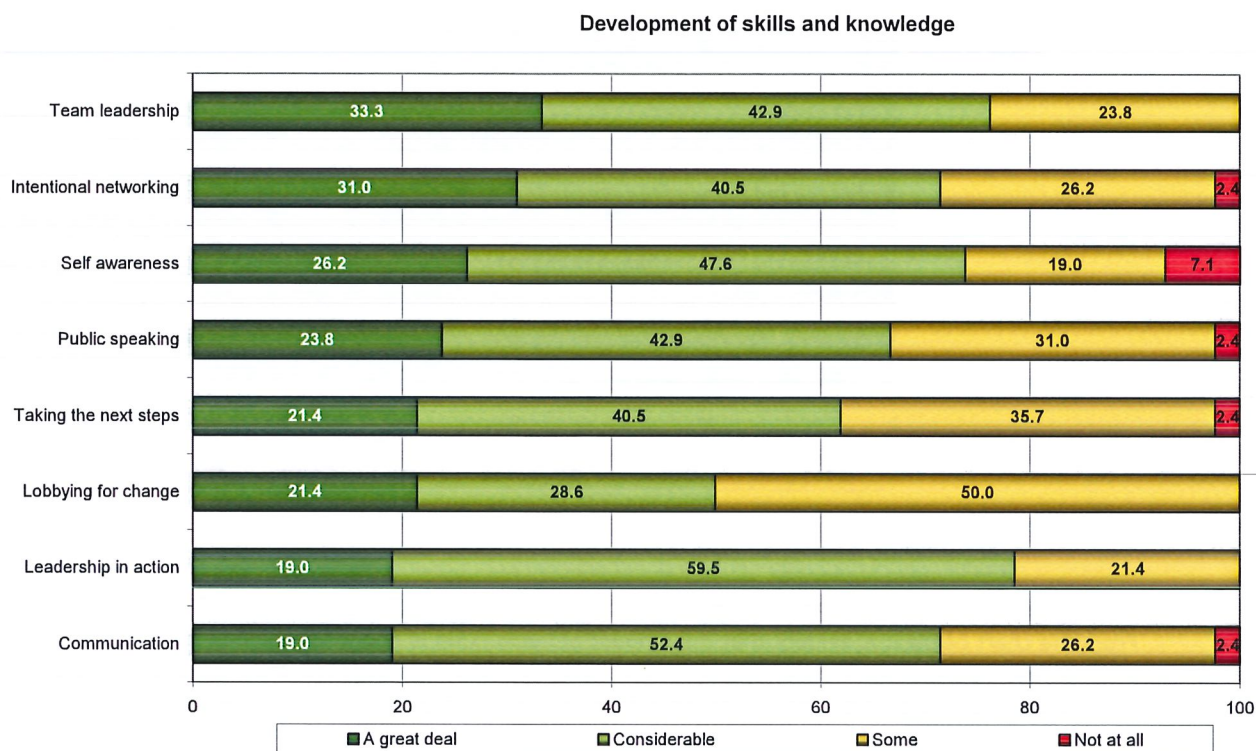
Respondents were asked to rate the amount (as in extent) of the different aspects within the program. From the chart below it is evident that the amount of networking is about right. Many respondents (over 40% for each aspect) want more mentoring and industry visits. This suggests that respondents value the social aspects of the program and want more of them. Group projects are the only aspect that respondents want less of.

Amount of aspects within the program



Modules

Respondents were asked to rate how much each module had developed their skills and knowledge in becoming an industry leader. Five of the modules achieved a positive score (green) of over 70%. The three modules that received a positive score of less than 70% were public speaking, taking the next steps and lobbying for change.



Respondents that selected the rating point 'Not at all' for any module were asked to explain why they chose that answer. Their comments are provided below:

MODULE	COMMENT
Intentional networking	Was not an issue that was discussed or put in place. I do it but not because of the AISLP
Public speaking Communication Self awareness	The 3 'Not at all's' means I already had the skills well developed
Self Awareness	I know myself very well and have no illusions, (No conscience helps) or the ability to make a decision and accept the consequences from that decision. (Scary)
Taking the next steps	The opportunity was missed straight after graduating when everyone was so enthusiastic. There was the need for champions to give graduates direction and stimulus. I also believe my workplace has suppressed enthusiasm and opportunity to move forward.
Lobbying for change	I was going to mark 'Lobbying for change' as 'Not at all' because I've not had the opportunity to USE the skills and knowledge in industry practice in my research role. However, the module did develop my skills and knowledge.

When asked to pick their preferred module, respondents indicated that Intentional networking (26.2%) and Self awareness (26.2%) were most preferred. Team leadership (7.1%) and Communication (7.1%) were the least preferred modules. Lobbying for change was not selected by any respondents.

MODULE	Freq	%
Self awareness	11	26.2
Intentional networking	11	26.2
Public speaking	7	16.7
Taking the next steps: Leadership in action	7	16.7
Communication	3	7.1
Team leadership	3	7.1
Total	42	100.0

Respondents were asked to indicate why they chose their answer. Some typical comments are provided below (for a list of verbatim comments refer to Attachment D).

Public speaking

I was unsure of myself as a public speaker before the course. The course gave me the confidence to take on public speaking.

Self awareness

Realising your own personal abilities is often something that is not of high importance, the course highlighted my own strengths and weaknesses which I have been able to carry over into my working environment.

Communication

Has helped for future networking.

Clear communication underpins everything.

Team leadership

It is the area that I needed to develop - not follow the leader.

Skills I lacked most.

Taking the next steps: Leadership in action

Made participants forward plan their involvement in strategically important projects.

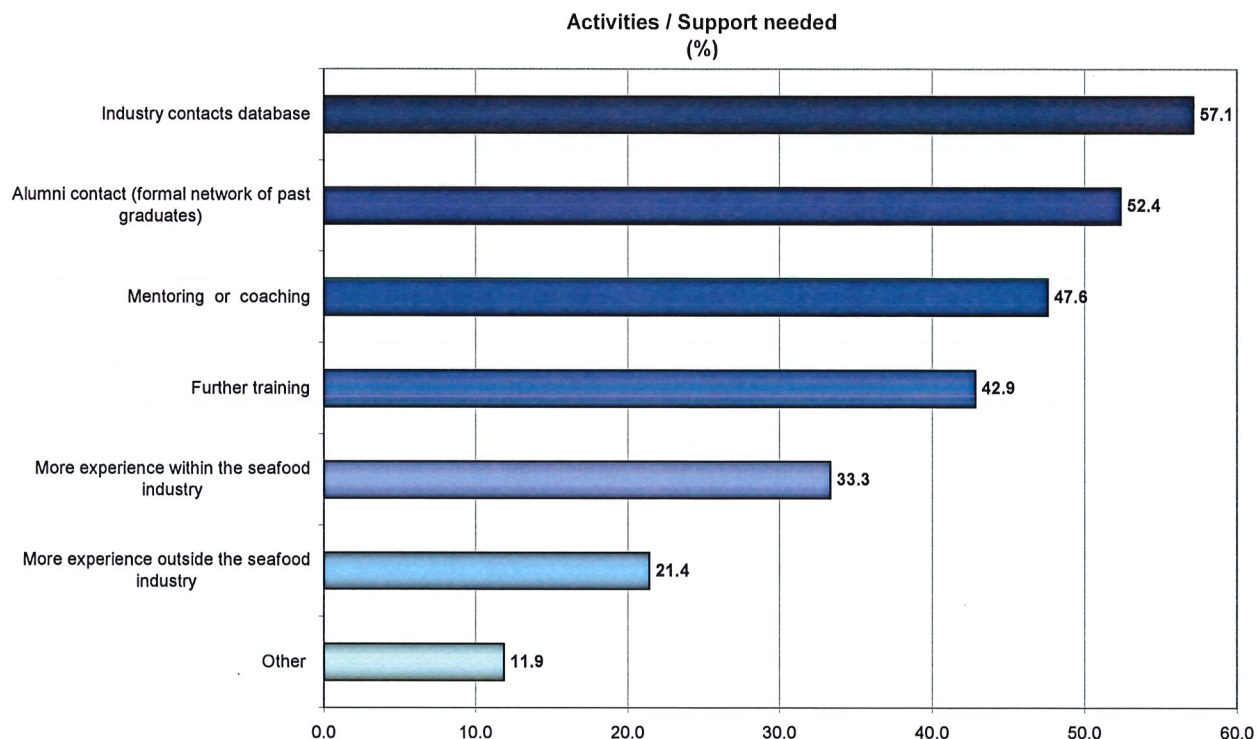
Intentional networking

Gave me the opportunity to create useful networks within a range of industries which will benefit me in the future.

This has proven to be a very valuable skill. Networks are underrated in our industry as most people in general either shy or worried about giving away information.

Activities and support needed

Respondents were asked to indicate the activities and support needed to utilise what was learnt from the program. A chart of results is on the following page. Respondents were allowed to choose more than one option for this question so the total is greater than 100%. An industry contacts data base (57.1%) is the most wanted type of activity/support and the next most wanted is alumni contact (52.4%). Both of these options related to aspects of networking and social interaction. Networking appears to be a common theme for respondents.



Six respondents provided an 'Other' option and their responses are presented below:

Other responses

A regular linkup or workshop of past attendees would be helpful.

All of the above - it is balancing individual requirements across all these areas that can be equally important.

Funding to attend. if fishers are not fishing there is no money coming in business suffer, results are less than they could be.

Guidance and encouragement.

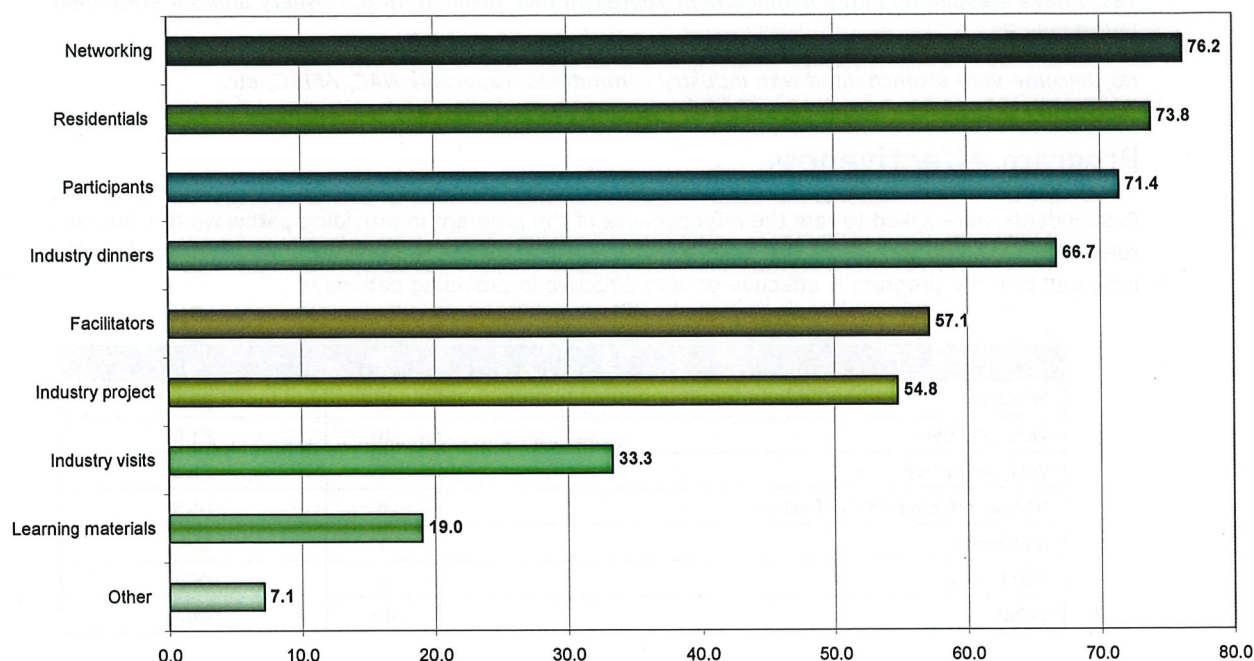
Letter of support to my workplace to express how important it is to the individual and the Seafood Industry.

More exposure to organisations such as NAC to be aware of general industry issues and trends.

Program strengths and improvements

Networking was rated as the number one strength of the program (76.2%). Over 70% of respondents indicated that Residentials and Participants were also strengths. Only 19% of respondents indicated that learning materials were a strength. This is a similar result to the quality question above, where learning materials and handouts were the lowest rated in terms of quality.

Program strengths (%)



Other strengths included:

I believe that by having a mix of participants from all sectors and at different stages of their leadership journey it enhances the project outcomes. To merely have an elite group of the highest achievers does not provide an opportunity for industry diversity or those commencing their leadership trek to participate in leadership training. The residential format is critical to the success of this program.

Providing clarity to participants on what makes a good leader/manager. Many people are moved into roles for which they are not qualified or experienced and have trouble working out how they should interact with their staff and/or management. A lack of understanding of their role often leads to insecurity in the role and an inappropriate management style. In my experience this is one of the main reasons for poor management/leadership.

The vast representation of seafood industry participants all with a common passion and goal. The potential that this group has to help take the industry forward in its future.

The work load at the sessions, eg, a bit of pressure.

When asked what improvements could be made to the program the following themes were identified:

- Follow up after the course is completed
- Refinements to the mentoring system
- Additional or refresher training after completion of the program
- Additional opportunities to keep in touch or make contact with program graduates
- Qualifications as a result of program completion
- Refinements to the industry project component
- Diversity and quality of participants

Respondents were then asked if they had made significant career progression within their organisation or industry sector. Of the 25 respondents that answered this question only five indicated that they hadn't made any progress and 20 indicated that they had. Some examples of respondent comments are provided below:

The company I work for has increased significantly in size and although my title is the same my role has changed significantly.

Yes, I have stepped up into a management/representative position for our fishery and our state peak industry body.

No, become very disenchanted with industry committees, especially NAC, AFISC, etc.

Program effectiveness

Respondents were asked to rate the effectiveness of the program in providing pathways to leadership roles within the industry. From the table below it is evident that the majority of respondents (64.3%) indicated that the program is effective or very effective in providing pathways.

EFFECTIVENESS	Freq	%
Effective	17	40.5
Very effective	10	23.8
Very ineffective	6	14.3
Neither effective nor ineffective	6	14.3
Ineffective	1	2.4
Don't know	2	4.8
Total	42	100.0

When asked to explain why a particular answer was chosen some typical comments are provided below:

Very ineffective

It taught me that it won't happen by accident. That for me to take on leadership opportunities I need to be proactive.

Ineffective

Unaware of any pathways.

Effective

Much of the program was about expanding/elaborating on points I already had an understanding of. Therefore it helped to make sure I focused on the key points but probably didn't make a huge difference to how I approached issues.

The program dragged us out of our comfort zones and made us prove to ourselves that we could accomplish tasks set both for group and individual activities. We witnessed our entire group grow in self confidence and self belief as the course progressed.

Very effective

As a commercial fisher it has given me the confidence to meet with people of all positions in industry and government and feel comfortable in these varied situations. The industry dinners I found to be particularly helpful in this regard.

The course presented the skills, gave you a chance to practice, work on your weaknesses, practice again, to give you confidence.

When asked to compare the effectiveness of the Leadership Program with other leadership programs or opportunities, 35.7% of respondents indicated that it was effective or very effective. The far right column of the table below displays the percentage of respondents who selected an option NOT including 'NA' or 'Don't Know'.

EFFECTIVENESS	Freq	%	% excluding DK/NA
Effective	8	19.0	34.8
Very effective	7	16.7	30.4
Neither effective nor ineffective	5	11.9	21.7
Very ineffective	2	4.8	8.7
Ineffective	1	2.4	4.3
Don't know	8	19.0	
NA	11	26.2	
Total	42	100.0	

Respondents offered the following comments when explaining why they chose a particular answer:

Ineffective

Unaware of other programs except for this one.

Neither effective nor ineffective

Similar to other training I have had.

Effective

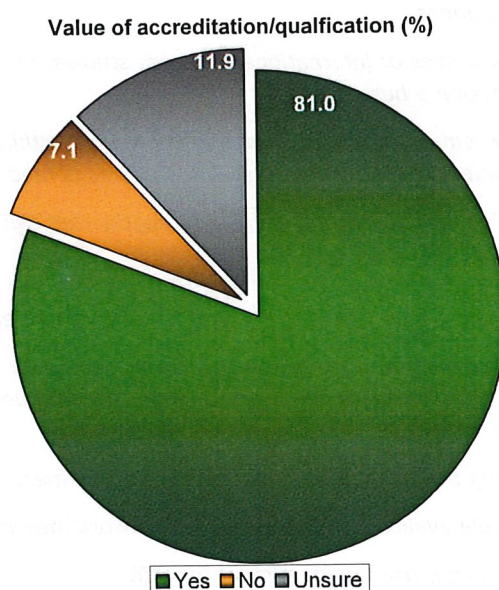
If you have the thirst for knowledge and building your own capacity - I found I became more aware of bursaries or other opportunities that could be applied for that would have enhanced opportunities as well as skills.

Very effective

The practical is not overshadowed by the theoretical; and the industry focus makes it so valuable.

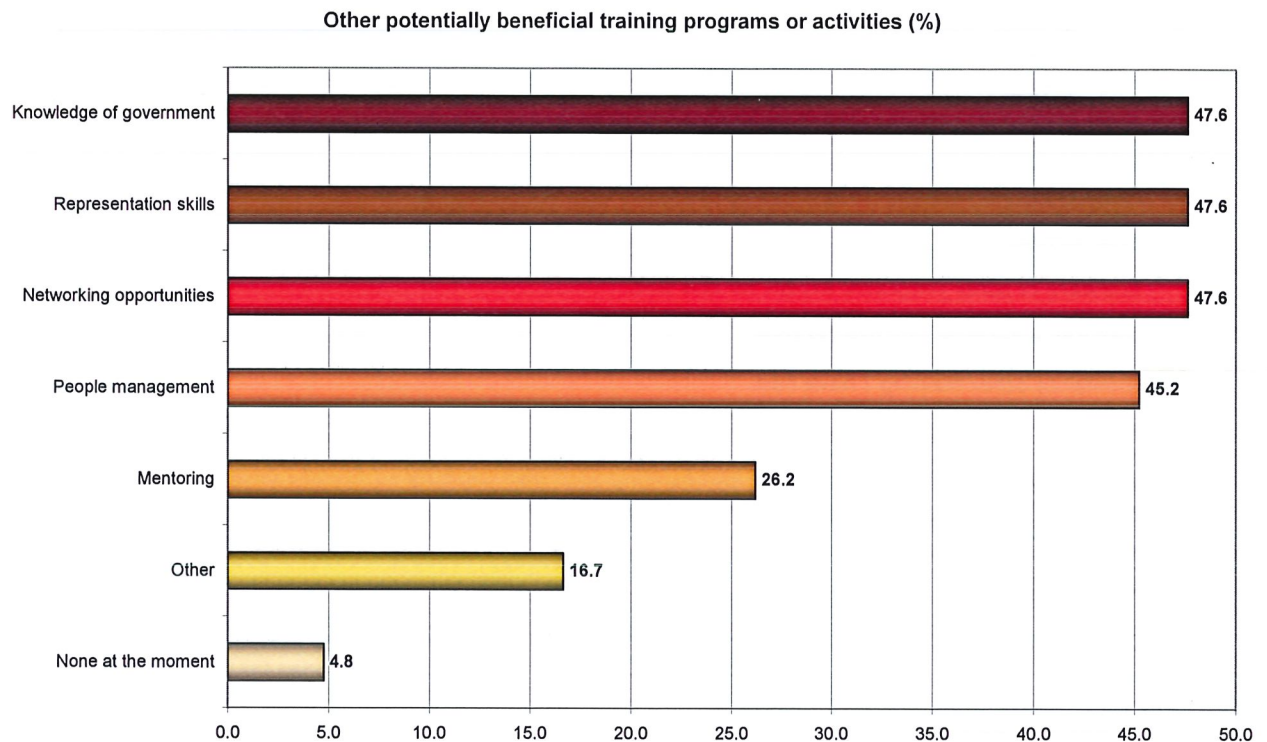
Accreditation

Currently the Leadership Program does not lead to a formal qualification or national accreditation; respondents were asked to indicate whether such accreditation would add value to the program. The majority of respondents indicated that accreditation would add value.



Other potentially useful training programs

The chart on the following page demonstrates that Knowledge of government, Representation skills and Networking opportunities were all identified as key areas for further activities or training programs. Networking is further reinforced as a priority for respondents. Only 4.8% of respondents indicated that no other training or activities were necessary to help run their business or develop their career.



Despite the fact that only 16.7% of respondents ticked an 'Other' training program or activity, 28.6% of respondents provided a suggestion for an 'Other' activity and these are listed below:

Information retrieval and management.

All the above including Business studies or international business studies, board of directors knowledge, management, how to further develop a business.

As previously mentioned - there remains a lack of skills and knowledge within the industry with regard to the documentation and management of food safety systems. Seafood is food.

Career pathway identification. Self awareness of individual strengths that can benefit the Industry.

Corporate governance.

I personally would like to learn Chinese as I believe it would benefit my career in the future.

In our business, the importance of technical and production issues have been superseded by people management and regulatory issues. These are areas that I think will continue to provide the major challenges/opportunities for our business in the foreseeable future.

