

FINAL REPORT (DEVELOPMENT AWARD)

AWARD CODE and TITLE

2008/326.32 People Development Program: 2010 DAFF/FRDC Indigenous Development Scholarship

AWARD RECIPIENT: Jamie Damaso

ADDRESS: Department of Resources (NT) GPO Box 3000 Darwin NT 0801

HOST ORGANISATION: Northern Territory Department of Resources

DATE: 9th January 2011

ACTIVITY UNDERTAKEN

Attendance in the 2011 National Seafood Industry Leadership Program (NSILP)

OUTCOMES ACHIEVED TO DATE

- **Graduated from the National Seafood Industry Leadership program 2011:** I am a graduate of a program which gave me the opportunity to be part of a diverse team of future leaders working together to promote topics such as sustainability in the Australian seafood industry.
- **Developed network base:** Worked and liaised with various members of the industry including Ministers, Parliamentary Secretary's, Senators, right through to fisherman, researchers and government workers. Through communicating and connecting with these people I believe I am in a more beneficial position to contribute to my immediate work and future career opportunities.
- **Gained a valuable mentor in Patrick Hone:** As the Executive Director of FRDC (among other things), Patrick has the knowledge, experience and resources to support, provide advice to, and challenge my thinking, direction and commitment to the fishing industry.
- **Improved emotional intelligence:** My confidence in the areas of communication, public speaking and just in general, through my experiences and training in the program, have had a positively cascading effect on my personal and professional development and current and future career prospects.
- **Leadership skills:** The leadership skills I have so far learnt and exercised have benefited me in so many aspects of life such as family, social, sport and career.
- **Communication skills:** Throughout the program I strengthened my communication skills by networking and connecting with people in the industry at various levels, using techniques and skills learnt throughout the program.
- **Public speaking skills:** Considering that this was one of my weakest points prior to the program, to learn about the different public speaking techniques, observe guest speakers, and deliver a presentation at the graduation dinner, this was one of my most evident developments.
- **Better understanding of the industry:** Having met and liaised with people from just about all areas of the industry and at various levels, I have learnt a lot about the industry and gained valuable knowledge which I can directly relate and apply to my daily duties.
- **Enhanced facilitation skills:** I was able to successfully assist with facilitation of an Indigenous Engagement Forum, confidently deliver a presentation, and assist with the input and tabling of data throughout the forum.

Acknowledgments

Acknowledgements extend to my employer – Department of Resources, NT Fisheries – for supporting me in applying for the FRDC scholarship and providing the flexibility around my daily duties to allow me to attend the NSILP, to Chris Calogeras of C-Aid Consultants for providing me with mentoring advice and support throughout the scholarship, and also to Jill Briggs of Rural Training Initiatives and the 2011 NSILP team for the valuable information, networks and experiences gained from this year's leadership program.

This scholarship was funded by the Department of Agriculture Fisheries and Forestry through the FRDC, and this support is gratefully acknowledged.

Background

Having worked in the Industry since 2005 with NT Fisheries Indigenous Development Unit, my involvement is based around Indigenous Fishing in the Northern Territory. The majority of my work has been with the Indigenous Marine Ranger Program, travelling to communities and conducting regional land and sea patrols, community education and Fisheries compliance training. I engage with Indigenous rangers, traditional owners, community members and stakeholders on a regular basis in all aspects of Indigenous fishing.

It was identified that the National Seafood Industry Leadership Program could provide an opportunity for me to develop my leadership skills, engage with interstate members of the industry, and further expand my personal and professional capacity in the industry. Additionally, it would provide me with a platform to earn a meaningful place and identity in the industry and further assist with Indigenous development and participation within the industry.

Need

To develop my leadership skills, gain a better understanding of the fishing industry, increase my industry network base, build on my confidence and public speaking and increase my capacity to contribute to the industry, primarily at a community level in the area of indigenous fishing.