Knowledge of government funding bodies, industry needs and opportunities.

Networking opportunities are made available through the SSA network meetings.

People are the worst thing to manage, from management to staff.

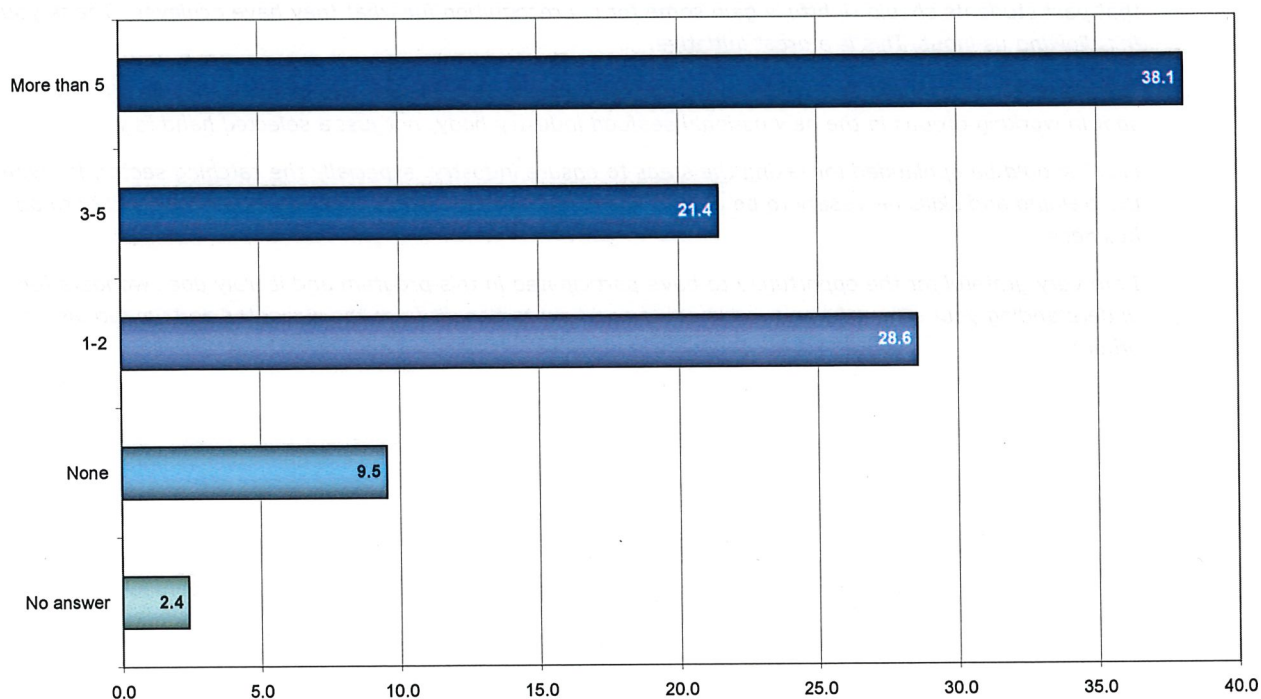
Supply chain training to remove unnecessary links in the chain.

Time management and opportunities for fishers to grow and develop as people as well as Industry reps.

Keeping in touch

The final section of the questionnaire asked about networking and keeping in touch with program graduates. Over 60% of respondents kept in touch with at least three other people from the program since completion.

Keeping in touch with past graduates (%)



The vast majority (88.1%) indicated it was important to remain in touch with other participants and only 9.5% indicated that it wasn't important. When asked to explain their answer respondents offered the following responses:

Yes

Some good friendships were made and it is good to keep in contact with people - personally and professionally.

I think people involved in the program all have similar hopes for the industry and the mix of people for all areas of the industry creates new ideas and perspectives that everyone can learn from. It quite often makes you think out of the square and at times approach things in a different manner than perhaps you would have previously.

No

Important to have them there if you need them but not to keep in touch.

I don't think it is important, handy, yes to know where everybody is at. That would be helpful.

Respondents were then asked to comment on what could help them keep in touch with more people from the program. Some typical comments include:

Regular newsletter - who did it and what are they doing.

Regular meetings of past participants to workshop big picture issues or vision building. Up to date email and contacts. An alumni web page or the like.

Mini projects involving my course participants plus bringing some more on board from other courses.

Annual future leader meetings.

Other comments

The final question of the graduate survey was a general comments question. Some comments are presented below. For a full list of respondent comments please refer to Attachment D.

I believe that this leadership program should give equal opportunity to academics and non-academics. Previously, there have been great potential non-academics that haven't taken up the program offer or some who have and felt disadvantaged/intimidated by academics during participation. I also maintain that past students should rightfully gain some formal recognition for what they have achieved. Thank you for allowing us input. This is a great initiative.

For the revamped course to be taken seriously by industry. For ALL previous graduates to be offered a spot in working groups in the new national seafood industry body, not just a selected hand few.

FRDC should be applauded for taking the steps to ensure industry, especially the catching sector, is given the training and skills necessary to be able to represent itself in forums that impact on their ability to do business.

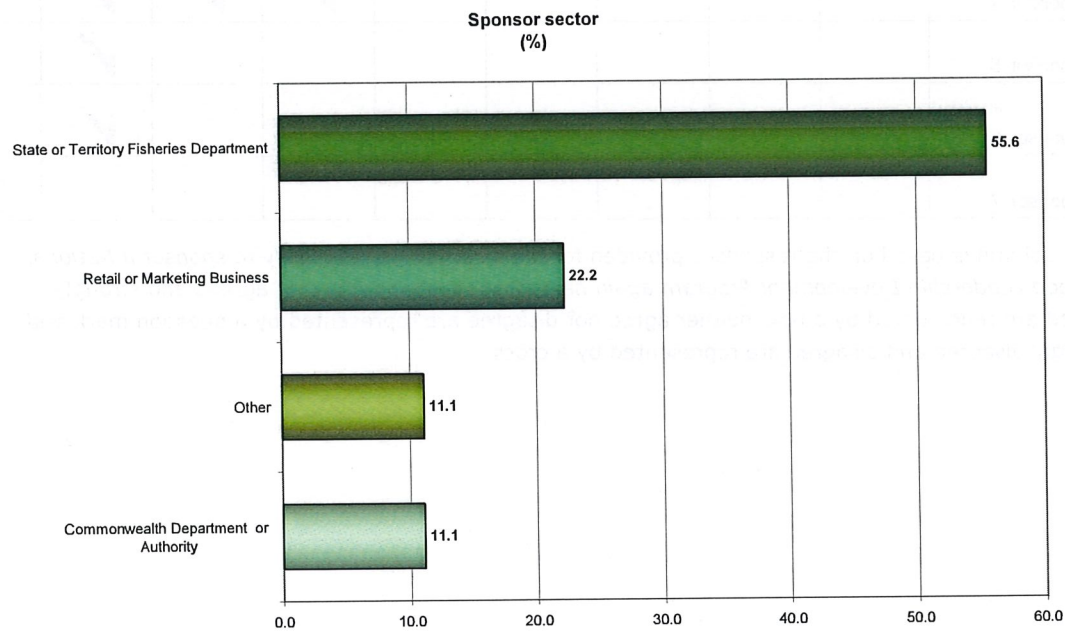
I am very grateful for the opportunity to have participated in this program and it truly does wonders for understanding your strengths and weaknesses and how to benefit from the strengths and limitations of others.

Sponsor survey

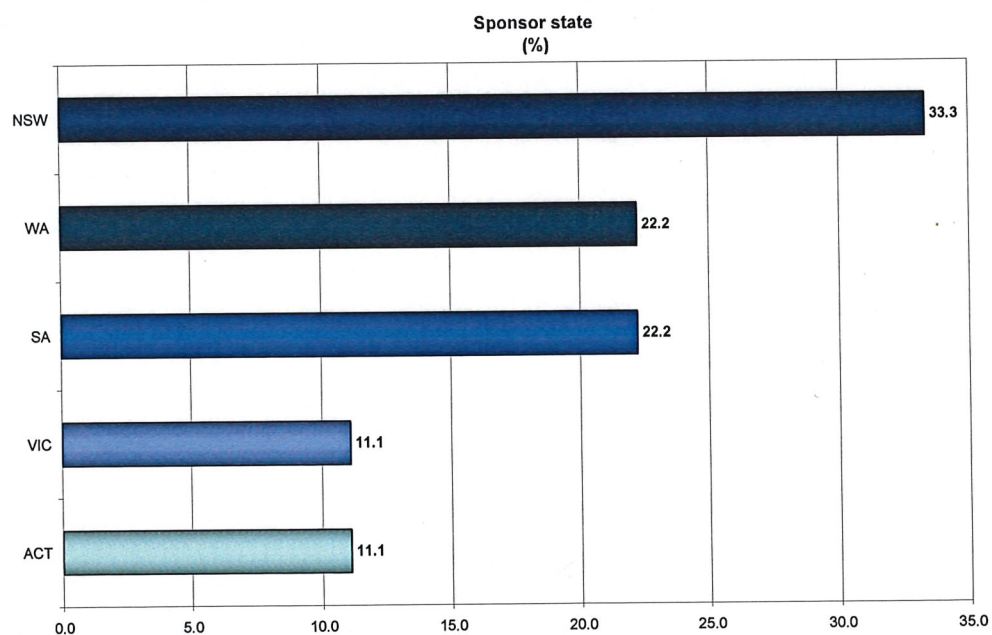
When interpreting the results of the sponsor survey caution must be taken as the sample size is very small for quantitative analysis– statistical inferences cannot be reliably made. Twelve sponsor organisations were invited to participate in the survey and a total of seven organisations responded yielding a response rate of 58%.

Sample profile

Industry sector



State



Year of program sponsorship

From the table below it is evident that longer term sponsor organisation are more likely to remain sponsors in the future. Short term sponsors are less likely to sponsor again. It is encouraging to note that the majority of sponsors are likely to sponsor again next year.

ORGAISATION	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Sponsor 1	✓	✓	✓	✓	✓	✓	✓	✓	☑
Sponsor 2	✓	✓	✓	✓	✓	✓	✓	✓	☑
Sponsor 3					✓	✓	✓	✓	☑
Sponsor 4						✓	✓	✓	
Sponsor 5								✓	
Sponsor 6								✓	
Sponsor 7									☑

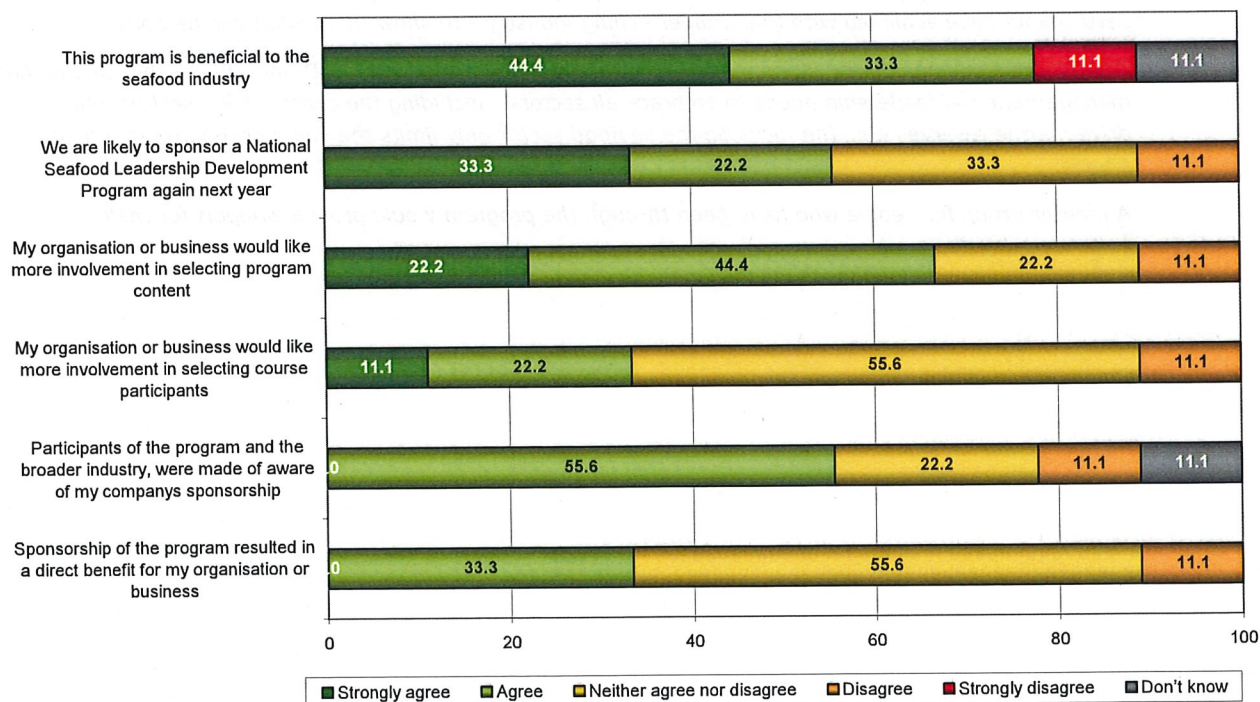
*This column is based on the responses provided for the question 'we are likely to sponsor a National Seafood Leadership Development Program again next year'. Respondents that agreed and strongly agreed are represented by a tick, neither agree nor disagree are represented by a question mark and strongly disagree and disagree are represented by a cross.

Overall opinions

Sponsors were asked to rate a series of statements about the Leadership Program. The table below shows the mean scores for each statement. Mean scores ranged from a low of 3.2 to a high of 4.1. Direct business/organisation benefit was the lowest rated item but this was still in the mid point of the scale. Despite having the lowest score this result should not be interpreted on its own. The highest scoring item indicates that although there may not be direct benefit for the company, sponsors still view the program as beneficial to the industry as a whole. This is how the program should be promoted to sponsors. As a pattern, sponsors rated survey items lower than graduates.

	N	MEAN	STD DEV
This program is beneficial to the seafood industry	8	4.1	1.4
My organisation or business would like more involvement in selecting program content	9	3.8	1.0
We are likely to sponsor a National Seafood Leadership Development Program again next year	9	3.8	1.1
Participants of the program and the broader industry were made of aware of my company's sponsorship	8	3.5	0.8
My organisation or business would like more involvement in selecting course participants	9	3.3	0.9
Sponsorship of the program resulted in a direct benefit for my organisation or business	9	3.2	0.7

The chart below displays the frequency distribution of results. Sponsors neither agree nor disagree (55.6%) that their involvement in selecting course participants should be greater. Similarly, 55.6% of respondents indicated they neither agreed nor disagreed that sponsorship of the program resulted in a direct benefit for their organisation or business.



Program strengths and improvements

Sponsors were asked to comment upon the strengths of the program. Some exemplary comments are presented below:

The program appears to be aimed primarily at the commercial fishing sector.

Exposing participants to a range of topical issues, expertise and experiences about leadership and the seafood industry in Australia. Forging a leadership network across the seafood industry.

Creating a pool of people with sufficient knowledge to lead and develop others involved with fisheries. Providing a better level of understanding of perspectives on fisheries across disciplines. Creating networks that span industry, bureaucrats, ENGOs and others. Enabling future leaders in Australian fisheries to meet each other, swap ideas, learn from one another and value each other's contribution. The enduring nature of the program over many years.

When asked to suggest program improvements, the following comments were offered:

A higher profile for sponsors - external recognition. A higher profile for participants - more formal recognition of the course/award.

Possibly provide greater interaction with peak advisory bodies in selected jurisdictions; open up the leadership program to commercial, recreational, indigenous and other stakeholders - it's one's resource!

The focus could be broadened to include other interest and stakeholder groups in the fisheries sector. The benefits of sponsorship from a sponsor's point of view are limited due to the low number of participants and the focus on the commercial fishing sector.

Other comments

The final question in the sponsor survey was a general comments question. Some examples of answers are presented below:

I would like to see greater communication of the program, its current participants and what previous participants have achieved with the broader fishing industry - to show them what can be done.

The fisheries management context is moving strongly in the direction of ESD and EBFM - this means that management and leadership needs to embrace all sectors - including the conservation sectors which drive marine reserves etc. The focus on the seafood sector only limits the value of the program as it stands.

A mentor group for people who have been through the program would provide support for their continued development.

Recommendations

1. Focus on networking

Both the numeric and qualitative results highlight networking as an area of strong importance for respondents. The quantitative analysis highlighted networking as the number one strength of the program. The program must keep its momentum when dealing with networking - do not let the focus on networking drop as graduates indicate this is one of the most important aspects of the program. Investigate the feasibility of a contacts or alumni database for graduates to expand their networks.

2. Ongoing support

Graduates want continued support both during and after program completion. This is particularly important for those whose current positions may not allow them to practise the skills and knowledge obtained from the program. Graduates would benefit from regular follow up and access to opportunities after program completion.

3. Participants

Selection of participants was highlighted as an issue both by graduates and sponsors. The evaluation project team should consider various options to address the issues of participant diversity and participant ability. An investigation into streaming by sector or by level would be beneficial. Alternatively, additional funding and support for non government participants could also be explored.

4. Benefits for sponsors

It is difficult for any program of this nature to provide direct and measurable benefits for sponsor businesses and organisations. More realistic and long term expectations for sponsors need to be generated. The numeric results indicated that although no direct company benefit is perceived by sponsors, they still recognise that the program is beneficial to the industry at large so this is the message that should be promoted.

Attachment A: Graduate questionnaire



Australian Government

Fisheries Research and Development Corporation

Background to Project

In 2000, the Fisheries Research and Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then approximately 100 people have graduated from the Advance in Seafood Leadership Development Program, significantly enhancing the leadership capacity of the seafood industry. The current provider contract expired at the end of 2007, and the FRDC is looking toward a review of its leadership development investments in 2008.

There is a real risk that the significant investments made by FRDC and numerous other program sponsors will be lost if a seafood leadership program is not continued into the future. In the longer term this could potentially lead to a lack of appropriately skilled people to take over representative roles at the national level. It is therefore opportune to take stock of the previous course and identify areas for improvement to ensure that future leadership programs continue to meet the needs of the seafood industry, and to consider the establishment of an alumni of past participants to allow effective engagement by the industry. An alumnus would also ensure graduates remain connected and receive continued support from the industry to enable them to develop into leaders.

By developing strategies to encourage industry participation in leadership training it will enhance the leadership capacity of industry. There is also an identified need to have linkages to additional training for graduates. These key issues and the recent enhancement of the people development program within FRDC, mean that the need for a 'taking stock' workshop is timely.

Objectives

1. Co-ordination of Advance in Seafood Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous Advance in Seafood Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Develop strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to FRDC
6. A summary of workshop outcomes to be distributed widely to industry.

Tips for completing the survey:

- After 180 minutes of inactivity, your browser will time out. You should save your answers before this time.
- If you can't complete the survey in a single sitting (you may be interrupted), save your answers and use the login link you were sent for this survey to return at a later time. You can come and go as many times as you like, but you are asked to **finalise the survey by cob 7 May 2008**.
- When you click on the Save Answers button, you will automatically move to the next set of questions.
- Click on the Return Later words at the top of the screen if you want to leave the survey before completing it.
- Click on the Proceed button below to display the first set of questions.

About you

Which best describes the sector you worked in at the time of completing the program?

- Fisheries management
- Policy
- Research
- Commercial fishing
- Processing
- Wholesale
- Aquaculture
- Compliance
- Retail/Marketing
- Industry representation
- Other

Which best describes the sector you work in now?

- Fisheries management
- Policy
- Research
- Commercial fishing
- Processing
- Wholesale
- Aquaculture
- Compliance
- Retail/Marketing
- Industry representation
- No longer in the seafood industry
- Other

In what year did you complete the course?

- 2000
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007

What was your age range at the time you completed the program?

- 20-24 years
- 25-29 years
- 30-34 years
- 35-39 years
- 40-44 years
- 45-49 years
- 50+ years

Please rate the quality of the following aspects of the program

	Very poor	Poor	Equally good / poor	Good	Very good	Don't know
Handouts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry visits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of teaching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of learning materials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Industry dinners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Length of course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participants from a variety of sectors within the industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the amount of the following aspects of the program

	Too much	About right	Too little	Don't know
Industry visits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentoring	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public speaking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below are the modules that formed the National Seafood Industry Advanced Leadership Program. Select the answer that best describes how much each module has developed your skills and knowledge to become a future industry leader.

	Not at all	Some	Considerable	A great deal
Public speaking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lobbying for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taking the next steps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership in action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intentional networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you answered not at all for any of the modules listed above please explain why you chose this answer. Please include the name of the specific module/s you are referring to.

.....

What was your preferred module of the program?

- Public speaking
- Self awareness

- Communication _____
- Team leadership _____
- Lobbying for change _____
- Taking the next steps: Leadership in action _____
- Intentional networking _____

Why did you choose this answer?

.....

What activities/support do you need to help you use what you learnt from the program? (Please select all that apply)

- Mentoring / coaching _____
- Industry contacts database _____
- Alumni contact (formal network of past graduates) _____
- Further training _____
- More experience within the seafood industry _____
- More experience outside the seafood industry _____
- Other (please specify below) _____

Please specify other here _____

Overall what are the strengths of the program? (You can choose more than one option)

- Residentials (i.e. 3 day Canberra session) _____
- Industry project _____
- Facilitators _____
- Participants _____
- Industry dinners _____
- Industry visits _____
- Networking _____
- Learning materials _____
- Other (please specify below) _____

Please specify other here _____

.....

How can the program be improved? When answering you might like to think about, participants/length of course, residentials, amount of work, topics covered, learning materials, ongoing support, alumni of past graduates etc.

.....

Since completing the program, have you made significant career progression within your organisation or industry sector?

.....

How effective was the program in providing pathways to leadership roles within the industry?

- Very ineffective
- Ineffective
- Neither effective nor ineffective
- Effective
- Very effective
- Don't know

Please explain why you have chosen this answer?

.....

How effective was the program in relation to other leadership programs or opportunities you have participated in or are aware of?

- Very ineffective
- Ineffective
- Neither effective nor ineffective
- Effective
- Very effective
- Don't know
- NA

Please explain why you have chosen this answer?

.....

Currently the National Seafood industry Advanced Leadership Program does not lead to a formal qualification or national accreditation. If a formal qualification or accreditation such as a certificate from a recognised learning institution was offered, do you think it would add value to the program?

Yes

No

Unsure

What other activities or training programs (if any) could be run for those in the seafood industry to assist you run your business and / or develop your career?

None at the moment

Networking opportunities

People management

Representation skills

Mentoring

Knowledge of government

Other (please specify below)

Please specify other here:

.....

How many people have you kept in touch with since participating in the program?

None

1-2

3-5

More than 5

Do you think it is important to remain in touch with other participants?

Yes

No

Please explain your answer.

.....

What would help you keep in touch with more people from the program - both fellow participants and other graduates?

.....

Are there any other comments you would like to make that haven't already been covered?

.....

Attachment B: Sponsor questionnaire



Australian Government

Fisheries Research and Development Corporation

Background to Project

In 2000, the Fisheries Research and Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then approximately 100 people have graduated from the Advance in Seafood Leadership Development Program, significantly enhancing the leadership capacity of the seafood industry. The current provider contract expired at the end of 2007, and the FRDC is looking toward a review of its leadership development investments in 2008.

There is a real risk that the significant investments made by FRDC and numerous other program sponsors will be lost if a seafood leadership program is not continued into the future. In the longer term this could potentially lead to a lack of appropriately skilled people to take over representative roles at the national level. It is therefore opportune to take stock of the previous course and identify areas for improvement to ensure that future leadership programs continue to meet the needs of the seafood industry, and to consider the establishment of an alumni of past participants to allow effective engagement by the industry. An alumnus would also ensure graduates remain connected and receive continued support from the industry to enable them to develop into leaders.

By developing strategies to encourage industry participation in leadership training it will enhance the leadership capacity of industry. There is also an identified need to have linkages to additional training for graduates. These key issues and the recent enhancement of the people development program within FRDC, mean that the need for a 'taking stock' workshop is timely.

Objectives

1. Co-ordination of Advance in Seafood Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous Advance in Seafood Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Develop strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to FRDC
6. A summary of workshop outcomes to be distributed widely to industry.

Tips for completing the survey:

- After 180 minutes of inactivity, your browser will time out. You should save your answers before this time.
- If you can't complete the survey in a single sitting (you may be interrupted), save your answers and use the login link you were sent for this survey to return at a later time. You can come and go as many times as you like, but you are asked to **finalise the survey by cob 7 May**.
- When you click on the Save Answers button, you will automatically move to the next set of questions.
- Click on the Return Later words at the top of the screen if you want to leave the survey before completing it.
- Click on the Proceed button below to display the first set of questions.

About you

What industry sector is your organisation involved in?

- State/Territory Fisheries Department
- Peak Industry Body
- Retail/Marketing Business
- Commonwealth Department / Authority
- Fishing
- Aquaculture
- Other

Which state is your organisation based in?

- ACT
- NSW
- NT
- QLD
- SA
- TAS
- VIC
- WA

What year/s did you sponsor the course? *Please select all that apply*

- 2000 _____
- 2001 _____
- 2002 _____
- 2003 _____
- 2004 _____
- 2005 _____
- 2006 _____
- 2007 _____

Please rate the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
My organisation/business would like more involvement in selecting program content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My organisation/business would like more involvement in selecting course participants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participants of the program and the broader industry, were made of aware of my company's sponsorship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sponsorship of the program resulted in a direct						

benefit for my organisation/business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This program is beneficial to the seafood industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are likely to sponsor 'a National Seafood Leadership Development Program again next year	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

From a sponsors point of view, what are the strengths of the program?

.....

From a sponsors point of view, would could be improved about the program?

.....

Would you like to make any other comment relevant to building leadership capacity in the seafood industry?

.....

Attachment C: Detailed spreadsheets

Future Seafood Leaders Taking Stock
Graduate Survey Results

Which best describes the sector you worked in at the time of completing the program?																		
	Freq	%																
Policy	2	4.8																
Research	3	7.1																
Commercial fishing	9	21.4																
Processing	5	11.9																
Wholesale	2	4.8																
Aquaculture	5	11.9																
Compliance	2	4.8																
Retail or Marketing	3	7.1																
Industry representation	6	14.3																
Other	5	11.9																
Total	42	100.0																
Which best describes the sector you work in now?																		
	Freq	%																
Policy	3	7.1																
Research	5	11.9																
Commercial fishing	7	16.7																
Processing	3	7.1																
Wholesale	1	2.4																
Aquaculture	4	9.5																
Compliance	1	2.4																
Retail or Marketing	3	7.1																
Industry representation	6	14.3																
No longer in the seafood industry	3	7.1																
Other	6	14.3																
Total	42	100.0																
In what year did you complete the course?																		
	Freq	%																
2000	2	4.8																
2001	1	2.4																
2002	2	4.8																
2003	8	19.0																
2004	8	19.0																
2005	5	11.9																
2006	10	23.8																
2007	6	14.3																
Total	42	100.0																
What was your age range at the time you completed the program?																		
	Freq	%																
20-24 years	1	2.4																
25-29 years	11	26.2																
30-34 years	5	11.9																
35-39 years	4	9.5																
40-44 years	8	19.0																
45-49 years	9	21.4																
50+ years	3	7.1																
No answer	1	2.4																
Total	42	100.0																

**Future Seafood Leaders Taking Stock
Graduate Survey Results**

Which state do you reside in?																			
	Freq	%																	
ACT	4	9.5																	
QLD	7	16.7																	
NSW	9	21.4																	
VIC	4	9.5																	
TAS	1	2.4																	
SA	9	21.4																	
WA	4	9.5																	
NT	4	9.5																	
Total	42	100.0																	
What is your gender?																			
	Freq	%																	
Male	25	59.5																	
Female	17	40.5																	
Total	42	100.0																	

Future Seafood Leaders Taking Stock
Graduate Survey Results

Please indicate your level of agreement with the following statements	Freq						%					
	Strongly disagree	Disagree	Equally agree or disagree	Agree	Strongly agree	Dont know	Strongly disagree	Disagree	Equally agree or disagree	Agree	Strongly agree	Dont know
The workload for this program was reasonable given my other work commitments.	1	3	7	23	7	1	2.4	7.1	16.7	54.8	16.7	2.4
Information was conveyed in an effective manner.	0	1	3	21	16	1	0.0	2.4	7.1	50.0	38.1	2.4
The quality of information presented in this program was sound (eg, reflecting best practice).	0	0	4	24	12	2	0.0	0.0	9.5	57.1	28.6	4.8
Throughout the course I received feedback from the facilitators that is constructive and helpful	0	4	4	12	22	0	0.0	9.5	9.5	28.6	52.4	0.0
The knowledge, theories and concepts were explained well throughout the program	0	0	4	22	15	1	0.0	0.0	9.5	52.4	35.7	2.4
Program content was of appropriate difficulty	0	2	5	22	12	1	0.0	4.8	11.9	52.4	28.6	2.4
Program content is arranged in a clear, logical and orderly manner.*	0	1	5	25	9	1	0.0	2.4	12.2	61.0	22.0	2.4
The individual project component of the program was useful	0	3	2	15	22	0	0.0	7.1	4.8	35.7	52.4	0.0
In my work I am likely to implement the ideas and skills taught in the program	0	0	4	13	24	1	0.0	0.0	9.5	31.0	57.1	2.4
My organisation or business is likely to benefit from the ideas and skills learned in this program	0	0	2	17	22	1	0.0	0.0	4.8	40.5	52.4	2.4
The program gave me the skills and knowledge to move into a senior or leadership role within the Seafood industry in the future	1	0	7	11	21	2	2.4	0.0	16.7	26.2	50.0	4.8
The program gave me a good understanding of the seafood industry as a whole	0	1	8	16	17	0	0.0	2.4	19.0	38.1	40.5	0.0
The program builds leadership for the seafood industry	0	0	6	17	18	1	0.0	0.0	14.3	40.5	42.9	2.4
In general, participants selected for the program were at an appropriate level	0	1	9	18	14	0	0.0	2.4	21.4	42.9	33.3	0.0
The program met my expectations	0	2	6	17	16	1	0.0	4.8	14.3	40.5	38.1	2.4
I would recommend this program to others	0	0	1	13	27	1	0.0	0.0	2.4	31.0	64.3	2.4
<i>*One respondent did not answer this question so % based on 41</i>												

**Future Seafood Leaders Taking Stock
Graduate Survey Results**

Please indicate your level of agreement with the following statements												
	n	Mean	Std. Dev									
The workload for this program was reasonable given my other work commitments.	41	3.8	0.9									
Information was conveyed in an effective manner.	41	4.3	0.7									
The quality of information presented in this program was sound (eg, reflecting best practice).	40	4.2	0.6									
Throughout the course I received feedback from the facilitators that is constructive and helpful	42	4.2	1.0									
The knowledge, theories and concepts were explained well throughout the program	41	4.3	0.6									
Program content was of appropriate difficulty	41	4.1	0.8									
Program content is arranged in a clear, logical and orderly manner.	40	4.1	0.7									
The individual project component of the program was useful	42	4.3	0.9									
In my work I am likely to implement the ideas and skills taught in the program	41	4.5	0.7									
My organisation or business is likely to benefit from the ideas and skills learned in this program	41	4.5	0.6									
The program gave me the skills and knowledge to move into a senior or leadership role within the Seafood industry in the future	40	4.3	0.9									
The program gave me a good understanding of the seafood industry as a whole	42	4.2	0.8									
The program builds leadership for the seafood industry	41	4.3	0.7									
In general, participants selected for the program were at an appropriate level	42	4.1	0.8									
The program met my expectations	41	4.1	0.9									
I would recommend this program to others	41	4.6	0.5									
Quality	Freq						%					
	Very poor	Poor	Equally good or poor	Good	Very good	Dont know	Very poor	Poor	Equally good or poor	Good	Very good	Dont know
Handouts	0	1	4	31	5	1	0.0	2.4	9.5	73.8	11.9	2.4
Industry visits	0	0	4	23	13	2	0.0	0.0	9.5	54.8	31.0	4.8
Industry project	0	2	4	17	19	0	0.0	4.8	9.5	40.5	45.2	0.0
Quality of teaching	0	1	1	20	20	0	0.0	2.4	2.4	47.6	47.6	0.0
Quality of learning materials	0	0	6	28	7	1	0.0	0.0	14.3	66.7	16.7	2.4
Industry dinners	0	0	1	10	31	0	0.0	0.0	2.4	23.8	73.8	0.0
Length of course	0	0	2	21	19	0	0.0	0.0	4.8	50.0	45.2	0.0
Participants from a variety of sectors within the industry	1	1	1	13	26	0	2.4	2.4	2.4	31.0	61.9	0.0

Future Seafood Leaders Taking Stock
Graduate Survey Results

Quality	n	Mean	Std. Dev															
	Handouts	41	4.0	0.6														
Industry visits	40	4.2	0.6															
Industry project	42	4.3	0.8															
Quality of teaching	42	4.4	0.7															
Quality of learning materials	41	4.0	0.6															
Industry dinners	42	4.7	0.5															
Length of course	42	4.4	0.6															
Participants from a variety of sectors within the industry	42	4.5	0.9															
Amount	Freq				%													
	Too much	About right	Too little	Dont know	Too much	About right	Too little	Dont know										
Industry visits	0	23	17	2	0.0	54.8	40.5	4.8										
Mentoring	0	23	18	1	0.0	54.8	42.9	2.4										
Group projects	3	32	5	2	7.1	76.2	11.9	4.8										
Networking	0	39	3	0	0.0	92.9	7.1	0.0										
Public speaking	0	31	11	0	0.0	73.8	26.2	0.0										
How much has each module developed your skills and knowledge to become a futures industry leader	Freq				%													
	Not at all	Some	Considerable	A great deal	Not at all	Some	Considerable	A great deal										
Public speaking	1	13	18	10	2.4	31.0	42.9	23.8										
Self awareness	3	8	20	11	7.1	19.0	47.6	26.2										
Communication	1	11	22	8	2.4	26.2	52.4	19.0										
Team leadership	0	10	18	14	0.0	23.8	42.9	33.3										
Lobbying for change	0	21	12	9	0.0	50.0	28.6	21.4										
Taking the next steps	1	15	17	9	2.4	35.7	40.5	21.4										
Leadership in action	0	9	25	8	0.0	21.4	59.5	19.0										
Intentional networking	1	11	17	13	2.4	26.2	40.5	31.0										
If you answered not at all please explain why you chose this answer																		
<i>International networking was not an issue that was discussed or put in place. I do it but not because of the AISLP</i>																		
<i>The 3 Not at alls means I already had the skills well developed (PS, SA, Com)</i>																		
<i>Self Awareness: I know myself very well and have no allusions, (No concience helps) or the ability to make a decision and accept the concaquences from that decision.(Scary)</i>																		
<i>Taking the next steps: The opportunity was missed straight after graduating when everyone was so enthusiastic. There was the need for champions to give graduates direction and stimulus. I also believe my workplace has suppressed enthusiasm and opportunity to move forward.</i>																		
<i>I was going to mark 'Lobbying for change' as 'Not at all' because I've not had the opportunity to USE the skills and knowledge in industry practice in my research role. However, the module did develop my skills and knowledge.</i>																		

Future Seafood Leaders Taking Stock
Graduate Survey Results

What was your preferred module of the program?		
	Freq	%
Public speaking	7	16.7
Self awareness	11	26.2
Communication	3	7.1
Team leadership	3	7.1
Taking the next steps: Leadership in action	7	16.7
Intentional networking	11	26.2
Total	42	100.0
What activities/support do you need to help you use what you learnt from the program?		
	Freq	%
<i>Respondents were allowed to choose more than one option so % >100</i>		
Mentoring or coaching	20	47.6
Industry contacts database	24	57.1
Alumni contact (formal network of past graduates)	22	52.4
Further training	18	42.9
More experience within the seafood industry	14	33.3
More experience outside the seafood industry	9	21.4
Other	5	11.9
Other		
<i>A regular linkup or workshop of past attendees would be helpful</i>		
<i>All of the above - it is balancing individual requirements across all these areas that can be equally important</i>		
<i>funding to attend. if fishers are not fishing there is no money coming in buisness suffer, results are less than they could be.</i>		
<i>guidence and encouragement</i>		
<i>Letter of support to my workplace to express how important it is to the individual and the Seafood Industry.</i>		
<i>More exposure to organisations such as NAC to be aware of general industry issues and trends.</i>		
Overall what are the strengths of the program?		
	Freq	%
<i>Respondents were allowed to choose more than one option so % >100</i>		
Residentials (i.e. 3 day Canberra session)	31	73.8
Industry project	23	54.8
Facilitators	24	57.1
Participants	30	71.4
Industry dinners	28	66.7
Industry visits	14	33.3
Networking	32	76.2
Learning materials	8	19.0
Other	3	7.1

Future Seafood Leaders Taking Stock
Graduate Survey Results

Other													
<i>I believe that by having a mix of participants from all sectors and at different stages of their leadership journey it enhances the project outcomes. To merely have an elite group of the highest achievers does not provide an opportunity for industry diversity or those commencing their leadership trek to participate in leadership training. the residential format is critical to the succes of this program</i>													
<i>Providing clarity to participants on what makes a good leader/manager. Many people are moved into roles for which they are not qualified or experienced and have trouble working out how they should interact with their staff and/or management. A lack of understanding of their role often leads to insecurity in the role and an inappropriate management style. In my experience this is one of the main reasons for poor management/leadership.</i>													
<i>The vast representation of seafood industry participants all with a common passion and goal. The potential that this group has to help take the industry forward in its future.</i>													
<i>The work load at the sessions, eg, a bit of pressure.</i>													
How effective was the program in providing pathways to leadership roles within the industry?													
	Freq	%											
Very ineffective	6	14.3											
Ineffective	1	2.4											
Neither effective nor ineffective	6	14.3											
Effective	17	40.5											
Very effective	10	23.8											
Dont know	2	4.8											
Total	42	100.0											
How effective was the program in relation to other leadership programs or opportunities you have participated in or are aware of?													
	Freq	%											
Very ineffective	2	4.8											
Ineffective	1	2.4											
Neither effective nor ineffective	5	11.9											
Effective	8	19.0											
Very effective	7	16.7											
Dont know	8	19.0											
NA	11	26.2											
Total	42	100.0											
If a formal qualification or accreditation such as a certificate from a recognised learning institution was offered, do you think it would add value to the program?													
	Freq	%											
Yes	34	81.0											
No	3	7.1											
Unsure	5	11.9											
Total	42	100.0											

**Future Seafood Leaders Taking Stock
Graduate Survey Results**

What other activities / training programs could be run for those in the seafood industry to assist your business and/or develop your career?		
<i>Respondents were allowed to choose more than one option so % >100</i>	Freq	%
None at the moment	2	4.8
Networking opportunities	20	47.6
People management	19	45.2
Representation skills	20	47.6
Mentoring	11	26.2
Knowledge of government	20	47.6
Other	7	16.7
Other		
<i>Information retrieval and management</i>		
<i>All the above including Business studies or international business studies, board of directors knowledge, management, how to further develop a business.</i>		
<i>As previously mentioned - there remains a lack of skills and knowledge within the industry with regard to the documentation and management of food safety systems. Seafood is food.</i>		
<i>Career pathway identification. Self awareness of individual strengths that can benefit the Industry.</i>		
<i>Corporate governance</i>		
<i>I personally would like to learn Chinese as I believe it would benefit my career in the future</i>		
<i>In our business, the importance of technical and production issues have been superseded by people management and regulatory issues. These are areas that I think will continue to provide the major challenges/opportunities for our business in the foreseeable future.</i>		
<i>Knowledge of government funding bodies, industry needs and opportunities.</i>		
<i>Networking opportunities are made available through the SSA network meetings</i>		
<i>People are the worst thing to manage, from management to staff.</i>		
<i>Supply chain training to remove unnecessary links in the chain.</i>		
<i>time management and opportunities for fishers to grow and develop as people as well as Industry reps</i>		
How many people have you kept in touch with since participating in the program?		
	Freq	%
None	4	9.5
1-2	12	28.6
3-5	9	21.4
More than 5	16	38.1
No answer	1	2.4
Total	42	100.0
Do you think it is important to remain in touch with other participants?		
	Freq	%
Yes	37	88.1
No	4	9.5
No answer	1	2.4
Total	42	100.0

Future seafood leaders taking stock
Sponsor survey results

What industry sector is your organisation involved in?														
	Freq	%												
State or Territory Fisheries Department	5	55.6												
Retail or Marketing Business	2	22.2												
Commonwealth Department or Authority	1	11.1												
Other	1	11.1												
Total	9	100.0												
Which state is your organisation based in?														
	Freq	%												
ACT	1	11.1												
NSW	3	33.3												
VIC	1	11.1												
SA	2	22.2												
WA	2	22.2												
Total	9	100.0												
What year/s did you sponsor the program?														
	Freq	%												
<i>Respondents were allowed to choose more than one option so % >100</i>			Freq	%										
2000	2	28.6												
2001	2	28.6												
2002	2	28.6												
2003	2	28.6												
2004	3	42.9												
2005	4	57.1												
2006	5	71.4												
2007	6	85.7												
<i>On average an organisation will sponsor the program for approximately 3.7 years</i>														

Future seafood leaders taking stock
Sponsor survey results

Please rate the following statements	Freq						%					
	SD	D	N	A	SA	DK	SD	D	N	A	SA	DK
My organisation or business would like more involvement in selecting program content	0	1	2	4	2	0	0.0	11.1	22.2	44.4	22.2	0.0
My organisation or business would like more involvement in selecting course participants	0	1	5	2	1	0	0.0	11.1	55.6	22.2	11.1	0.0
Participants of the program and the broader industry, were made of aware of my companys sponsorship	0	1	2	5	0	1	0.0	11.1	22.2	55.6	0.0	11.1
Sponsorship of the program resulted in a direct benefit for my organisation or business	0	1	5	3	0	0	0.0	11.1	55.6	33.3	0.0	0.0
This program is beneficial to the seafood industry	1	0	0	3	4	1	11.1	0.0	0.0	33.3	44.4	11.1
We are likely to sponsor a National Seafood Leadership Development Program again next year	0	1	3	2	3	0	0.0	11.1	33.3	22.2	33.3	0.0
	n	Mean	Std. Dev									
My organisation or business would like more involvement in selecting program content	9	3.8	1.0									
My organisation or business would like more involvement in selecting course participants	9	3.3	0.9									
Participants of the program and the broader industry, were made of aware of my companys sponsorship	8	3.5	0.8									
Sponsorship of the program resulted in a direct benefit for my organisation or business	9	3.2	0.7									
This program is beneficial to the seafood industry	8	4.1	1.4									
We are likely to sponsor a National Seafood Leadership Development Program again next year	9	3.8	1.1									
Valid N (listwise)												