Objectives

Originally, I planned to partake in the Fisheries Management course (through Australian Maritime College) to expand my Fisheries Management knowledge and overall capacity but due to insufficient interest, the course was cancelled. I then opted to apply for the 2011 National Seafood Industry Leadership Program from which I graduated in September 2011. I also attended a FRDC funded Indigenous Engagement forum in Cairns, in March 2011.

Original objectives consisted of:

- Gaining knowledge and experience in the development and application of various levels of Fisheries Management
- A better understanding of the National Fishing Industry – and how to apply at a local level
- Experience and knowledge in commercial and recreational sectors of the fishing industry and how these can be best incorporated with, and into, Indigenous fishing programs.

Unfortunately these objectives were chosen to align with the Fisheries Management course, but through a leadership perspective, can be complimented by the NSILP. The skills and experiences undertaken whilst participating in the NSILP definitely gave me a better understanding of the National Fishing Industry. Due to the diversity of my fellow program participants, who were members from all areas of the industry, I was provided with an insight into how interstate fisheries are managed and how they continue to maintain sustainability of their fisheries. Original plans also had me forecast to spend some time in the offices of Australian Fisheries Management Authority, Northern Territory Seafood Council and the Amateur Fisherman's Association NT, but due to the time frame of the NSILP this was unachievable.

Through my experiences with the NSILP and as a presenter at the Indigenous Engagement Forum, I have developed a vast network base, developed my public speaking, leadership and communication skills, enhanced my facilitation skills and emotional intelligence, gained a better understanding of the industry, gained an industry mentor for 12 months and graduated from NSILP 2011.

I have sought and received valuable feedback from a number of people during the period of the scholarship and will continue to do so. In addition, involvement in some very useful and constructive group discussions/workshops will continue to assist with my Indigenous engagement techniques, as well as supporting and prolonging the current and future working partnerships I have with Indigenous people involved, or looking to be involved, in the industry.

Methods

The NSILP Course consisted of 3 residentials spaced over a six month period. These residentials consisted of 3 day blocks and were held in Hobart, Sydney and Canberra.

Residential .1 - HOBART:

The first residential provided the team with a chance to meet and get to know each other through discussions, presentations and a number of leadership, communication and team building exercises. An overview of the whole program was provided and by the end of the first residential we were to have had started our 'team project' and have jobs allocated to every individual/strategy team. Through out the three day residential everyone had to choose a job (at times, numerous jobs) to undertake throughout the residential for the effective preparation and running of Q & A panels, guest speakers, industry site visits and industry dinners. The Hobart residential Q & A gave us a chance to meet and learn from Mr Stewart Richie (Deputy Chair FRDC Board), Neil Stump (CEO - TSIC) and Kaylene Little (Human Resources - Tassal). This Q & A was focused on leadership and its capacity in the industry. There was also a guest speaker in Ben Cameron who was a past graduate of the program and spoke of his leadership journey,

business and industry involvement. The industry site visit was to one of Tassal's processing plants, which consisted of a site tour, product tasting and a presentation/discussion session with Tassal staff. The Industry dinner was held at the Woolstore Hotel and attracted a large, diverse group of guests which provided an opportunity to network with Senator's, Ministers, past program graduates and a number of interstate industry members. From the first to the second residentials, I learned that the balance of daily duties and project work was not as easy as I thought it would be and constant communication and follow up was vital in ensuring the team stayed on track with the project objectives and timeframes.

Residential .2 – SYDNEY:

Residential two started with an early morning industry site visit to the Sydney Fish Market. This visit involved a walk through of the markets during live auctions (via the 'Dutch Clock Auction system'), product viewing, facility processes, and meeting Sydney Fish Market staff. After the tour we commenced the program with a debrief of the previous residential and a strategy/team update. The team worked through various conflict resolution and communication techniques, the management of relationships with the media and various teamwork and leadership exercises. We then worked on different questioning techniques and put them to use on our industry panel consisting of Brad Warren (Ocean Watch), Harry Peters (Seafood Importers Association) and Peter Poulos (Poulos Seafood). The industry dinner was held at the Sydney Fish Market and involved the team and dinner guests attending a seafood cooking class (run by Brigid Treloar). We then formed small teams with our dinner guests and worked together to prepare and cook our own meals. This was an amazing experience and a great opportunity to network with guests whilst cooking and enjoying our meals.