Attachment D: Verbatim comments

Preferred module of the program

MODULE	COMMENT
Public speaking	Confident public speaking allows you to articulate your ideas in any forum/gathering. It allows you to broaden your comfort zone.
Public speaking	Most of the others were external factors that I needed to work on and I had no problem as I'm a quick learner, but my confidence to speak what I feel needed working on and the course gave me the skills to prepare myself before speaking publicly.
Public speaking	I was unsure of my self as a public speaker before the course. The course gave me the confidence to take on public speaking.
Public speaking	I am not sure that in the first program we were aware of the modules. But my public speaking required a great deal of work at that time. I also went on to take the next steps in leadership.
Self awareness	It is great to get unbiased /freely given feedback on how others percieve you. This is great in helping to drive improvements/changes in how you handle situations in the workplace.
Self awareness	I believe that unless you can understand yourself and the things that motivate (or demotivate) you it is difficult to undertake any of the other tasks really efficiently
Self awareness	Realising your own personal abilities is often something that is not of high importance, the course highlighted my own strengths and weaknesses which I have been able to carry over into my working environment.
Self awareness	I found the program forced the individual out of their comfort zones from the start.
Self awareness	Understanding my strengths and weaknesses. Self awareness has helped me identify and improve my weaknesses.
Self awareness	I could have chosen team leadership or public speaking or others but self awareness provided the underlying principles that have evidently enhanced all skills.
Self awareness	Lacked confidence in own abilities before course but this section assisted me to become aware and to utilise my abilities.
Communication	Clear communication underpins everything
Communication	Has helped for future networking
Team leadership	It is the area that I needed to develop - not follow the leader
Team leadership	skills I lacked most
Taking the next steps	The trainees all had to work together for the best outcomes for the seafood industry. It gave everyone an opportunity to see what benefits could be gained by effective leadership.
Taking the next steps	Looking at next step in career
Taking the next steps	Made participants forward plan their involvement in strategically important projects
Taking the next steps	Because we learnt how to understand different personality types
Intentional networking	it was the area that I hadn't considered, but needed most of all to do
Intentional networking	Gave me the opportunity to create useful networks within a range of industries which will benefit me in the future.
Intentional networking	This has proven to be a very valuable skill. Networks are underated in our industry as most people in general in either shy or worried about giving away information.
Intentional networking	I had not really focussed on this area before
Intentional networking	Networking and relationship building critical in the Seafood Industry

Program improvements

COMMENT
<p>1. I can't stress how important the selection of a good mentor is. I believe that this area needs to be explained better and improved by the facilitators and mechanisms/strategies in place for exit from either side.</p> <p>2. The opportunity was missed by the graduates, post graduation when their enthusiasm was at it's highest to make a difference was lost. It was instigated by facilitators comments like 'you are really needed for the future of the industry and great things are to come', 'as a rule I never tell post-graduates what they can do as a group, but keep it up'. Here was a group all fired up and ready to run. Communication within was kept up until there was little cost involved (e-mails and the odd phone call), but then waned away on working out how to communicate beyond e-mail (face to face, teleconference for a large group)and who would cover the cost.</p> <p>3. Industry Champions and post-graduates need to support and guide new graduates to show them this is not the end of the road.</p> <p>4. Qualifications for recognition needs to be addressed. The first thing my boss said was what do you gain out of it formally? I don't have a university degree and until I do, every other qualification is really important to me. Can past students gain any units/quals for what they have done in the course?</p> <p>5. Can some of the learning be done on-line?</p> <p>6. Training pathways and career opportunities need to be identified.</p> <p>7. It may be of benefit to identify an individual's strength that is of benefit to the seafood industry.</p>
A greater time spent on dealing with personality types
An alumni of past graduates would be good. A flow chart of sorts or a network list or chart i think would have been usefull when first trying to wrap my head around where all the different bodies, committies, groups all fit in and interlink and the people involved. Actually thinking about it after a few years i'm still trying to get my head around it at times.
<p>As a graduate that was unlikely to stay within the 'core' of the industry and with career opportunities that enabled me to peripherally support the industry, a key need and outcome is to maintain to connections between participants who have an understanding of industry (its structure/networks/challenges/champions). This could be undertaken through, as suggested, an alumni and an industry mentoring / networking (particularly within key cities). For example, FRDC could take a lead role in connecting graduates that are based in Canberra (which given the range of participant groups, potentially are the least connected to the core of the industry) yet have great potential to through their management/policy/program delivery roles to provide best practice support and communications to the industry.</p> <p>This focuses more on ongoing connectivity and networking between graduates and contributes to maintaining and building their capacity (even if they don't move into leadership roles within industry) and supports the potential for organisation change in the way that industry is engaged or supported.</p>
assessment at end to gauge how well I learnt the skills - can be graded if necessary, not a driver for me but might be for others
Formal network of graduates after the course. Even just a database of past graduates or some form of web forum that people can stay in touch on. Is important to keep track of past graduates when they move jobs etc.
From a course perspective I don't think much needed changing. From a personal perspective it was hard to fit in the project activity into the work schedule. I think it would be important to choose an activity that could be very closely tied to work to ensure it was able to be done. My project was very much of interest to the workplace but wasn't the key focus of my work at the time.
Funding for fishers to attend or lack of it is the greatest impediment for industry leaders or potential ones participation
I believe that the current 2-3 day workshops would be more beneficial if they were extended to one week - to allow more time for networking/industry visits
I enjoyed participating in the leadership program, but I did find the work load of the residentials to be a bit overwhelming.
I found the first three days of intensive at the begining, too much pressure. Alumni would be excellent. More fishers and aqaucultureist(actula grass roots people) must do the program. Subsidise them. There were too many governemnt people on the course. Some did not even bother to really put in, they may have seen it as a a bit of a holiday!
I think the contact following the completion of the course is very important, ensuring projects are implemented and the networking continues. An alumni of past graduates would be a valuable resource for future reference and even the chance say every 2 years or so to have a workshop/forum would be beneficial.
I think the course is about right. I believe it could be made better by a more rigourous selection process

COMMENT
for the participants so you are training what will be the future leaders.
I think the programme could be improved by making focusing on developing future leaders and maintaining a high expectations of the people chosen to participate.
I think there was too much time spent on un-necessary group activites such as juggling, untangling from a physical group of people etc. I understand that this is to develop team work skills, however I feel that the time could be better used with the team trying to solve real problems rather than the above mentioned. More sessions spaced closer together would have given more momentum to our learnings.
Industry projects seemed a little overlooked during the residentials. A final pier reviewed written report on the industry project would assist greatly. More on funding bodies, grants etc. More on industry groups.
It was along time ago. but the thing that has stuck in my mind was the diverstiy of participants. The more sectors and diverse the participation the better the outcome of understanding and debating issues.
It works well for self motivated persons,no changes needed.
on going support programes would be beneficial and maintaining a good network
Ongoing support and notification of further development programs and opportunities within the industry.
Ongoing support at the completion of the project, to ensure networks and skills that are formed are continued to be improved.
Ongoing support Better guideness with mentoring process and facilitation of it. Course needed to be administered better. Always ran into dinner preparation time which meant participants flustered, not ready for networking dinner. Learning materials were lengthy and outdated - needed updating.
Project quality needs to be improved, more focused.
Requires a component on systems management - be it food safety, quality, environmental management or business systems. Internal leadership is key to the sucessful implementation of these systems and these systems are becoming vital to the sucess of the industry. There remains a lack of skills and knowledge within the industry with regard the management of food safety and quality systems in particular.
Some participants chose soft option projects which would never add value to industry. We need to encourage more grass roots participants and reduce the number of 'agency participants' I do not know how other years handled the dinners but it would have been helpful to have been warned that we had to pay for the guests prior to the beginning of the course.
The course was very proffessional,it gave participants more confidance in taking leadership roles.I found the course very high pressure at the time but at that time my work load was high.
The industry project is a great part of the course, but many of the participants did not complete it, or did a rush job at the end under pressure. There needs to be more emphasis on actually finishing it to a high level. Towards the end of the course I felt that the rate of improvement of the participants was tapering off, when it should have been accelerating. The level of training wasn't keping pace with the improvements in the participants. The earlier part of the course was very challenging but this aspect was not maintained through the entire course. I had particular issue that some participants were allowed to 'coast' and rely on others to do the work. There was not enough emphasis on ensuring that participants developed the mindset that leadership means being proactive, putting your hand up to take on challenges, not identifying issues that you then hope someone else will fix.
the need for ongoing support and the possibility of an additional level of training, say every few years that allows some past graduates to get toegther and build their leadership skills through specific workshops/training. alumni network and activities would be great as well
The program tends to focus on the younger participants, perhaps assuming the older participants are experienced enough to push themselves forward in the industry. I found the younger ones seemed to get more support during and after the program.
The program was excellent - the only thing that I felt could be improved was providing each participant with a structured outline of the course and what was expected of them on any given day or session - maybe something like progressive expected outcomes. The facilitators were excellent but some continuing contact with either mini projects, leadership information packages and maybe opportunities to use skills gained would be valuable.
The program would be fantastic with different facilitators who are more supportive to participants. The program would also benefit from provision of more time in session for preparation prior to public speaking activities.
The program would be improved with an annual workshop/dinner for past graduates to meet and network with current participants. Participants could present an 'audit of the industry' which they have

COMMENT

workshopped through their program. This could be used to articulate their vision for the future, as well as highlight areas where industry can improve their practices. This would bring together the 'youthful passion' of the current participants with the knowledge and experience of the alumni in a formal environment, creating a dynamic approach to problem identification and solution.

There is no followup after the program is completed. Participants have each formed their own networks within a year but not accorss the different years. There was an attempt to have a participants newslwtter but it stopped after one issue

It was disappointing that the handouts were old and tatty and relied on the oresence of an OHP. Be it good or bad, PPT goves you the opportunity to retain materials electronically which means they are not lost for all time as mine have been.

The course is about the right length of time and is a good breakup with the right amount of pressure - mainly internal being applied.

More importance should be placed on the mebntoring which is a key part of the project. AISLP granduants would be excellent menotrs for future participants

Whilst I am thankful that I was chosen to attend, I am concerned that sometimes there are not enough actual commercial fishers or aquaculturalists involved/participating

Career progression since program completion

COMMENT
Advancement in career- obtained a leadership position at a regional management level.
I am still currently in the same position, however have a higher level of responsibility. I am also completing a PhD so I envisage circumstances may change once that is finalised.
I have changed careers to fit in with having a family, however this course has helped me with my current job which is teaching Fishereis managemtn
I served on various seafood boards but now Iam looking for retirement.
I was nominated and succeeded in gaining a position on the Peak Body Board. I continue to work professionally and closely with my organisation using the skills I learnt in the course to give me the confidence and leadership needed to keep the organisation from disbanding.
maintaining a position on my fishing industry association committee and taking on further roles.
moved from the training sector to manage a national network of trainers now I manage the FRDC's national investment in people development. Have also been active on a number of national steering groups and projects as a result of contacts and confidence built on the program.
My career progression has not changed, however, I believe I am able to work in a more effective manner. My personal supervision skills of my work team have greatly improved.
My company has expanded further into value adding. I am now the deputy chair of Seafood services.
no
No
No but I am looking to do so eagerly but finding Port Lincoln (strangely enough as a major seafood industry port) limiting job wise. I have gone on to study to enhance my opportunities though in the training and development aspect.
No not really as im a self employed consultant to the industry
no, become very disenchantd with industry committees, especially NAC, AFISC, etc.
No. But I plan to.
No. There is no career progression within my employment unless I get a university degree and I have not been able to identify an opportunity outside of it.
Personally/proferssionally I have grown and continue to use the skills I built on during the course.
Since completing the program I have been appointed to the board of a national industry organisation. I have since progressed to the role of chair.
Since completing the programme i have made career progressions within the seafood, forstry policy areas as well as providing policy advice in a central Government agency on environment and resource issues.
The company I work for has increased significantly in size and although my title is the same my role has changed significantly.
Yes
Yes
Yes - my association with other industry groups throughout Australia has grown and business opportunities have grown. Confidence to tackle overseas seafood consulting jobs has been a valuable outcome and the transfer of information back to Australia has been valuable for the industry.
YES and secured long term beifits for industry
Yes I have, my job title changed from Office Manager to Business Manager, then resigned from this position, left the seafood industry, then re-employed in a different state in the capacity of Executive Officer within the Seafood Industry.
Yes my position and employment potential has increased and the networks have been a major benefit.
Yes, but a move further away from the core of the seafood industry however into a position which has enabled me to build the networks and links at a strategic national level assisting the industry to access support and opportunities provided through the Australian Government.
Yes, but not due to course.
Yes, have moved up to classification levels in my Department
Yes, i believe the program has allowed me to be more efficient at networking and achieving goals
Yes, I had one of the best jobs in Australia in the seafood industry. I have subsequently move out of the seafood industry to again further my oppourtunities for growth and development.

COMMENT
Yes, i have stepped up into a management/representative position for our fishery and our state peak industry body.
Yes, my current employment was almost a direct result of the industry project I completed as part of the course. Since completing the course I have progressed from managing a seafood processing plant to conducting accredited training in seafood safety to my current position with the AQIS Fish Exports Program.
yes.
Yes.
Yes.
Yes. Have been Managing a Centrelink site and also Leading a Team.
Yes. I have formed my own consultancy business and am enjoying the role immensely
Yes. Was promoted within 5 months of completing the course.

Pathways to leadership roles within the industry

RATING	COMMENT
Very ineffective	Allowed my boss to see me in a different capacity than day to day job
Very ineffective	I think through the networking you are better known and you have better contacts . I also developed better skills in applying for positions/jobs
Very ineffective	it provided me with the self confidence and tools to accept the challenges that the industry faces. it also allowed people to know that I had the capacity to take a leadership role. finally it extensively improved my network .
Very ineffective	It taught me that it won't happen by accident. That for me to take on leadership opportunities i need to be proactive
Very ineffective	The program material is of great value to anyone working within a team environment and an industry that demands effective leadership.
Ineffective	Unaware of any pathways.
Neither effective nor ineffective	I did not participate in the course with the aim of moving into a leadership role (as this was really not an option), but focusing more on building my capacity and skills to support industry more appropriately. As such, most of the other elements within the course were very appropriate.
Neither effective nor ineffective	I don't work directly in the industry as I am from a State Government department, but I have been able to use the skills i have learnt in my current role, and feel that I am better equipped for a leadership role in my organisation as a result of the course.
Neither effective nor ineffective	It may enhance your leadership capabilities but it doesn't provide any specific pathways. More support or mentoring after the program may help provide these
Effective	Ability to network outside of government
Effective	Confidence and self esteem
Effective	Contacts and networking skills
Effective	I know others have moved on with the expertise they developed, but not me.
Effective	I think the course opens up a lot of opportunity if you are keen to take on challenges put in front of you.
Effective	It broadened my perspective and influence
Effective	Knowledge of the course and calibre of participants and graduates is well known in the industry
Effective	Most effective pathway for me was/is my network base I now have
Effective	Much of the program was about expanding/elaborating on points I already had an understanding of. Therefore it helped to make sure I focused on the key points but probably didn't make a huge difference to how I approached issues
Effective	Some government participants have advanced, this is great but what about the non government people. The seafood industry is still very 'boys club' orientated. No one wants to really address the issues and certainly no one who is not in the club! There is a great divide between east and west, WA is not given much consideration. Participation by fishers needs to be subsidised and taken seriously.
Effective	The participants developed amazingly during the course, but I felt that at the end its effectiveness tapered off. Some participants were allowed to coast and the industry project was not completed by many.
Effective	The program built confidence and enhanced the skill level. Those who wanted to take their roles to a higher level would have been more confident in applying themselves to leadership roles.
Effective	The program dragged us out of our comfort zones and made us prove to ourselves that we could accomplish tasks set both for group and individual activities. We witnessed our entire group grow in self confidence and self belief as the course progressed.
Effective	The program has empowered some participants who didn't know what they were capable of. It is generally well run. There is difficulty in bringing a diverse group together for something like this, in that there is a need to bring everyone out of their comfort zone to maximise benefits, but there is a need to pitch to a wide knowledge-base and experience base.

RATING	COMMENT
Effective	Through the networking it provided opportunities to speak and meet with people whom I had never met before but wanted to meet. These people are senior members who can provide a lot of support for younger people within the industry.
Very effective	As a commercial fisher it has given me the confidence to meet with people of all positions in industry and government and feel comfortable in these varied situations. The industry dinners I found to be particularly helpful in this regard.
Very effective	As a result of the program I went on to complete a number of leadership programs all that have helped contribute to who and what I am today
Very effective	For the self motivated ,it gives them the tools to move forward and think outside the square .
Very effective	I believe that there were many people in my course with great potential to be important leaders in the seafood industry.
Very effective	I met contacts during the course that nominated me for various industry leadership roles
Very effective	Networks and key leadership skills
Very effective	Once you complete one of these leadership courses you have a range of contacts throughout the country who can offer support to fulfill leadership roles
Very effective	Skills and attitude developed to make your own path.
Very effective	Some people have done well and prospered where others have let it slip. On average, people have benefited
Very effective	The course presented the skills, gave you a chance to practice, work on your weaknesses, practice again, to give you confidence.
Don't know	It is hard to quantify the importance of my raised profile thru attending the course.

Effectiveness compared with other programs

RATING	COMMENT
Very ineffective	the diverse nature of the participants, the structure (esp residential and industry dinners), the quality of the facilitators and the logical progression of the program I believe was very effective.
Very ineffective	The structure over a 6 month time period, and the networking opportunities were very appropriate. I find that you build networks over time and it provides you with support between sessions to put skills into action, knowing that the support is there.
Ineffective	Unaware of other programs except for this one.
Neither effective nor ineffective	I have not pursued any other leadership programs since
Neither effective nor ineffective	similar to other training i have had.
Effective	content is similar
Effective	I believe the combination of participants from around the country, the course work and the networking opportunities give the program a very practical component which allows participants to immediately practice the skills they are learning.
Effective	I have limited experience with other similar programs, but most participants made very large personal development gains throughout the course.
Effective	I have only heard of a limited number of programs
Effective	If you have the thirst for knowledge and building your own capacity - I found I became more aware of bursaries or other opportunities that could be applied for that would have enhanced opportunities as well as skills.
Effective	I've seen colleagues get totally messed up by flaky courses. This program is real.
Very effective	as above
Very effective	Contacts and networking skills
Very effective	I have attended shorter programs and they were not adequate time wise
Very effective	It is the stepping stone to further personal growth. If view in this light it is a very effective program.
Very effective	the practical is not overshadowed by the theoretical; and the industry focus makes it so valuable
Very effective	The teaching environment was very interactive and you were 'forced' to learn. It was good to be thrown in the deep end in certain situations and be made to perform under pressure, especially with public speaking. This was the most important thing i got out of the course
Very effective	This leadership program was dedicated to the seafood industry and the participants were only from the seafood industry and we shared common problems. The industry is so diverse and often people in the seafood industry are not aware of what is going on in other States - this course gave the participants the opportunity to become aware of the whole Australian industry
Don't know	Because I know I don't know
Don't know	Haven't completed any other leadership training
Don't know	Haven't really done another course
Don't know	I have never participated in anything else similar to this program.
Don't know	I have not participated in any other formal training related to leadership.
Don't know	Not participated in any others.
NA	first leadership course
NA	I haven't been involved in any other programs as such however, all the feedback I have had in regards to this program has been very positive.
NA	Not aware so much of other leadership programmes
NA	Nothing to compare against
NA	This was the first leadership program that I have ever undertaken, although it's

RATING	COMMENT
	taken 10 years to decide.

Importance of keeping in touch

RATING	COMMENT
Yes	A key component of the course was meeting the other participants and being able to discuss issues with people who have an understanding of the industry and the challenges you face as a manager.
Yes	As in all networks by keeping in touch I can get other opinions on a topic that I am working on.
Yes	Because participants have come from all states and sectors it is difficult to remain in touch, however personal relationships developed with fellow graduates are valuable to industry. It is far easier to meet and do business with people you know and have a connection with.
Yes	During the course everyone works well together and forms a bond. A shame to waste this when many of us work on similar issues. I have found myself regularly calling past participants to get information from them on certain areas of my work.
Yes	For business reasons only
Yes	From a networking point of view it is easy to discuss issues with other participants as you know they are on the same level of understanding.
Yes	from a personal and professional perspective I met people who have helped me advance my career and with whom I have established strong friendships. These people may be different from each other but all are invaluable to my development
Yes	I do think it is important to keep the progression happening and to value add the program. Losing touch with other participants reduces the ongoing effectiveness of the program. Being in Darwin it is very difficult to maintain networks in the Eastern and Southern states.
Yes	I do, but this is very difficult, especially since participants were from all over Australia - a dinner or event which brought everyone together would be fantastic
Yes	I have kept in touch with others thru my representative roles, <ul style="list-style-type: none"> * Genuine friendships were forming but work and distance are prohibitive * Possibly a reflection on my/industry's situation at the time of the course. * However I could and have contacted members of my course out of the blue and been welcomed /helped and treated with respect. I hold all participants as friends
Yes	I think people involved in the program all have similar hopes for the industry and the mix of people for all areas of the industry creates new ideas and perspectives that everyone can learn from. It often makes you think out of the square and at times approach things in a different manner than perhaps you would have previously.
Yes	I think remaining in touch with other participants would keep me motivated for continued self improvement.
Yes	In a word (2 actually)...relationship building!
Yes	It doesn't have to be regular contact but it is important to be able to pick up the phone if you need advice. I have run into participants of the course in many and varied places including overseas.
Yes	it gives you an opportunity to discuss issues and gain info. and ideas/direction
Yes	It is critical to not only establish but maintain networks within the industry.
Yes	It is good to keep supporting each other and help each other with the motivation to keep using the new skills
Yes	It is vital to keep the industry networks in place
Yes	It is where possible to assist with networking and partnerships
Yes	It was unfortunate that soon after completing the course I changed roles and moved states. Having some structure (or alumni) that provided some opportunities would assist in maintaining the relationships or connections between graduates.
Yes	Keeping in touch helps to reflect the time spent during the course and this is a good habit to get into because you need to keep in touch even in business

RATING	COMMENT
	looking for new ideas,support etc.
Yes	Keeping the network base intact and staying in touch with the industry is the way to further career progression and benefit industry
Yes	keps things in perspective
Yes	Maintaining networks and relationships established during the program
Yes	Need to have the opportunity there to stay in touh, but only would use if for a purpose rather than simply to stay intouch.
Yes	networking / support / may need a job one day / passionate like-minded people / good drinkers /
Yes	Reamaining in touch provides opportunity to catch up/learn about other sectors of industry and to further develop networking.
Yes	Some good friendships were made and it is good to keep in contact with people - persoanlly and professionally
Yes	that's the key benefit.
Yes	The course is the initial steps in the development of networks that will assist each of the participants in their careers. It is essential that these relationships are further developed.
Yes	The Seafood Industry covers so many areas and keeping in touch with other participants gives one the ability to know what is happening in many facets. This is imperative as the outcome of most graduate groups have demonstrated a common vision statement and passion for the industry. We want to know what's going on and how we can improve ourselves and the industry all in one. I have also had pleasure in encouraging new groups whilst in the program and followed through with passing on my knowledge of what they can do as a group to help themselves in some small way. It was something that I would have appreciated if it was offered to me.
Yes	These are generally more keen to see change that the current boys club.
Yes	You never know when you are going to need advice from different sectors of the industry and if you don't remain in contact then it becomes hard to renew contacts.
No	Due to the dynamics of the industry ,It is vertually impossible to stay in touch consistantly with anybody.
No	I dont think it is important, handy, yes to know where everybody is at. That would be helpfull.
No	I have ran into participants but not actively remained in contact.
No	Important to have them there if you need them but not to keep in touch

Help me keep in touch

COMMENT
Advancement in career-
a current contact list of all previous participants.
A database of contact details and area of specialty/interest
A formal structured annual event.
A formalised structure such as an alumni would be most useful in keeping in touch.
A government job ,then I would have time to stay it touch without going home every day exhausted and tired .
A maintained contact list to start with. Perhaps SSA's ASID and a greater participation in SSA or other bodies network meetings.
Alumni
An annual organised alumni meeting where further training is undertaken and networks re-established.
annual future leader meetings
Annual workshops to liaise and develop projects to enhance the industry
As above
Certainly an up to date contact list of graduates. I have left the industry now and would not utilise the network as much. However I would still welcome a call from industry participants if they thought I could help with an issue. I would like to think my skills are continuing to grow and would be more than happy to assist others.
Contact database of past graduates, web forum or even a simple website that provides both of these.
Contact details? Facebook group?
Current contact information that includes details of participants current roles
Database and something like a newsletter
Easy to say regular emails or annual get togethers, unfortunatley in the real world where we all have other committments it is difficult to do when it is not part of regular activities. Also difficult for people to get together, costs, timing or via email constraint is constant bombardment of work related requirements - often very little time is left to chat with associates. Perhaps an annual offer of get together with the added bonus of a workshop that would build on leadership skills.
email newsletter maybe
First of all, it would be great to know who the next lot of accepted participants are at the start of each program and eventually what their projects will be. This could lead to commonality and the want of communicating because of their projects,knowledge base and similar interests and passions. Maybe a webpage/weblink with a data base and bio of participants. Have knowledge/access of a cost effective way to communicate to all or groups(skype only caters for 5) with similar interests especially if discussion for projects are needed beyond e-mailing.Could there be some sort of reunion/professional development to rejuvenate the loss of interaction?
Follow up sessions. Networking functions.
forums (electronic or direct) to consider issues
get togethers
If there were more fishers there is more common ground for relationships
Mini projects involving my course participants plus bringing some more on board from other courses
Newsletter, teleconference, regular emails
Not sure.
Opportunities to get together, with graduates from your own state or when there are industry events to make participants awareness of these networking opportunities and try and connect graduates at these events.
organised activities
Probably a lot of that is done through trade shows, Seafood Directions, Industry forums, FRDC meetings etc so it is really about making an effort to get to them.
regular meetings of past participants to workshop big picture issues or vision building. up to date email and contacts. an alumni web pages or the like

COMMENT
Regular newsletter - who did it and what are they doing
Self motivation
subscription to an alumni forum would be useful
TIME!
unsure
Updated contact lists. some form of workshop/forum held on a regular basis where past graduates can get together, even if it is incorporated into say Austasia Aquaculture or something along those lines??

Other comments

COMMENT
Advancement in career-
Course participants selected with a broad range of skills/ backgrounds and complimenting roles with other participants. Enjoyable and beneficial experience.
Fantastic program, a huge time of personal growth for me but feeling halted career wise. I think this is a location issue. Looking to diversfy my skills into training within the industry.
For the revamped course to be taken seriously by industry. For ALL previous graduates to be offered a spot in wiorking groups in the new national seafood insustry body , not just a selected hand few
FRDC should be applauded for taking the steps to ensure industry, especially the catching sector, is given the training and skills necessary to be able to represent itself in forums that impact on their ability to do business.
Funding for the course needs to be further considered to get more fishers/business people on the course. The majority of people on the course have paid wages, where as the industry people have to take time out of their businesses and this financial burden may prevent them from participating.
I am very grateful for the opportunity to have participated in this program and it truely does wonders for understanding your strengths and weaknesses and how to benefit from the strengths and limitations of others.
I believe that this leadership program should give equal opportunity to acedemics and non-acedemics. Previously, there have been great potential non-acedemics that haven't taken up the program offer or some who have and felt disadvantaged/intimidated by acedemics during participation. I also maintain that past students should rightfully gain some formal recognition for what they have achieved. Thank you for allowing us input. This is a great initiative.
I found the course an enormous help profesionaly and personaly <ul style="list-style-type: none"> * I have often wondered at the timing of my involvement,(the dark days of NSW) * It was therapudic(posably life saving,mine and my families) * I furmly belive that Fishers and their families need emotional support to cope with the upheaval that most are enduring as industry changes. * People are important * When government makes changes it needs to place more emphasince on support for those affected * Thanks Geoff Blackburn
I give my full support to the current course facilitators and hope that they are involved in any future program
I hope the course continues in pretty much its current format with some tweaking and annual review to ensure it remains topical and fresh. I would hate to see it become an elitist training course that relied on applicants having to complete a full blown CV etc as this will scare of many of the grass roots industry people we need to develop into leaders to assist the seafood and fishing industry. What has to be remembered is that leadership is at many levels and not everyone will become the CEO or chair of an association/industry group/Govt dept. This program allows people to develop to a level that best suits them and the stakeholders they work with by providing a tool box that they can draw on as they need.
I think the program provides graduates with contacts and opportunities that they may not have otherwise had and is very beneficial to the industry in identifying potential leaders of the future.
I would like to thank the FRDC and the organisers of the coarse. It was a real stepping stone for me and I greatly appreciate the opportunities that the seafood industry has given me. One thing that has stayed with me from the program was work life balance and the need to have interests outside of your profession or industry. Problems and challenges can become all consuming and it is only now, many years on that those things are happening for me and my family.
In general the program delivered some impressine results for the participants. However towards the end I felt that many of the participants had outgrown the material. I was disapointed that some participants were allowed to not complete the industry project to an acceptable standard, and others allowed to withdraw from taking on leadership roles within the group and rely on

COMMENT

others to do the hard work.

* Nonetheless, I would strongly recommend the course to anyone who aspires to a leadership role in the industry.

* Some form of ongoing formal training at a higher level would be extremely beneficial to not only maintain the development of participants, but to also maintain and enhance networks.

Jill rocks! I will be encouraging at least two staff to apply for future programs.

THE FOLLOWING INFORMATION HAS BEEN COPIED FROM DOCUMENTS WRITTEN AS FEEDBACK FOR BOTH THE FACILITATORS AND FRDC = THIS INFORMATION IS HIGHLY CONFIDENTIAL AND PERSONAL. PLEASE HAVE REGARD TO THIS IN READING THIS INFORMATION* EVALUATION Dianah Mieglich

1 Three key learnings from Session 1 of Program.

Firstly never underestimate your own ability. I was amazed at how much I was able to absorb. There were times however, when I felt I was going over old ground. Given that I was aware of this, I managed to re-focus and was able to concentrate my efforts on my team members and hopefully I was able to help them with their learning.

Secondly, that personal development is so dependent on self awareness. The structure of the program gives participants the chance to look at themselves on so many different levels. The use of the personality profiling tool was, I feel, by far the greatest asset to the group. Participants all around me were constantly referring to the profiles. It didn't take long for members of the group to be acutely aware of one another's styles and methods of communicating and working. This I feel, allowed us to get the best out of one another.

Thirdly...the power of Networking! I had some incredible conversations over dinner. The opportunities that present themselves in these situations are limitless. It all depends on making the most of situations. Not only did my knowledge of the industry grow, yet again but my confidence was given a huge lift by a dinner guest on Tuesday night. Receiving such feedback is priceless. I also learned more about fellow participants over a glass of wine than that one would have learned over a meeting table.

2 Key professional practice that I will introduce

This would have to be the use of the Professional Networking Guidelines. Not just for me but for others that I work/associate with. Clear, common sense guidelines that, far too often are ignored or not taken seriously when forming new personal and professional partnerships.

3 Changed behaviours?

This is a good question. I don't know that I would change too much at all. Except perhaps to give others more time to work out solutions to problems themselves. I have the tendency to not have a great deal of patience and just go ahead and do things my self because I will then be certain that the job is done (not necessarily right though, I guess!).

4 What surprised me the most?

Please don't take this the wrong way, but Jill looks fantastic! I want to know what her secret is or at the very least get a pound of what she's on! Oh, and her facial expressions are priceless. I was at times grateful that I am not able to read minds!

5 What I've learned about myself?

I really can't function unless I get at least 5 hours of uninterrupted sleep. Not ground braking I know but important if I want to combine being a mum, running a household, working part time and being part I an industry that I love.

6 What I've learned about the industry?

Where do I start? No one thing in particular stands out but rather many new lessons have been learned. I feel like a sponge that almost dries up and then re-hydrates with more and more information. Sometimes I'm surprised about things I learn in our industry and other times just more motivated by the poor public perception that's around to want to do more.

General Comments

Again well done to you and Jill! Your dedication and commitment to your work is obvious. I was disappointed that our group lost Steve Harrison because I feel he had so much to offer. I was however impressed that he was allowed to make is own mind up about withdrawing and that you gave him space to do so.

Having said that though, I do feel the group is too big. Personally perhaps a dozen might be a better number to work with but that's my personal opinion. I can see how hard it must have been to select the participants given that the course was

The Leadership course offered my very high standard of education. It would be beneficial to have a few follow up sessions in completion of a full accredited course.

The project is a key part iof the whole programme. I believe the project should almost be in place

COMMENT

before the program actually starts

This is a good course and opportunity for members of the seafood industry to connect and see the industry through others eyes and experiences.

It provides a intermediate level of support for 'middle layer' industry members to support them in building their capacity to become industry leaders in the future. This ultimately could lead to the next level of leadership courses such as ARLP.

Program strengths:sponsors

COMMENT
Exposure across a variety of sectors Brand awareness
Creating a pool of people with sufficient knowledge to lead and develop others involved with fisheries Providing a better level of understanding of perspectives on fisheries across disciplines Creating networks that span industry, bureaucrats, ENGOs and others Enabling future leaders in Australian fisheries to meet each other, swap ideas, learn from one another and value each others contribution The enduring nature of the program over many years
Strong industry leadership skills provides a better basis for govt/industry interaction to address key challenges, based on mutual understanding, tapping a rich vein of ideas, communication with broader stakeholders and ownership of problems and solutions to name a few
Increased understanding of broader strategic issues. Higher level of strategic thinking and development of policy
The program appears to be aimed primarily at the commercial fishing sector.
AS a sponsoring agent 'FarmBis' it does not apply. Personally, promoting leadership, and empowering people to speak on behalf of their industry.
Systems tinkering skills in participants. Building of confidence Awareness of supply chain facets
Exposing participants to a range of topical issues, expertise and experiences about leadership and the seafood industry in Australia. Forging a leadership network across the seafood industry.

Program improvements:sponsors

COMMENT
This year a lot of improvements have been made to the sponsors involvement and treatment within the program therefore hard to answer.
A higher profile for sponsors - external recognition
A higher profile for participants - more formal recognition of the course/award
Possibly provide greater interaction with peak advisory bodies in selected jurisdictions; open up the leadership program to commercial, recreational, indigenous and other stakeholders - its ones resource!
The focus could be broadened to include other interest and stakeholder groups in the fisheries sector. The benefits of sponsorship from a sponsors point of view are limited due to the low number of participants and the focus on the commercial fishing sector.
Wider participation
better systems of recruitment

Other comments:sponsors

COMMENT
I would like to see greater communication of the program, its current participants and what previous participants have achieved with the broader fishing industry - to show them what can be done
Its a long term challenge and it needs a long term approach - some will make it
The fisheries management context is moving strongly in the direction of ESD and EBFM - this means that management and leadership needs to embrace all sectors - including the conservation sectors which drive marine reserves etc. The focus on the seafood sector only limits the value of the program as it stands.
It is so greatly needed, without leadership there will be no industry in five years time.
This organisation is FarmBis. We were pleased to subsidise fees for the seafood leadership program, but FarmBis ends in June 2008, and no fees subsidy scheme is planned at this stage. However other sponsors may be available
A mentor group for people who have been through the program would provide support for their continued development.

APPENDIX V: FACILITATORS Terms of Reference

Terms of Reference - Workshop Facilitator Brief

Background

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then over 100 people have graduated from the Advance in Seafood Leadership Development Program; significantly enhancing the leadership capacity of the Australian seafood industry. The current program expires at the end of 2008, and FRDC is reviewing its leadership development investments after 2008.

As part of the review FRDC has supported an independently facilitated workshop. Prior to the workshop, an online survey will be undertaken of past graduates, service providers and industry to gain an understanding of what their experience has been of the previous program (strengths and weaknesses, what worked well, what didn't, key skills gained and what was considered to be deficient) and to identify industry priorities for any future leadership program. The outcomes of the survey will provide a valuable source of information for the workshop facilitator and workshop participants.

This brief outlines the objectives of the workshop and identifies the terms of reference, outcomes, skills and requirements from the workshop and facilitator.

Methods

An independently facilitated 1½ days workshop will be held in Hamilton, Queensland with approximately 15-20 past leadership program graduates and two current industry leaders to:

- Assess and review the outcomes of an online survey of previous Advance in Seafood Leadership Development Programs
- Workshop and critique previous Advance in Seafood Leadership Development Programs and identify areas for improvement to ensure future leadership programs meet current and future needs of the seafood industry
- Report on issues, options, recommendations and pathways forward identified at the workshop.

Workshop Outcomes

- A critique outlining the strengths, weaknesses and suggested improvements for any future leadership courses that will be attractive to, and meet, industry needs across all sectors, now and into the future
- Strategies for ongoing pathways to build leadership capacity within the seafood industry (including for young people and women)
- Identify options for leadership courses accreditation, barriers to obtaining accreditation and development or linkages with other leadership programs
- Identification of options for developing and maintaining a communication network between past course participants
- Discuss the need for the development of assessment resources for candidates wishing to undertake Seafood Industry Training Package leadership competency units.

Terms of Reference

1. Review outcomes of online survey of past course participants, course facilitators and industry sponsors
2. Undertake a workshop of 15 to 20 past graduates and 2 industry leaders to assess status and future direction for leadership programs in the Seafood Industry, taking into account the specified workshop outcomes and deliverables
3. Undertake out of session discussions with project coordinators as necessary
4. Provide a written report on workshop outcomes, including recommendations on how to take the issues and options identified at the workshop forward.

Consultant Deliverables

1. Briefing with Northern Territory Seafood Council (NTSC) during week of 12 May 2008 to discuss workshop arrangements
2. Preparation and facilitation of 1 ½ day workshop to be held in late May or early June 2008
3. Draft report outlining and analysing the outcomes of the workshop, including recommendations on how to take the issues and options identified at the workshop forward, to be made available to the NTSC by 27 June 2008
4. Final report (addressing any issues identified by the NTSC) to be delivered to the NTSC by 11th July 2008.

Selection of Facilitator

An independent consultant will be engaged to facilitate the workshop and report on its outcomes. The consultant will need to demonstrate:

- a sound understanding of the project and identify appropriate methods
- experience and expertise in facilitating workshops with a diverse range of participants, particularly those from a primary industry background
- a track record in development and delivery of outcomes that are practical and technically sound
- value for money
- ability to meet timelines.

Administrative Details

- Enquiries should be directed to the Principal Investigator, Katherine Sarneckis of the NTSC, on 08 8981 5194 or by email on ksarneckis@ntsc.com.au.
- Proposals must be received by the NTSC by email (no hard copies required) by COB 5:00pm Monday 10 March 2008 and should contain as a minimum:
 - Name/s and contact details of the consultant/s who will undertake the task
 - Evidence the consultant has the necessary skills and experience (including relevant examples of similar work)
 - A brief outline of how they would approach the assignment
 - A firm price and payment schedule
 - Evidence of current public liability insurance and professional indemnity insurance
 - Commitment that the assignment will be completed on time and within budget.

APPENDIX VI: WORKSHOP DELEGATES BRIEF & PROGRAM

Food for thought.

As participants in this workshop you have the opportunity to shape future leadership in the seafood industry across sectors and at all levels through influencing the design of programs, networking and support arrangements.

Your individual perspectives on the future needs of the industry and how these are best met will be critical to guiding investment in leadership development and support for those prepared to act in the interests of the industry.

The recent online survey of graduates and sponsors of the National Advance in Seafood Industry Leadership Development Program and the Leading Industries 2008 evaluation indicate that it has been a success. To continue this success requires consideration of emerging and future leadership needs and the further development of the program and support for participants and graduates.

The workshop will provide an opportunity for reflection on past investment in order to develop realistic recommendations for taking the leadership development initiative forward in a way that meets the needs of the industry as a whole.

The key issues that we will address and provide recommendations for at the workshop include:

- Future leadership needs in the seafood industry
- The type of leadership styles the seafood industry wish to adopt
- The purpose of a leadership development program
- Skills and competencies required in a leadership program
- The type of certification/accreditation required by participants/industry
- The pathway to leadership for participants in a future leadership program
- The purpose of an alumni network, how it would function and be resourced
- How to measure success of investment in leadership development.

Please come with your perspectives on these issues and any others that you think might be critical to the sustainability of leadership

Future Seafood Leaders: Taking Stock Workshop.

WORKSHOP PROGRAM – key questions.

Tuesday 10th June

12.30 – 12.35 Welcome – Grahame Turk

12.35 – 12.45 Setting the scene – *The case for investing in leadership development.* – Tim Mirabella.

12.45 – 1.15 Handover to facilitator – Leith Bouly

Present online survey results – discussion to clarify understanding.

1.15 – 5.30

Workshop

- Initial thoughts – big issues that will require significant leadership to manage
- What leadership style/s and/or models will be required to sustain the seafood industry?
- What has the current leadership program excelled at?
- What would the worst critics say about the program?
- What are the future leadership needs in the industry?
- What might work against future investment in leadership development?

07.00 – late

Dinner

Wednesday 11th June

08.30 – 12.00

- Facilitator provide summary of day for reflection – what is missing?
- What do other leadership programs offer? - Adam Smith (Recfish) and ARLP graduates.
- What is the purpose of a seafood leadership program/s?
- What issues should be considered in relation to certification/accreditation?
- What do graduates want from a network?