This residential had a larger focus on our vision and mission strategy. Our NSILP 2011 vision was *"A sustainable seafood industry recognised for its professionalism, innovation and integrity"* and the mission was *"To showcase the seafood industry and its champions – tell their story"*. As you can imagine, due the diversity of the team coming from all sectors of the industry, there were numerous changes to the vision and mission throughout the first two residentials. The team was split into 4 strategy groups; the first was in charge of using a certain criteria to select 'industry champions'; the second was to profile the industries behind our champions; the third was the funding group to source funding to finance the project; and the fourth was the media group – selecting the appropriate media avenues to showcase our champions. Again, the challenge from the second to the third residential was maintaining communication, balancing work, and using leadership to manage unanticipated occurrences (such as the unfortunate departures of team members from the program), along with working together to organise team and individual meeting for the final residential.

Residential .3 – CANBERRA: Parliament House, Question time, Ministers, meetings, FRDC, Dinner – Pelagic.

The final residential presented the chance for the team to organise meetings with various industry types and present to them the 2011 NSILP team vision and mission statements, along with asking them questions and absorbing as much relevant information as possible. We were lucky enough to organise meetings with Senator Richard Colbeck (shadow Parliamentary Secretary) and Mr John Cobb (Shadow Minister for Fisheries), Ian Thompson (DAFF) and Patrick Hone (ED – FRDC). It was humbling to be able to meet with industry personalities of such a high status and with their depth of wisdom and

industry experience, the key was for the team to ask the right questions so that as much quality information as possible was received in such a short valuable period of time. The industry Q & A panel consisted of Dr. James Findlay (CEO - AFMA), Trixi Madon (CEO - Commonwealth Fisheries Association) and Dr. Sam Nelson (National Farmers Federation, Manager-Rural Affairs). Dr Findlay and Trixi Madon both provided valuable fisheries insight along with some great leadership experiences and advice. It was interesting to see Dr. Nelson's take on fisheries issues and the similarities and differences between the cattle and seafood industries. The guest speaker for this residential was Dr. Ian Knuckey, who talked about lobbying, research and development and leadership. The industry site tour was to Parliament House and we were fortunate enough to sit in on question time in the House of Representatives and Senate. Our mission and strategy presentation was delivered to a large group of respected industry stakeholders and was received quite well earning the team some very positive and encouraging feedback which reflected the hard work, commitment and obvious passion shared by the team. The Industry dinner and graduation was held at Pelagic where we also presented our team mission and strategy and graduated from the program.

Indigenous Research Development & Extension (RD&E) Workshop:

I attended an Indigenous RD&E workshop in Cairns last year run by Chris Calogeras of C-Aid Consultants and funded by FRDC. I presented a Marine Ranger presentation outlining the capacity and the motivation Indigenous rangers of the NT have toward them conducting research in their respective communities. I also participated throughout the conference providing input and generating discussion among meeting participants. One of the outcomes of the workshop was an Indigenous Reference Group, consisting of nominated members from the workshop to meet regularly throughout the year and to report back to FRDC on Indigenous RD&E related matters.

Results/Discussion

Having graduated from the NSILP 2011, I have clarified and honed my leadership skills and developed many new ones in my ongoing leadership journey. Through the training and experiences of the program, I have found that these techniques and skills can be applied not only to my career, but my family and life in general.

Through discussions with my work supervisors and colleagues it was identified that my networking and public speaking skills could use some development as I am a generally shy person. This was raised by me at the first residential and was agreed upon by myself and the program facilitators that I would work on this throughout the program and deliver a presentation at the graduation dinner. This presentation was delivered in front of several high profile industry figures and Parliamentary Secretary Dr Mike Kelly, and was well received by the audience. This confirmed to me the progress I have made in this area.