12.00 – 1.00

Lunch

1.00 – 3.00

- Online survey results – sponsors.
- Sponsors thoughts - *What's in it for sponsors* - Graham Turk
- What can be done to demonstrate return on investment for sponsors/employers?
- WRAP UP

**APPENDIX VII: FUTURE SEAFOOD LEADERS: TAKING STOCK -
WORKSHOP SUMMARY JUNE 2008**

Future Seafood Leaders: Taking Stock

Workshop Summary

June 2008



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Executive Summary

The Fisheries Research and Development Corporation (FRDC) provided the Northern Territory Seafood Council with funding for the Future Seafood Leaders: Taking Stock project. This project is the initiative of a small group of dedicated past graduates of the Advance in Seafood Leadership Development Program who formed a project team with the Northern Territory Seafood Council as the principal investigator.

This report summarises the outcomes of two activities undertaken in this project:

- an online survey of graduates and sponsors conducted by Australian Survey Research Pty Ltd.
- a workshop drawing participants from program graduates and industry leaders.

The workshop held in Brisbane on the 10th and 11th of June was designed to allow graduates and industry leaders to:

- assess and review the outcomes of an online survey of previous Advance in Seafood Leadership Development Programs
- critique previous Advance in Seafood Leadership Development Programs and identify areas for improvement to ensure that future leadership programs meet current and future needs of the seafood industry

A high response rate to the Online Survey and energetic participation at the workshop revealed a very high level of support for ongoing investment in leadership development in the seafood industry. The current Advance in Seafood Leadership Development Program is seen as high quality and a rewarding experience for participants. Opportunities for improvement were identified in both the Online Survey and the workshop.

Workshop participants agreed that the purpose of investment in leadership development in the seafood industry is - to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future.

Workshop participants also identified the need for the industry to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels.

There is a strong belief amongst the workshop participants that the seafood industry will continue to benefit from investment in leadership development programs which focus on developing the leadership capacities and attributes identified. The program design (including participant selection) and content should be reviewed to ensure that it supports the development of this leadership model and meets the purpose of the program.

It is acknowledged by graduates and industry leaders that the ongoing support of sponsors and employees is critical to the success of the program and that more needs to be done to ensure that their needs are met. Improved marketing of the

program and profiling of participants, graduates, sponsors and employees will assist in this.

In relation to the establishment of a graduate network the conclusions drawn from the online survey and workshop are that:

- providing a data base of graduates, a website with graduate profiles and an email list would enable more effective networking
- graduates should take an active role in initiating networking activities
- maximum advantage should be taken to coordinate with existing industry activities to provide networking opportunities

In relation to strategic approaches to developing pathways to leadership it is apparent that:

- the seafood industry will continue to benefit from investment in leadership development programs which focus on developing the leadership capacities and attributes identified by workshop participants
- development of a multi level approach to leadership development across the industry through accessing opportunities beyond FRDC would also assist in building the pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future
- it is essential to ensure that the selection process results in a diverse participant group

While there is a very high level of support and aspiration for accreditation and qualifications from the program it is unclear what is driving this desire. Workshop participants agreed that:

- the program should primarily focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is an optional extra for individuals to pursue.
- The costs and benefits of accreditation processes should be assessed in relation to achieving the industries purpose for the program.
- Individuals who wish to obtain accreditation through Recognised Prior Learning processes should be supported and discussions held with future course providers in relation to how best to do this.

The high level of support for the Advance in Seafood Leadership Development Program from graduates and sponsors indicates that continued investment will be valued by individuals and invaluable to the seafood industry.

1 Background

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a project to develop and trial a model for an Advance in Seafood Leadership Development Program. Since then over 100 people have graduated from the Advance in Seafood Leadership Program; significantly enhancing the leadership capacity of the Australian seafood industry. The current program expires at the end of 2008, and FRDC is reviewing its leadership development investments after 2008.

A small group of past graduates formed a project team with the Northern Territory Seafood Council as the principal investigator and received funding from FRDC to bring past participants and industry leaders together to consider the results of an online survey and critically review leadership needs in the industry and how well the Advance in Seafood Leadership Development Program meets these needs.

Five key areas were identified as requiring attention by workshop participants in this project.

1. Undertake a critique of the previous Advance in Seafood Leadership Development Program
2. Identify options for developing and maintaining a communication network between past course participants
3. Develop strategies for ongoing pathways to leadership within the seafood industry
4. Accreditation for graduates of seafood leadership training
5. Investigation of the need for an additional level of leadership development

2 Workshop Summary.

The Future Seafood Leaders: Taking Stock Workshop was held on the 10th and 11th of June, 2008 in Brisbane at the Department of Primary Industries and Fisheries premises at Hamilton. Some 23 past participants and industry leaders volunteered their time and energy to the workshop demonstrating a passion for and commitment to their industry and the development of effective leadership to secure the future.

Five key areas were identified as requiring critique or analysis through the conduct of a workshop incorporating graduates of the Advance in Seafood Leadership Development Program and seafood industry leaders.

1. Undertake a critique of the previous Advance in Seafood Leadership Development Program
2. Identify options for developing and maintaining a communication network between past course participants
3. Develop strategies for ongoing pathways to leadership within the seafood industry
4. Accreditation for graduates of seafood leadership training
5. Investigation of the need for an additional level of leadership development

The following draws on data from the Online Survey of graduates and sponsors (Australian Survey Research Pty Ltd) and the Future Seafood Leaders: Taking Stock Workshop.

2.1 Undertake a critique of the previous Advance in Seafood Leadership Development Programs

This critique is based on the insights and experiences of the graduates and sponsors of the Advance in Seafood Leadership development Program. This group of individuals have the advantage of an intimate knowledge of their industry and the leadership challenges it faces, hands on leadership experience and the capacity to articulate how the program has been able to assist in the achievement of individual/industry aspirations.

The Online Survey revealed that the majority of respondents are satisfied with the program on all dimensions. While it was identified that there is room for improvement in some areas there is a high degree of satisfaction with the experience of the current product. Networking is rated as the number one strength of the program and should be maintained and enhanced in future programs. Workshop participants highlighted the value of the program being seafood industry specific rather than a generic leadership program.

In order to establish a context for program evaluation the workshop participants were invited to discuss the question - *what leadership styles are most likely to sustain the seafood industry into the future*. The following insights were revealed:

1. The key challenge for the industry with regard to addressing the strategic issues into the future was identified as – *the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels*.
2. The seafood industry will continue to benefit from investment in programs which focus on developing the following leadership capacities and attributes in individuals.

Capacities	Attributes
Act in the interests of industry as a whole	Emotional intelligence
Adopt different leadership styles when necessary	Passion and commitment to the industry
Work collaboratively across all levels of industry and government	Resilience
Build effective teams and plan for succession	Ethical behaviour
Understand how industry and government work	Great communication skills
Develop extensive networks	Commitment to service beyond self
Take risks and catalyse/lead change	Humour
Be visionary and strategic	Knowledge and experience
Ask for support	Decisiveness.
Influence others.	

It would be appropriate to review the Advance in Seafood Leadership Development Program objectives and design to ensure that it is able to develop these capacities and attributes.

Workshop participants deliberated on the purpose of the program and the following statement represents a synthesis of that work. The purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sector's to secure the industry's future.

The preferred industry leadership model and program purpose should be clearly articulated to future providers of the program and regular evaluation conducted to demonstrate that the structure and content are consistent with these.

Most elements of the program received positive feedback and these should be maintained and enhanced in future programs (for detail see online survey and workshop summary appendices).

With regard to those elements of the program that could be improved there was strong correlation between the Online Survey results and the workshop discussions and recommendations.

The quality of the course material provided was identified as an area where improvements could be made. This should be discussed with course providers and resolved in terms of the experiential nature of the program.

The purpose and delivery of course projects requires clarification and refinement to ensure that it is clear what the learning objectives are for the exercise and that value is gained by the individual and the group as a whole from it.

It is apparent that the purpose of the mentoring activity is understood differently by many participants and as a consequence it may not be achieving its full potential. It is important that this activity is clarified and refined. It would be useful to consider whether coaching might be more appropriate if the goal of the activity is to assist participants on their pathway to leadership roles in the industry. The development of a mentor bank and provision of mentor training should also be considered further.

Program design, structure, content and materials should be reviewed regularly and updated as necessary.

It was acknowledged that the ongoing support of sponsors and employees is critical to the success of the program and that more needs to be done to ensure that their needs are met. Improved marketing of the program and profiling of participants, graduates, sponsors and employees will assist in this.

There was strong agreement at the workshop that the seafood industry will continue to benefit from investment in leadership development programs and that the appropriate investment for industry through FRDC at this time is the Advance in Seafood Leadership development Program.

2.2 Identify options for developing and maintaining a communication network between past course participants.

There is a high level of desire to establish an effective network that encompasses industry contacts, current participants and graduates of past programs. This flows from the intensity of the experience of the program itself, friendships formed, networks created and a heightened awareness of the need to provide and receive support in leadership roles.

The online survey highlighted that graduates want continued support both during and after program completion. This is particularly important for those whose current positions may not allow them to practise the skills and knowledge obtained from the program. The majority of respondents also indicated that the program is effective/very effective in providing pathways to leadership roles in the industry and that they had made progress in career progression. Respondents indicated that they required an industry contacts data base, an alumni contacts list, further mentoring/coaching and further training as additional activities/support to enhance what had been learnt on the program. The majority of respondents indicated that they keep in touch with other graduates of the program despite there being no formal network.

A wide ranging discussion resulted in workshop participants agreeing that being able to contact each other is very important and that the following would constitute a good beginning from which other initiatives might emerge.

- Data base of graduates
- Website with graduate profiles
- Email list

It was recognised that building anything more elaborate than this would require significant investment in both time and money by someone. A number of participants indicated an interest in developing an active network but there was no resolution of how it might be funded. There was a high level of agreement that it is unlikely the graduates would contribute in a financial sense.

2.3 Develop strategies for ongoing pathways to leadership within the seafood industry.

The majority of respondents to the online survey indicated that the program is effective/very effective in providing pathways to leadership roles in the industry. With regard to career progression most indicated that they had made advances.

Workshop participants agreed that the program gives graduates a 'leg up' to do more and expand opportunities through increased networks and greater understanding of the industry and leadership opportunities that exist.

Considerable discussion revolved around the problematic nature of organisational structures in the industry and how they act as impediments to graduates aspiring to step up and make a difference.

The key challenge for the industry with regard to addressing the strategic issues into the future was identified as – *the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels.*

Dealing with this challenge strategically requires the continuation of a leadership development program that purposefully focuses on *creating a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sector's to secure the industry's future.*

Selection of participants was highlighted as an issue both by graduates and sponsors in the online survey. It was acknowledged by workshop participants that there is already a high level of diversity amongst participants and strong agreement that this should continue to be a focus in selection processes. Additional funding and support for non government participants could also be explored as a means of encouraging participation by self employed industry members. It was noted that value may come from considering participants through the whole value chain i.e. from fishing to food (restaurant trade).

Some concerns were expressed about effectiveness of participation and giving back to the industry on completion of the program. One way to draw individual attention to

the expectation that recipients of scholarships will make a contribution to their industry is to require that all participants sign a statement of expectation.

Development of a multi level approach to leadership development across the industry through accessing opportunities beyond FRDC would also assist in building the pool of change agents. Consideration could be given to promoting existing opportunities more broadly in the industry.

2.4 Accreditation for graduates of seafood leadership training

The completion of the seafood leadership programme appears to be well regarded within the Seafood Industry but does not result in the attainment of a formal qualification for those who have completed it. A certificate of completion is awarded and graduates are encouraged to make others aware that they have completed the program in order to raise their own profile as well as that of sponsors and the industry more generally.

The 'Advance in Seafood Leadership' course aligned to leadership competencies from the Seafood Industry Training Package (SITP) in 2000 but progression to formal assessment has been limited. Since that time the SITP has been reviewed and updated meaning that any move towards accreditation for the leadership program would require mapping against the new standards.

The majority of respondents to the online survey indicated that accreditation would add value to the program but no reasons were asked for/given.

The workshop participants suggested that the rationale to move to a qualification or accreditation needs to be considered in terms of:

- whether or not it is appropriate to accredit people for leadership development.
- how it would impact on the learning outcomes of the current approach
- the range of needs that participants have
- how well the current program is marketed and positioned as a quality product.
- how participants needs for qualifications are met particularly those who are self employed (is credibility increased through completing the program because or in spite of earning a qualification)
- whether additional content and therefore additional time would be required to allow individuals to receive a full qualification as the current program represents a partial qualification.
- how it might assist in assessing whether or not participants have met any statement of expectations if it were introduced.
- cost and time implications including
 - the opportunity to attract additional investment through alignment with a Registered Training Authority.
 - costs of mapping competencies, amending materials etc
 - managing program provider issues.
- the potential impacts of a pass/fail approach on attracting participants
- whether or not aligning modules to relevant competencies would add rigour to delivery and feedback for continuous improvement.

In order to allow the greatest value to be extracted for the range of needs individuals have workshop participants commented that:

- The program gives graduates a 'leg up' to do more and expand opportunities
- It would be desirable if graduates were able to receive accreditation through recognised prior learning processes after completing the course. There would be costs associated with this process.
- Mapping of the current content to competencies in the seafood training package is almost complete and it is possible to amend workbooks and materials to allow individuals to collect evidence for competency assessment fairly easily.
- The program should focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is optional for individuals.
- Consideration is given to aligning modules to relevant competencies where this can add rigour to delivery and feedback for continuous improvement.
- Costs and benefits of accreditation processes be assessed in relation to achieving the industries purpose for the program.
- Individuals who wish to obtain accreditation through Recognised Prior Learning processes be supported.

Workshop participants were generally agreed that the program should focus on leadership development of individuals for industry benefit in the longer term and that accreditation is optional for individuals.

2.5 Investigation of the need for an additional level of leadership development.

Respondents to the online survey identified key areas for further activities or training programs as networking (further to what is already provided), knowledge of government, representation skills and people management. Workshop participants identified industry content as being something that could be improved in the current program.

Leadership programs open the door to learning possibilities but cannot provide all of the training required by individuals. There are many providers (fee for service) and scholarship opportunities (Australian Rural Leadership Program, Nuffield, Churchill Scholarships) beyond the FRDC funded initiative. While these all require the investment of time and usually money it is perhaps reasonable to expect that people will make a commitment to their own development following an industry contribution. It may be useful to provide participants with a list of further development options. This could be addressed by the course providers or other industry bodies.

Workshop participants suggested that the current program could be lengthened to include some additional learning opportunities. This would be most beneficial for the majority of participants if it were focused on strategic and personal development areas as highlighted in the workshop and online survey results. Where potential participants would benefit from a greater understanding of how industry works it may

be beneficial to develop a short activity to lift capacity in this area.

Workshop participants discussed the development of a multi level approach to leadership development across the industry through accessing opportunities beyond the FRDC investment.

- Introductory activity – utilise existing programs or develop a short course
- Advanced Seafood Industry Leadership Development Program (FRDC)
- Australian Rural Leadership Program, Nuffield, Churchill Scholarships etc

Participants were very supportive of this model and recognised that it will probably require the initiative of existing organisations within the industry to arrange introductory activities that are appropriate to their membership.

3 Workshop – Recommendations

The following recommendations are drawn from the Workshop Notes (Appendix 2) and the Workshop Summary:

1. The seafood industry through FRDC should continue to fund the Advance in Seafood Leadership Development Program as it is highly effective and valued for the way in which it develops leadership potential in individuals.
2. The key challenge identified for the industry with regard to addressing the strategic issues into the future was identified as – the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels. Leadership development programs should be designed to assist in this transformation.
3. Workshop participants deliberated on the purpose of the program and the following statement represents a synthesis of that work. The purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sector's to secure the industry's future.
4. The seafood industry will continue to benefit from investment in programs which focus on developing the following leadership capacities and attributes in individuals.

Capacities	Attributes
Act in the interests of industry as a whole	Emotional intelligence
Adopt different leadership styles when necessary	Passion and commitment to the industry
Work collaboratively across all levels of industry and government	Resilience
Build effective teams and plan for succession	Ethical behaviour
Understand how industry and government work	Great communication skills
Develop extensive networks	Commitment to service beyond self
Take risks and catalyse/lead change	Humour
Be visionary and strategic	Knowledge and experience
Ask for support	Decisiveness.
Influence others.	

5. It would be appropriate to review the Advance in Seafood Leadership Development Program objectives and design to ensure that it is able to develop these capacities and attributes.
6. Program design, structure, content and materials should be reviewed regularly and updated as necessary.
7. The best attributes of the program as identified by the online survey and workshop participants should be retained and enhanced.
8. The purpose and delivery of course projects requires clarification and refinement to ensure that it is clear what the learning objectives are for the exercise and that value is gained by the individual and the group as a whole from it.
9. The mentoring activities should be clarified and refined and consideration given to the development of a mentor bank and provision of mentor training.
10. Participant diversity was identified as a valuable element of the program and the selection process should continue to ensure that it is maintained. Additional funding and support for non government participants could also be explored as a means of encouraging participation by self employed industry members.
11. Some concerns were expressed about effectiveness of participation and giving back to the industry on completion of the program. One way to draw individual attention to the expectation that recipients of scholarships will make a contribution to their industry is to require that all participants sign a statement of expectation.
12. The program should be better marketed to ensure that sponsors are recognised and participant's initiative showcased to the industry and beyond.
13. Relationships between the program and its sponsor's and participant employer's must be maintained and enhanced. This could be assisted through participants and graduates identifying opportunities to interact more effectively with their sponsors and employers.
14. Where possible the return on investment for sponsors and employers should be demonstrated.
15. A multi level approach to leadership development should be supported across the industry and best advantage needs to be taken of opportunities to develop capacity through funding beyond FRDC.

16. Existing organisations within the industry could consider developing a short introductory course (appropriate to their membership) to prepare individuals for the Advance in Seafood Leadership Development Program.
17. The online survey revealed a high level of support for accreditation as a result of completion of the program. Workshop participants agreed that the program should primarily focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is an optional extra for individuals to pursue.
18. The costs and benefits of accreditation processes should be assessed in relation to achieving the industries purpose for the program.
19. Individuals who wish to obtain accreditation through Recognised Prior Learning processes should be supported and discussions held with future course providers in relation to how best to do this.
20. Networking was identified as the number one strength of the program and there is a strong desire for effective networking opportunities amongst the graduates. As a first step supporting the participants and graduates with a data base of graduates, a website with graduate profiles and an email list would enable more effective networking.
21. Graduates should take an active role in initiating networking activities.
22. Maximum advantage should be taken by graduates to coordinate with existing industry activities to provide networking opportunities.

4 References

Australian Survey Research Pty Ltd, May 2008. Future Seafood Leaders: Taking Stock. Report of evaluation survey results.

5 Appendix 1 – Workshop Outline

5.1 *Future Seafood Leaders: Taking Stock Workshop.*

The following was provided as stimulus to participants thinking for the workshop.

Food for thought.

As participants in this workshop you have the opportunity to shape future leadership in the seafood industry across sectors and at all levels through influencing the design of programs, networking and support arrangements.

Your individual perspectives on the future needs of the industry and how these are best met will be critical to guiding investment in leadership development and support for those prepared to act in the interests of the industry.

The recent online survey of graduates and sponsors of the National Advance in Seafood Industry Leadership Development Program and the Leading Industries 2008 evaluation indicate that it has been a success. To continue this success requires consideration of emerging and future leadership needs and the further development of the program and support for participants and graduates.

The workshop will provide an opportunity for reflection on past investment in order to develop realistic recommendations for taking the leadership development initiative forward in a way that meets the needs of the industry as a whole.

The key issues that we will address and provide recommendations for at the workshop include:

- Future leadership needs in the seafood industry
- The type of leadership styles the seafood industry wish to adopt
- The purpose of a leadership development program
- Skills and competencies required in a leadership program
- The type of certification/accreditation required by participants/industry
- The pathway to leadership for participants in a future leadership program
- The purpose of an alumni network, how it would function and be resourced
- How to measure success of investment in leadership development.

Please come with your perspectives on these issues and any others that you think might be critical to the sustainability of leadership

5.2 Workshop Program

Future Seafood Leaders: Taking Stock Workshop.

WORKSHOP PROGRAM – key questions.

Tuesday 10th June

- | | |
|---------------|---|
| 12.30 – 12.35 | Welcome – Graham Turk |
| 12.35 – 12.45 | Setting the scene – <i>The case for investing in leadership development.</i> – Tim Mirabella. |
| 12.45 – 1.15 | Handover to facilitator – Leith Bouilly
Present online survey results – discussion to clarify understanding. |
| 1.15 – 5.30 | Workshop <ul style="list-style-type: none">• Initial thoughts – big issues that will require significant leadership to manage• What leadership style/s and/or models will be required to sustain the seafood industry?• What has the current leadership program excelled at?• What would the worst critics say about the program?• What are the future leadership needs in the industry?• What might work against future investment in leadership development? |
| 07.00 – late | Dinner |

Wednesday 11th June

- | | |
|---------------|---|
| 08.30 – 12.00 | <ul style="list-style-type: none">• Facilitator provide summary of day for reflection – what is missing?• What do other leadership programs offer? - Adam Smith (Recfish) and ARLP graduates.• What is the purpose of a seafood leadership program/s?• What issues should be considered in relation to certification/accreditation?• What do graduates want from a network? |
| 12.00 – 1.00 | Lunch |
| 1.00 – 3.00 | <ul style="list-style-type: none">• Online survey results – sponsors.• Sponsors thoughts - <i>What's in it for sponsors</i> - Graham Turk• What can be done to demonstrate return on investment for sponsors/employers?• WRAP UP |

6 Appendix 2 - Workshop Notes

6.1 Introduction

The workshop was held on the 10th and 11th of June in Brisbane at the Department of Primary Industries and Fisheries premises at Hamilton. Some 23 past participants and industry leaders volunteered their time and energy to the workshop demonstrating a passion for and commitment to their industry and the development of effective leadership to secure the future.