Personal development was my initial aim and I was pleasantly surprised at the amount of professional development and networking opportunities that arose from the program. The skills I have learnt and developed in the areas of communication, networking and public speaking were progressively demonstrated in the various Q&A sessions, industry dinners, industry site visits, and general networking opportunities and have since improved my confidence and efficiency in my job.

My personal and professional development is evident through feedback I have received from my team members, facilitators, colleagues and supervisor and also my own recognition of how far I have come over the period of the program. Through this experience I now have a better knowledge and understanding of the industry, have an extensive and valuable network base, and I'm a more efficient team member. My manager has acknowledged my development and now has a lot more confidence in my communication and leadership abilities, which has expanded my capacity to contribute to my work unit and the larger fishing industry.

I am also fortunate enough to have Patrick Hone as a Mentor over the next 12 months. The time I have had to work with Patrick and the advice he has provided, has so far been invaluable and I look forward to utilising to the best of my ability our mentoring relationship and the vast resources it offers.

Through my participation in the program, I have realised I have a lot to offer as a potential leader of this industry.

My leadership development will continue and I have been invited to co-chair a special session for Indigenous and Pacific Island Aquaculture at Australasian Aquaculture Conference 2012.

Benefits and Adoption

As a result of this scholarship, the industry will benefit from now having another member with knowledge across the board as well as having unique and important networks throughout all different levels of the industry. My Department will also benefit through having a more experienced, knowledgeable and connected employee that can now convey my learning's and experiences and apply to my team objectives and goals.

My new skills, knowledge and experience can benefit the community through being able to make more informed and educated decisions leading to positive opportunities. Certain aspects of my leadership skills can also be passed on to community members and colleagues.

Further Development

I don't have any recommendations to further develop the professional award. It is important that there is flexibility at work to accommodate specific training program dates, and flexibility to target development opportunities to the individual's needs and aspirations. In terms of development (in my specific training program), I received a lot more from the leadership program than I thought I would but as with any national program, continued communication and commitments following the program is always going to be an issue. Overall, the professional development award provides a valuable opportunity to experience and gain personal and professional development, networks and useful industry insight and experience.

Appendices

2011 National Seafood Industry Leadership Program itinerary

National Seafood Industry Leadership Program Session Outline

15 th – 17 th March 2011 – Hobart			14 th – 16 th June 2011 - Sydney			13 th – 15 th September 2011 - Canberra		
Knowing Leadership			Experiencing Leadership			Implementing Leadership		
Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9
	Reviewing Day 1		Market Tour and re-connection					
Purpose of the Program	Personalities	Understanding Day 1&2	Strategy Update	Reviewing Day 4	The Media and Our Messages	Meetings in Canberra organised by participants	Looking forward	ORID & Day 6 & 7
Identifying Leadership	Building Teams	Leadership Theories and Practice	Understanding Our Industry Panel	Teams and Leadership	Power and Behaviour		Taking the next step	Lobbying and Changes
Communication I	Industry Panel and Q&A	Meetings	Handling Conflict	Strategy – Next Steps – work and research	Strategy Next Steps		Industry Panel	Leading the industry.
Learning and Leadership	Developing a mission	Strategy Proposal	Strategies Next Steps		Canberra Briefing	Mission Launch and Strategy Presentation Preparation	Parliament Question Time	Mission Launch & networking afternoon tea
Communication II	Mission and Strategy Plan	Debrief and Briefing	The Media – SFM Case Studies				Team Dinner	
Industry Tour	Networking							Strategy Presentation Preparation
Team Dinner Briefing – Vision	Industry Dinner		Industrv Dinner	Team Dinner		Team Dinner	Graduation Dinner	



The 2011 National Seafood Industry Leadership Program team.



Brigid Treloar teaching me how to cook Chilli prawns at Sydney Fish Market's Seafood School.