6.2 Strategic issues for future leaders and leadership in the seafood industry.

The workshop was opened by Mr Grahame Turk who emphasised the importance of focusing on the capacity of people in the industry and the need to continue to develop the leadership skills of individuals.

Mr Tim Mirabella in setting the context for the workshop spoke to the topic – “*the case for investing in leadership development*”. Tim emphasised that while the industry is shrinking in terms of numbers of people there is a growing need for leaders and leadership with the interests of the industry at heart. The industry must take control of its own destiny if it is to be sustainable. He observed that having the “wrong” people in leadership roles can be as damaging as having no one representing the industry. A whole of industry focus is important to reduce vulnerability and ensure a cohesive voice. He highlighted the need for industry to be accountable to itself and others and to invest in the strategic framework to foster and develop leaders to ensure that there is a wide pool of people to draw on to fill leadership roles.

Workshop participants identified a number of issues that will require leadership into the future.

- Unifying the industry
- Funding for leadership development
- Property rights and access rights
- Loss of people
- Restructuring for profitability
- Community expectations – sustainability
- Community expectations and perceptions
- Maintaining political support
- Allocation of resources
- Global influences – climate change.

6.3 Workshop Outcomes

6.3.1 Leadership requirements to sustain the Seafood Industry.

In discussion of the question what leadership styles are most likely to sustain the seafood industry the following insights were revealed.

The key challenge for the industry with regard to addressing the strategic issues into the future was identified as – the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels.

Consequently any leadership development investment should be directed to programs which develop leaders with the capacity to:

- Act in the interests of industry as a whole
- Adopt different leadership styles when necessary
- Work collaboratively across all levels of industry and government
- Build effective teams and plan for succession
- Understand how industry and government work
- Develop extensive networks
- Take risks and catalyse/lead change
- Be visionary and strategic
- Ask for support
- Influence others.

The key attributes of leaders most likely to operate in this manner were identified as:

- Emotional intelligence
- Passion and commitment to the industry
- Resilience
- Ethical behaviour
- Great communication skills
- Commitment to service beyond self
- Humour
- Knowledge and experience
- Decisiveness.

Recommendations

1. The seafood industry will continue to benefit from investment in programs which focus on developing these leadership capacities and attributes in individuals.
2. Program objectives and content should be reviewed to ensure that it is aligned with these needs.

6.3.2 Taking stock and looking forward.

In order to identify the opportunities for improving investment in leadership development workshop participants addressed 4 focusing questions.

- What has the Advance in Seafood Leadership Program excelled at?
- What would the Program's worst critics say?
- What should be the focus for the future?
- What might work against future investment in leadership development?

The best attributes of the current program were identified as

- Attracting passionate committed people
- Providing experiential learning in a safe and supportive environment where participants are encouraged to experiment
- Seafood Industry specific.
- Developing personal effectiveness through increasing self awareness and providing individual challenges.
- Diversity of participants.
- Networking opportunities – with participants and guests.
- Developing teamwork skills
- Developing communications skills.

The areas identified for improvement are

- Course project/s. Seek input from industry with regard to topics. Redefine the purpose to incorporate a learning outcome of developing the skills to create high performing teams with a strategic focus.
- Consider publication of course project reports undertaken by graduates
- Consider developing a strategy for whole of industry to be aware of current participants and projects encouraging the opportunity for others to support them and their projects that have similar interest/ambition enhancing the “whole of industry approach
- Mentoring – clarify the purpose to include the objective of assisting the individual to develop their leadership potential to make a difference. Consider the merits of mentoring vs. coaching in the context of program objectives.
- Identification of people able to act as mentors – develop a mentor bank.
- Development of a statement of expectations for participants
- Improve the selection process to increase diversity and develop national leadership capacity at all levels. Merit is important but not to the exclusion of diversity considerations (geography, gender, sector etc). Concern was expressed that some participants come on the program with little intention to make a contribution to the industry in the future i.e. those who simply want to add the training to their CV. Care needs to be taken to ensure that participants are carefully assessed as to their intention to ‘pay back’.
- Develop more industry specific course material – provide some written information about industry and government structures, legislation etc outside face to face interactions. It was also discussed that this is difficult in a national context as each jurisdiction has very different specific system in place
- Course length – consider adding additional time to session 2.
- Course structure – ensure that the learning outcomes are specified and the content developed to meet them.
- Provide better quality course material and tool kits.
- Greater support for participants and graduates on completion of the program.
- Consider options for providing additional financial support to self employed participant’s i.e. competitive scholarships.
- Improve the communication components.
- Accreditation/certification.

- Market the program more effectively to showcase participants and sponsors and employers.
- Areas for future focus include
- Development of a multi level approach to leadership development across the industry through accessing opportunities beyond FRDC.
 - Level 1 – Introductory activity – utilise existing programs or develop a short course (1-2 days) to include self awareness, employability skills, pathway progression, project development, assoc/committee awareness, 360^o feedback.
 - Advanced Seafood Industry Leadership Program
 - Australian Rural Leadership Program, Nuffield, Churchill Scholarships etc
- Identify pathways to leadership and work with participants/graduates to realise opportunities – mentoring others, working with FRDC researchers, succession planning.
- Better use of technology in program delivery, acknowledging the limits that face some participants.
- Develop ways to report on sponsor, employer, and industry return on investment.
- Maintain and improve sponsor relationships.
- Ensure that content is relevant to the seafood industry and that whole of Industry issues are canvassed i.e. from fishing to food.
- Implement a process of continual improvement for program design and content.
- Pathways to accreditation for participants including RPL.
- Mentor training (including training participants as mentors)
- Graduate networking and support.

Future challenges

- Capacity to invest
- Declining numbers of people in the industry and therefore a reduced pool of individuals to draw participants from.
- Lack of attractive leadership roles
- Isolation of those in leadership roles
- Lack of support for people taking on leadership roles.
- Lack of appropriate industry structures i.e. single lead agency
- Industry profitability – affecting capacity to take on roles or invest in leadership development.
- Industry culture – tall poppy syndrome, gender bias, looking back not forward.
- Industry fear of ‘corporate’ approach – protection of family fishing model
- Different sectors have different capacity i.e. aquaculture may have greater capacity than wild catch sector.
- Including more recreational and indigenous future leaders in the program.

Recommendations

Recommendations that can be drawn from this are that -

1. The seafood industry through FRDC continue to fund the Advance in Seafood Leadership Program as it is highly effective and valued for the way in which it develops leadership potential in individuals.
2. The best attributes of the program should be retained and enhanced.
3. The purpose and delivery of course projects are clarified and refined.
4. The mentoring activities are clarified and refined and a mentor bank developed and mentor training be provided.
5. The program is better marketed to ensure that sponsors are recognised and participant's initiative showcased to the industry and beyond.
6. A multi level approach to leadership development is supported across the industry.
7. A statement of expectations for participants is developed.
8. Accreditation is considered as an option for those who require it.
9. Participant and graduate support be improved.
10. Program content be reviewed regularly and updated as necessary.
11. Maintain and enhance sponsor and employer relationships.
12. Where possible demonstrate the return on investment for sponsors and employers in the program.

6.3.3 Purpose of the Advance in Seafood Leadership Program

Workshop participants generated 5 purpose statements for the Advance in Seafood Leadership Program.

- To develop people with the skills to be future leaders.
- To create a pool of people to sustain and secure the future of the seafood industry.
- To develop individual capacity as leaders to have a positive influence on the seafood and fishing industries future
- Capable, confident and competent
- Increased capacity of the seafood industry to be able to manage its own resources and future.

Combining the sentiments of each of these –

That the purpose of the leadership program is - To create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sector's to secure the industry's future.

6.3.4 Accreditation issues

Workshop participants noted that the majority of respondents to the online survey indicated that accreditation would add value to the Advance in Seafood Leadership Program.

Workshop participants were generally agreed that the program should focus on leadership development of individuals for industry benefit in the longer term and that accreditation is optional for individuals.

A number of issues were raised for further consideration. The rationale to move to a qualification or accreditation considered in terms of

- Whether or not it is appropriate to accredit people for leadership development.
- how it would impact on the learning outcomes of the current approach
- the range of needs that participants have
- How well the current program is marketed and positioned as a quality product.
- how participants needs for qualifications are met particularly those who are self employed (is credibility increased through completing the program because or in spite of earning a qualification)
- Whether additional content and therefore additional time would be required to allow individuals to receive a full qualification as the current program represents a partial qualification.
- How it might assist in assessing whether or not participants have met any statement of expectations if it were introduced.
- cost and time implications including
- The opportunity to attract additional investment through alignment with a Registered Training Authority.
- Costs of mapping competencies, amending materials etc
- Managing program provider issues.
- the potential impacts of a pass/fail approach on attracting participants
- Whether or not aligning modules to relevant competencies would add rigour to delivery and feedback for continuous improvement.

In order to allow the greatest value to be extracted for the range of needs individuals have workshop participants commented that

- The program gives graduates a 'leg up' to do more and expand opportunities
- It would be desirable if graduates were able to receive accreditation through recognised prior learning processes after completing the course. There would be costs associated with this process.
- Mapping of the current content to competencies in the seafood training package is almost complete and it is possible to amend workbooks and materials to allow individuals to collect evidence for competency assessment fairly easily.

Recommendations

Recommendations that can be drawn from this are that -

1. The program should focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is optional for individuals.
2. Consideration is given to aligning modules to relevant competencies where this can add rigour to delivery and feedback for continuous improvement.
3. Costs and benefits of accreditation processes be assessed in relation to achieving the industries purpose for the program.

4. Individuals who wish to obtain accreditation through Recognised Prior Learning processes be supported.

6.3.5 Advance in Seafood Leadership Program in context with other leadership programs.

Adam Smith representing RecFish provided an overview of their leadership development initiative and various participants commented on other programs including the Australian Rural Leadership Program.

General agreement was reached that the Advance in Seafood Leadership Program is the appropriate investment for the industry (through FRDC) at this point in time.

It was also acknowledged that there is a need for a tiered approach to leadership development in the industry and that best advantage needs to be taken of opportunities to develop capacity through funding beyond FRDC.

- Level 1 – Introductory activity – providing basic skills and preparing people for more advanced/intense programs.
- Advanced Seafood Industry Leadership Program
- Australian Rural Leadership Program, Nuffield, Churchill Scholarships etc

Recommendations

1. The Advance in Seafood Leadership Program is the appropriate investment for the industry (through FRDC) at this point in time
2. There is a need for a tiered approach to leadership development in the industry and that best advantage needs to be taken of opportunities to develop capacity through funding beyond FRDC.

6.3.6 Graduate network

There is a significant level of enthusiasm for graduates to be able to network effectively with each other and with other networks and across industry.

A wide ranging discussion resulted in workshop participants agreeing that being able to contact each other is very important and that the following would constitute a good beginning from which other initiatives might emerge.

- Data base of graduates
- Website with graduate profiles
- Email list

It was recognised that building anything more elaborate than this would require significant investment in both time and money by someone. A number of participants indicated an interest in developing an active network but there was no resolution of how it might be funded. There was a high level of agreement that it is unlikely the graduates would contribute in a financial sense.

Examples of activities that may be initiated and driven by graduates through enabling this interaction are:

- Identification of graduates to fill leadership roles across the industry
- Forums conducted in conjunction with industry bodies (Ted Loveday made the offer that one of the normal SSA network meetings could be devoted to Seafood Leadership provided that graduates participants and supported the development of the agenda)
- Think tank approaches involving graduates to focus on key industry issues on an as needs basis could be initiated by graduates/or industry organisations
- Networking a celebratory functions possibly in conjunction with other industry activities
- There was considerable support for developing a process on an annual or biannual basis for graduates to gather to re-establish and refresh links and to workshop national fishing and seafood issues. It was suggested that linkages with the Seafood Directions Conference could be an ideal vehicle. Discussions were also had about possibly using the current and/or previous year's graduates to act as coordinators for the Graduates workshop, working with the Seafood Directions organisers. Responsibilities for funding were not resolved at the workshop.

Recommendations

1. Supporting the participants and graduates with a data base of graduates, a website with graduate profiles and an email list would enable more effective networking.
2. Graduates should take an active role in initiating networking activities.
3. Maximum advantage should be taken to coordinate with existing industry activities to provide networking opportunities.

6.3.7 Sponsors and employers.

Sponsors and employers provide significant support to the program. Recognition of this is essential to both maintain support and ensure that the real value of the program is understood by all.

Workshop participants agreed that demonstrating return on investment is important but difficult to do in a quantitative way in practice. Possible ways to improve this in the future include.

- Participants to provide briefings to their sponsor/employer.
- Involve sponsors more in the program – ask them to suggest project topics etc
- Raise profile of participants more – media etc
- Better utilise graduation dinner to profile sponsors
- Ensure sponsor signage to prominent.
- Encourage sponsors to utilise groups of graduates to work on industry issues (Think Tank).

Recommendations

1. Sponsor and employer commitments to the program be recognised at every opportunity.
2. Participants and graduates interact more effectively with their sponsors.

7. Appendix 3 – Summary of Online Survey Results

As input to the graduate and industry leader's workshop an online evaluation survey of past participants and sponsors of the Advance in Seafood Leadership Development Program was conducted by Australian Survey Research Pty Ltd on behalf of the Northern Territory Seafood Council.

A total of 95 graduates and 12 sponsor organisations were invited to participate with a response rate of 44.2% of graduates and 58% of sponsors. Some 50% of the graduate responses were from people completing the course between 2005 and 2007.

The results of this online survey were used to inform the design of the Future Seafood Leaders: Taking Stock workshop.

Summary Results – Graduates.

Approximately 70% of the responding graduates were under 45 years of age when they completed the program, 40% were women and the majority were from SA, NSW and Qld.

The majority of respondents are satisfied with the program on all dimensions. Networking is rated as the number one strength of the program with residential and participants also considered to be key strengths. Industry dinners and networking/social dimensions of the program are highly valued.

Learning materials and handouts were rated lowest in terms of quality.

There are a range of views about group projects with 7.1% wanting less, 11.9% wanting more and 76.2% saying that they are about right.

Of the course modules five received a positive score over 70% and three (public speaking, taking the next steps and lobbying for change) were less than 70%. The preferred modules were Intentional Networking and Self Awareness. Team Leadership and Communication were the least preferred.

Respondents indicated that they required an industry contacts data base, an alumni contacts list, further mentoring/coaching and further training as additional activities/support to enhance what had been learnt on the program. The majority of respondents indicated that they keep in touch with other graduates of the program.

The majority of respondents indicated that the program is effective/very effective in providing pathways to leadership roles in the industry. The majority also responded that they had made progress in career progression.

The majority of respondents indicated that accreditation would add value to the program but no reasons were asked for/given.

The following themes were identified in response to a question about how the program could be improved.

- Follow up after the course is completed
- Refinements to the mentoring system
- Additional or refresher training after completion of the program
- Additional opportunities to keep in touch or make contact with program graduates.
- Qualifications as a result of program completion
- Refinements to the industry project component
- Diversity and quality of participants.

Key areas for further activities or training programs include networking (to be further reinforced), knowledge of government, representation skills and people management.

Summary results – Sponsors

Australian Survey Research urge caution when interpreting the results of the sponsor survey as the sample size is small. Seven of the 12 organisations invited to participate responded.

56% of the respondents are government agencies and 22% retail or marketing businesses. NSW, WA and SA have provided the greatest level of sponsorship.

The longer term sponsors appear to be the ones most likely to continue to sponsor into the future and the majority are likely to continue to sponsor next year.

Sponsors see the program as being beneficial to the industry as a whole but neither agreed nor disagreed that sponsorship resulted in a direct benefit to their organisation or business.

Sponsors neither agreed nor disagreed that they should have greater involvement in selecting participants.

Sponsors indicated that they would like to see a higher profile for participants and for sponsors

Online survey - Consultants Recommendations

The recommendations made by Australian Survey Research based on the responses received are.

1. Focus on networking

Both the numeric and qualitative results highlight networking as an area of strong importance for respondents. The quantitative analysis highlighted networking as the number one strength of the program. The program must keep its momentum when dealing with networking - do not let the focus on networking drop as graduates indicate this is one of the most important aspects of the program.

Investigate the feasibility of a contacts or alumni database for graduates to expand their networks.

2. Ongoing support

Graduates want continued support both during and after program completion. This is particularly important for those whose current positions may not allow them to practise the skills and knowledge obtained from the program. Graduates would benefit from regular follow up and access to opportunities after program completion.

3. Participants

Selection of participants was highlighted as an issue both by graduates and sponsors. The evaluation project team should consider various options to address the issues of participant diversity and participant ability. An investigation into streaming by sector or by level would be beneficial. Alternatively, additional funding and support for non government participants could also be explored.

4. Benefits for sponsors

It is difficult for any program of this nature to provide direct and measurable benefits for sponsor businesses and organisations. More realistic and long term expectations for sponsors need to be generated. The numeric results indicated that although no direct company benefit is perceived by sponsors, they still recognise that the program is beneficial to the industry at large so this is the message that should be promoted.

8. Appendix 4 - Workshop Participants

Sincere thanks to the following people for their active participation in the Future Seafood Leaders: Taking Stock Workshop.

Brad Warren
Neville Perryman
Lisa McKenzie
Jo Ruscoe
Martin Perkins
Geoff Blackburn
Chris Calogeras
Dos O'Sullivan
Alan Snow
David Mills
Jo Coco
Jonas Woolford
Kate Millner
Daniel Gixti
John Mayze
Helen Jenkins
Katherine Sarneckis
Paula Kenny
Kellie Williams
Dan Machin
Grahame Turk
Tim Mirabella
Adam Smith

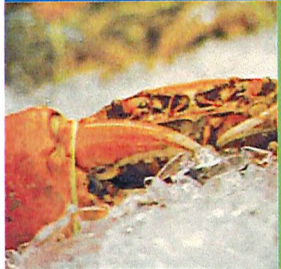
APPENDIX VIII: PROJECT PAMPHLET

ACKNOWLEDGEMENTS



Australian Government
Fisheries Research and
Development Corporation

*Future seafood leaders: Taking Stock.
Project # 2008/310 was supported by FRDC
on behalf of the Australian Government.*



BACKGROUND

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a National Seafood Industry Advanced Leadership Program (NSIAP). Since then over 100 people have graduated from the Program; significantly enhancing the leadership capacity of the Australian seafood and fishing industry. The current program finishes in 2008 and provides an opportunity for FRDC to review its leadership investment directions.

A graduate run project, administered by the Northern Territory Seafood Council, with the support from FRDC, was developed to undertake an online survey of past graduates and program sponsors. The project also arranged a workshop of past graduates and senior industry people, in Brisbane in June 2008 to critique the program, identify its strengths and make recommendations on how it could be improved.

DIRECTIONS FOR

LEADERSHIP DEVELOPMENT

FOR THE AUSTRALIAN SEAFOOD AND FISHING INDUSTRY


Taking Stock 2008



Participants at the Future Seafood Leaders – Taking Stock Workshop – Brisbane 2008.

Back row L-R: Grahame Turk, Martin Perkins, Dan Machin, Paula Kenny, Jo Coco, Katherine Sarneckis, Chris Calogeras, Jonas Woolford, Dos O'Sullivan, Tim Mirabella, Adam Smith. **Middle row L-R:** Leith Bouilly (facilitator) Lisa Mackenzie, Geoff Blackburn, Daniel Grixti, David Mills, Kate Millner, Jo Ruscoe, Alan Snow, Brad Warren. **Front row L-R:** Neville Perryman, Helen Jenkins, John Mayze. (Not in shot Kellie Williams).



Supported by:  Northern Territory Government

*Industry and graduates of the National Seafood Industry
Advanced Leadership Program can work together to
create a pool of inspiring, capable and confident people
with the capacity and willingness to provide leadership
across the seafood sectors to secure the industry's future*



OPPORTUNITIES FOR GRADUATES

A number of opportunities have been identified for graduates to take on leadership roles and improve networks in the seafood and fishing industry. Leadership graduates can help set the course for Industry by seizing the opportunity and becoming involved in the following projects.

INDUSTRY LEADERSHIP VISION

To create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future.

ALUMNI

If you are a graduate and interested in being involved in an Alumni, a site is being developed to allow leadership graduates to share ideas, stay in touch, discuss issues and let each other know what's happening.



KEY INDUSTRY LEADERSHIP CHALLENGES

There is a need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels.

NETWORKING OPPORTUNITIES

Graduates need to take an active role in initiating networking opportunities. These could be co-ordinated with existing industry activities such as linking with Seafood Directions, Australasian Aquaculture Conference, SSA workshops or possibly through the development of alternate options. Are you interested in developing networking opportunities?

MENTOR BANK

Cultivating mentoring relationships are an important part of developing leadership capacity. Mentoring is a rewarding two way street to be involved in.

Are you prepared to be a Mentor or are you in a position to assist in developing a Mentor Bank for use by leadership participants and others in the Industry?

WHY INVEST IN LEADERSHIP

The industry is shrinking in terms of the numbers of people, and there is a growing need for leaders and leadership that has the interests of the industry at heart, to reduce its vulnerability and ensure it has a cohesive voice. The industry must take control of its own destiny if it is to be sustainable and develop a wide pool of people to draw on to fill leadership roles.

ATTRIBUTES & CAPACITIES FOR LEADERS

- passion and commitment to industry as a whole
- knowledge, experience and ethics
- adaptable leadership styles
- communication skills to influence others
- resilience, humour and decisiveness
- extensive networks
- risk taker with strategic vision
- change leader
- collaborator across all levels
- effective team builder
- succession planner

HOW INDUSTRY CAN IMPROVE LEADERSHIP CAPACITY

- develop a multi-level leadership approach across industry and sectors
- identify leadership development opportunities beyond FRDC
- provide greater financial support for self employed industry people undertaking leadership training
- develop means to fast-track or assist graduates into leadership roles.

KEEN TO GET INVOLVED OR WANT FURTHER INFORMATION?

If you are a graduate or an industry member and would like to become involved in, or support any of the initiatives, or if you require further information, please contact the Northern Territory Seafood Council at ntsc@ntsc.com.au

MARKETING

The leadership program needs marketing to ensure sponsors' and employers' contributions and participants' initiatives and achievements are recognised. Can you assist in highlighting sponsors' and employers' contributions and graduates' outputs to industry and beyond?



APPENDIX IX: GRADUATES DATABASE

State	Year	Name	Sector	Position	Organisation	Address	Phone	Home	Mobile	Fax	Email
QLD	2004	Alan Snow	Tech Info Services	Owner/Consultant	Alan Snow Consulting	44 Marie Street, MURARRIE Qld 4172	07 3390 6220	07 3390 6220	0418 199 516		ask@askonsulting.com.au asnow@bigpond.net.au www.askonsulting.com.au
SA	2007	Alice Fistr	Government Policy	Fisheries Manager	Primary Industries and Resources SA		08 8226 1745		0428 101 827	08 8226 0434	fistr.alice@sauqov.sa.gov.au
NSW	2006	Andrew Baker	Aquaculture/			PO Box 650, Merimbula NSW 2548		264959861	427956957	264959861	bluecrane@draagnet.com.au
ACT	2002	Andrew Buckley		Policy Advisor – Aquaculture	Department of Agriculture Fisheries & Forestry – Australia	Unit 97 / 13-15 Sturt Avenue, Griffith ACT 2603	02 6272 4017		0410 572472		andrew.buckley@premiers.qld.gov.au
VIC	2007	Anne Taranto	Fishing/Marketing Crayfish	Executive Assistant	Australian Crayfish Enterprises		03 9596 5272		0438 706 999	03 9596 5294	anne@redlegs.net
NSW	2002	Annette Windybank		Retailer	Windybank's Bait Service	523 Pacific Highway Mount Colah NSW 2079	02 9477 1501			(02) 9477 1520	windy@ihug.com.au
WA	2007	Ben Chewen	Research		Murdoch University		08 9848 3107		0428 434 568		b.chuwen@murdoch.edu.au
WA	2005	Brad Crear	Processing	Operations Manager	Geraldton Fishermen's Co-op	PO Box 23 Geraldton WA 6350	08 99659029		0427 218 019	08 99659001	bradc@brolos.com.au
NSW	2002	Brad Warren		Commercial Fisher / Chair	Ocean Watch Australia Ltd	9 Park Street, Merewether NSW 2291	02 4963 4473				bawarren@virginbroadband.com.au
QLD	2005	Cecily Wake	Production	Partner	MJ & CM Wake	PO BOX 111 BUNDABERG Q 4670	(07) 41 566 567	(07) 4156 6367	0427 566 367	(07) 4156 6567	cmj.wake@bigpond.com
SA	2002	Cherie Heyes	Natural Resource Marget Management Officer. (Coast & Marine)			PO Box 319, Wallaroo, SA 5556	08 8821 1555		0428 820 420		heyes.cherie@sauqov.sa.gov.au
WA	2002	Chris Biessel		Director	Fish For Lobster Australia	263 Bernard Road Carabooda WA 6033	08 9407 5403		0418 952389		emeraldbeach@bigpond.com cmbeissel@bigpond.com
NT	2004	Chris Calogeras	Processing		C-AID Consultants	8 Dalwood Cres MALAK NT 0812			0401 692 601		calogeras@octa4.net.au
VIC	2001	Chris Gindidis		No longer in Seafood Industry - Teaching		65 Craighill Drive, Wheelers Hill VIC 3150	0395621192		0414 621 192		gsirhc@bigpond.net.au
SA	2004	Christian Pyke		President / Executive Officer	South Australian Sardine Industry Association	PO Box 2909 PORT LINCOLN, SA, 5607			0428 233 200		c.pyke@sasardines.com.au
	2005	Clayton Dorrington	Processing/Production	Marketing/Master	Ausab & Yennett				0419 295 974		claytdorro@westnet.com.au danielgrxti@yahoo.com.au
VIC	2006	Daniel Grxiti	Research			3/376 Autumn Street, Heme Hill VIC 3218	352580332		0407684216	352580270	Daniel.Grxiti@dpi.vic.au davidso@sdneyfishmarket.com.au
NSW	2007	David Sandrussi	Marketing/Service	Marketing Executive	Sydney Fish Market		02 9004 1147		0402 194 276	02 9004 1177	
SA	2004	Dianah Mieglich	Commercial Fishing/ Extension	Board Member	SAFRAB	PO Box 210, PORT PIRIE 5540	08 8632 9027	08 8634 4191	0427 096 036	08 8632 9057	dmieglich@bigpond.com
QLD	2007	Donna Fewings	Aquaculture	Manager of Animal Husbandry	Cairns Marine Aquarium Fish		07 4058 1711			07 4058 1707	donna@cairmsmarine.com
SA	2004	Dos O'Sullivan	Aquaculture		Dosaqua Pty Ltd	137 Military Road, HENLEY BEACH SA 5022			0418 130 595	08 8355 0288	dosagua@bigpond.com
NT	2005	Dr David Mills	Research/Industry	Manager – Research & Development	Paspaley Pearling Co.		(08) 8982 5582	(08) 8945 2922	0411 059 769	(08) 8982 5502	dmills@paspaley.com.au
NSW	2005	Duncan Worthington	Industry		Ambrad Consulting Pty Ltd	PO Box 263, Northbridge NSW 2063	02 8212 4069		0431 755 497	02 9958 6710	worthind@optusnet.com.au duncan@ambrad.com.au
NSW	2003	Edward Jansson	Government		Safe Food NSW	PO Box A2613, SYDNEY SOUTH NSW 2000	02 9295 5718		0422 009 452		Edward.jansson@foodauthority.nsw.gov.au
VIC	2004	Elton Robinson			Surfcoast Electric	48 Cottesloe Dr, BARWON HEADS VIC 3227			0413 437 292		eltonaway@hotmail.com
SA	2007	Emily Downes	Education & communications	Communications Manager	Australian Seafood CRC		08 8207 5303		0400571201	08 8207 5406	emilv.downes@aquafincrc.com.au
NSW	2006	Erik Poole	Marketing/Retail			1025/243 Pymont Street, Pymont NSW 2009	290041154	295711373	401804960		erik@poole@yahoo.com.au
WA	2005	Felicity Horn	Extension/Peak Body	Assistant Executive Officer	WA Fishing Industry Council (WAFIC)		(08) 9244 2933	(08) 9245 5460	0419 981 832	(08) 9244 2934	felicity@wafic.org.au
NSW	2004	Geoff Blackburn	Commercial Fishing			5 Bonville Station Road, BONVILLE 2441			0418 615 012		blackburn@hotmail.net.au
SA	2003	Gig Bailey	Fishing - Rock Lobster, Prawns, Processing			PO Box 935, PORT LINCOLN SA 5606	08 8682 6853		0428 837 676		baiffish@bigpond.com
NSW	2007	Greg Carton	Aquaculture - Oysters	Director	Broadwater Oysters Pty Ltd		02 6495 6704		0414 524 064	02 6495 6704	mcincarton@acr.net.au
NT	2006	Heidi Mumme	Research	Research Officer	Paspaley Pearling Co.	25 Killuppa Cres, Leanyer NT 0812	889825580	889275581	401073905	88925502	hmumme@paspaley.com.au
VIC	2006	Helen Jenkins	Processing	Executive Officer	Australian Prawn Farmers Association	PO Box 12009, BRISBANE QLD 4003	07 3837 4777		0417 006 639		info@apfa.com.au
ACT	2005	Inga Davis	Government	Senior Policy Officer	Department of Agriculture, Fisheries & Forestry		(02) 6272 4736	(02) 6254 5768	0419 251 279	(02) 6272 3025	inga.davis@daff.gov.au

State	Year	Name	Sector	Position	Organisation	Address	Phone	Home	Mobile	Fax	Email
ACT	2003	Jo-anne Rusco		Projects Manager - People Development	Fisheries Research & Development Corporation		02 6285 0423				jo-anne.rusco@frdc.com.au
QLD	2006	Joe Coco	Government/Aquaculture Teacher			PO Box 226, Mourilyan QLD 4858	740438622	740632660	417735800	740614847	jjcoco@activ8.net.au Joseph.Coco@deta.qld.gov.au
QLD	2006	John Mayze	Government/			19 Hercules Street, Hamilton QLD 4007	734068552	733997848	418870488	734068698	john.mayze@dpi.qld.gov.au
SA	2006	Jonas Woolford	Fishing/ Abalone Diver			1 Phillip Street, Streaky Bay SA 5680			419280577	886261901	jbw21@internode.on.net
SA	2007	Kane Williams	Fishing - Abalone				08 8682 3550		0408 837 790	08 8682 3550	kaneandkarine@bigpond.com
TAS	2006	Kate Milner		SeaNet Extension Officer	SeaNet		03 9329 5660		0413 949 562		kate@oceanwatch.org.au kate_milner@hotmail.com
NT	2007	Katherine Sameckis	industry policy and representation	Project Officer	Northern Territory Seafood Council		08 8981 5194		0409 580 158	08 8981 5063	ksameckis@ntsc.com.au
WA	2001	Katie Gill	Education	Lecturer in Fisheries Mgt, Marine Biology, Marine Tourism, Developing training package for Understanding Fisheries Legislation for Commercial Fishers	Fremantle Maritime Centre, Challenger TAFE	10 Colgrain Way Duncaig WA 6023		08 9448 3159	0405 384 104		katiegill@smartchat.net.au
QLD	2007	Kellie Williams	industry policy and representation	Chief Executive Officer	Morten Bay Seafood Industry Association Inc		07 3868 1125		0409594487	07 36336776	kelliwilliams1@gmail.com
NSW	2003	Kelly Collins	Government			35 The Grange, Tamworth NSW 2340	02 67623819		0413 494152		Kelly.collins@foodauthority.nsw.gov.au
NSW	2003	Kerry Strangas	Retail		Saint's Seafoods	65 Mi Mi Street Oatley NSW 2223	02 9580 6225		0418 211 247		kerry@mfma.com.au
SA	2001	Kym Wakefield		Principal OHS Inspector		PO Box 2862, Port Lincoln SA 5606	(08) 8688 3050		0401 125 733	(08) 8688 3058	wakefield.kym@saugov.sa.gov.au
QLD	2004	Leigh Stade			Ceas Crab Pak	31 Pduction Ave, ELI WATERS 4655	07 5493 1171		0429 122 200		leigh@ceascrabbpak.com
QLD	2002	Lisa McKenzie		AA Verification Unit	AQIS Fish Exports Program	12 Hendren St, Carina 4152 QLD		07 39019555	0411876504		lisa.mckenzie@aqis.gov.au lismacenzie@optusnet.com.au
NSW	2004	Louise Nock	Marketing/ Auction House	Marketing & Communications Manager	Sydney Fish Market	Locked Bag 247, PYRMONT 2009	0290041110		0403 537 815	02 9004 1179	louisen@sydneyfishmarket.com.au
NSW	2005	Lucas Woolford	Industry/Post Harvest	Quality Assurance Assistant	Sydney Fish Market	Port Phillip and Westport Professional Fishermans Association	(02) 9004 1100	(02) 9317 2676	0425 251 011	(02) 9004 1171	lucasw@sydneyfishmarket.com.au
VIC	2007	Maria Manias	Fishing - marine scale	Executive Officer			03 9408 4384		0434 279 771		bayfish@bigpond.com
QLD	2003	Martin Perkins	Processing / Marketing		Seafood Consulting	33 Pankina Street, SUNNYBANK QLD 4109	07 3344 2055		0411 231 057		martinperkins@optusnet.com.au
ACT	2005	Matthew Barwick		Research Program Co-ordinator - Native Fish Strategy	Murray-Darling Basin Commission	GPO Box 409, Canberra, ACT 2601	02) 6279 0580		0402 359 139	02) 6230 7579	matt.barwick@mdbc.gov.au
SA	2004	Matthew Muggleton	Extension		Seafood Council	Level 1, 16 Unley Road, UNLEY 5061			0417 012 872		matthew@corvel.com.au
SA	2006	Melanie Snart	Government	Regional Manager Limestone Coast	PIRSA Fisheries	PO Box 2124, Mt Gambier SA 5290	(08) 8735 1300		0428 101 198	(08) 8735 1302	Snart_melanie@saugov.sa.gov.au
NSW	2003	Michael Kitchener	Post Harvest	Australian Master	Fish Merchants Association,	29 Warner Street, Gladesville	02 9552 1611		0421 017 802		michael@mfma.com.au
WA	2002	Michael Mansell		International Trader	MG Kailis Group	Level 2, 7 Pakenham Street Fremantle WA 6160	08 9239 9214		0408 095989		michaelmansell@kailis.com.au
NSW	2004	Michelle Keygan (Guadagnin)	Government		SafeFood NSW	5 Wood St Chatswood NSW 2067			0413 386 128		Michelle.Keygan@foodauthority.nsw.gov.au michelle.guadagnin@foodauthority.nsw.gov.au
ACT	2006	Nathan Rhodes	Government	Multilateral Trade	DAFF	GPO Box 858, Canberra ACT 2600	02 6272 5628	262397825			nathan.rhodes@daff.gov.au
QLD	2005	Neil Green	Production	Commercial Barramundi & Mudcrab Fisherman			(07) 34913180		0408182 252	Fax: (07) 4783 6871	greensea1@bigpond.com
TAS	2002	Neville Perryman		Director	Berean Enterprises	PO Box 384, Margate TAS 7054	03 6287 2514		0419 878086		perryman@netscape.com.au
SA	2005	Nick Paul	Production	Shore Manager/Fisher	Kon Paul & Sons P/L		(08) 8625 5012	(08) 8625 5108	0428 255 012	(08) 8625 5151	nickkaren@activ8.net.au
TAS	2003	Nicole Middleton	Government	Australian Government Facilitator - Coastcare			(03) 6233 3849		0439 404 994		nicole.middleton@nht.tas.gov.au
NT	2003	Norman Heddich	Fishing - Mackerel			GPO Box 1045, DARWIN NT 0801	08 8981 6044		0418 895 520		taroonafish@bigpond.com.au
SA	2007	Paula Kenny	Fishing Owner/Director	Director	Kenny Fisheries		08 8683 0054		0412 462 364	08 8683 0355	ms.pkenny@bigpond.com
NT	2003	Peter Manning	Fishing - Barramundi						0407 872 611		pumpkin@octa4.com.au

State	Year	Name	Sector	Position	Organisation	Address	Phone	Home	Mobile	Fax	Email
NSW	2003	Robert Clementson	Processing / Wholesale	Operations Manager	Sydney Fish Market	Locked Bag 247 PYRMONT NSW 2009	02 9004 1100		0412 290 865		robertc@sydneyfishmarket.com.au
QLD	2006	Scott Walter	Aquaculture (prawns)/ Agri-politics	Sales & Marketing Manager	Seafarm Pty Ltd.		02 9356 1056		404469542	02 9356 5044	swalter@seafarm.com.au www.crystalbayprawn.com
ACT	2007	Sean Savage	Government Policy	Policy Officer	Department of Agriculture, Fisheries & Forestry		02 6272 5402		0438 931 683	02 6272 4875	sean.savage@daff.gov.au
QLD	2003	Simon Whittingham	Processing			PO Box 1470, GLADSTONE QLD 4680	07 4972 4888		0410 525 495		gfmSimon@bigpond.net.au hbfp1@bigpond.net.au
NSW	2005	Sonya Errington	Government	A/Project Manager SoE	Department of Environment and Climate Change (NSW)	PO Box A290 Sydney South NSW 1232	02 9995 6064			02 9995 5939	Sonya.errington@environment.nsw.gov.au
ACT	2007	Stanley Lui	Government Policy	Policy Officer	Department of Agriculture, Fisheries & Forestry	GPO Box 858, Canberra ACT 2601	02 6272 4695		0420 206 380	02 6272 4215	stanley.lui@daff.gov.au
NSW	2002	Steve Buckless	Catching/processing	Managing Director	Southland Fish Supplies P/L	PO Box 558 Eden NSW 2551	02 6496 3350		0409 856568	0264 963590	fish@asitis.net.au
WA	2001	Steven Gill		Director Government & Media Relations	HIA	10 Colgrain Way Duncraig WA 6023	08 9492 9200		0408 698 878		steven.gill@hia.com.au
QLS	2001	Steven Howe	Barramundi Fisher		QLD Seafood Industry Assoc	7 Palmerston Drive, Innisfail QLD 4860	07 4061 8431		0418 748 836		howeslc@bigpond.net.au
VIC	2007	Stewart McGlashan	Government Policy	Abalone Fisheries Manager	Department of Primary Industries Victoria		03 9658 4366		0437 360 056	03 96584380	stewart.mcglashan@dpi.vic.gov.au
WA	2005	Tanya Adams	Extension/Research/processing	Director	Taylor Health & Safety Pty Ltd		(08) 9248 1405	(08) 9248 9745	0417 961 973	(08) 9248 6004	tanyaladams@inet.net.au
SA	2001	Terry Richardson	Wholesaling/Processing	General Manager	Australian Bight Seafoods Pty Ltd	PO Box 1746, Port Lincoln SA 5606	08 8682 2333		0400002410		terry@bight.com.au
WA	2006	Aaron Bernik	Fishing/West Australian Pilchards			PO Box 1487, Albany WA 6331	898421228		0427270571		angusnichols@oceanfresh.net
	2001	Angus Nichols			Ocean Fresh				0407495644		
NSW	2001	Carmel Pirrello		Operations Coordinator	Seafare Australia P/L & Ocean Fresh Fisheries P/L	PO Box 478, Ullandulla NSW 25389	02 445 2003		0409 552 185		cpirrello@scoostnet.com.au
NSW	2001	Diego Bagnato	Professional Fisher			610/261 Harris St, Pyrmont NSW 2009			0425333208		rose610@all.com.au
NSW	2001	Elaine Burn	Regional Seafood Trading Manager		Simplot Australia Pty Ltd	77 Parramatta Road, Silverwater NSW 2128	02 9735 7821				
NSW	2004	Garry Braithwaite	Commercial Fishing			19 West Street BERMAGUI 2546			0427 260 301		garyandanne@aapt.net.au
	2005	George Apostolakis	Processing/Post Harvest	Manager	M & G Seafood Wholesalers P/L		(02) 9660 4444	(02) 9332 3779	0417 117 567	(02) 9660 4185	mandg_wally@bigpond.com.au
TAS	2005	Gordon Goudie	Production/Extension	Manager - Commercial Vessel Safety Officer	Marine & Safety Tasmania		(03) 6233 5029	(03) 62271680			
	2004	Jim Newman	Extension			PO Box 6798 Cairns, QLD, 4870.	07 4056 6863		0428 458 078		jim_newman@bigpond.com.au
NSW	2004	Joe De Belin	Wholesale/export		JDs Seafood Exports Contractor Pty Ltd	9 10-14 Lillian Fowler Place Marickville NSW 2204	02 9516 5777		0419 692 916		ioe@australianseafoodexports.com
SA	2001	John Ashby	Professional Fisher			PO Box 9053, Mt Gambier West, SA 5291	08 8738 9340			08 8738 9343	
NSW	2002	Kristina Hickson		Accounts Manager	Windybank's Bait Service	1105 / 183 Kent Street, Sydney NSW 2000	02 9477 1501		0410 594618		
NSW	2002	Kylie Scholten			HGT Australia	Level 1, 97 Hannell Street Wickham NSW 2293	02 4965 4600		415500816	024927 6960	kylies@hgtust.com.au
NSW	2003	Leigh Carmichael	Training / Fishing - Marine Scale			PO Box 174, WICKHAM NSW 2293	02 4965 4600		0418 862 805		
WA	2004	Mark Harris	LOST CONTACT								
SA	2001	Melanie Ryan				70 West Beach Road, West Beach, SA 5024	08 8200 2490		0417 311 644		mel@ozefish.com.au
	2005	Paul Watson	Production	Skipper/Manager	Commercial Prawn Boat		(08) 8683 0776	(08) 8683 0776	0429 830 776	(08) 8682 4159	wastonp@centralonline.com.au