

People Development Program: Workforce and Skills Summit

J. Ruscoe



Australian Government

**Fisheries Research and
Development Corporation**

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OBJECTIVES:

1. To provide support and leadership for a Seafood Industry Workforce and Skills Summit
2. To confirm national priorities for workforce and skills development; and identify appropriate parties to drive and contribute to these
3. To build understanding of the roles and responsibilities of key organisations
4. To improve communication and trust within the sector
5. To enhance understanding of the seafood industry's strengths and needs for workforce development within government, and its agencies
6. To support the sector to identify the necessary frameworks to support industry skills and workforce development into the future

NON TECHNICAL SUMMARY:**OUTCOMES ACHIEVED TO DATE**

The project, initiated and managed through the FRDC's People Development Program has resulted in the identification of five strategic priorities, and the Agrifood Skills Council accepting many recommendations from the summit working group on communication and advisory arrangements with the Australian seafood industry through its Seafood Standing Committee. In addition, key participants have been further supported to develop a coordinated project outline to develop and deliver career information and promotion to be submitted to the FRDC for consideration.

The seafood industry needs to be proactive to ensure it is able to address its workforce development and skill needs. While it was widely recognised that a national approach was needed, and that good communication between industry and those organisations that are equipped to deliver in this area was essential, current arrangements were not delivering the required changes. It was clear that there was an urgent need to build communication between industry, Government, advisory and support agencies, and education and training providers.

In response, Fisheries Research and Development Corporation initiated a Seafood Industry Workforce and Skills Summit, which was held in Adelaide 11th and 12th

November 2009. The Summit focused on developing national priorities and coordinating actions to address the key workforce issues for the Australian Seafood Industry.

The goals of the summit were to:

1. support industry to take an active role on national workforce and skills issues into the future
2. consider improved frameworks for delivering on national priorities for workforce and skills development
3. agree on priorities for workforce and skills development - with identified responsibilities, timelines and commitment to lead established
4. build greater understanding of the workforce development and education environment, which will lead to greater involvement by industry
5. build the social capital within the sector

The summit participants determined the following strategic priorities were required:

Strategic priority 1: a national strategy and system (structure)

Strategic priority 2: a communications platform/plan

Strategic priority 3: industry attraction strategies

Strategic priority 4: industry capacity building

In response:

- a working group was formed at the summit to progress strategic priorities 1 and 2, with recommendations to the Agrifood Industry Skills Council
- a consultant was commissioned by the FRDC to develop a coordinated approach to address strategic priority 3.
- FRDC People development program advisory group committed to identify any gaps for industry capacity building (strategic priority 4)

KEYWORDS: training, education, skills, people development

ACKNOWLEDGEMENTS

The author thanks the commitment, goodwill and ideas of all the participants and presenters at the 2008 Adelaide summit, and in particular the individuals who have continued to progress the strategic priorities identified over those two days

BACKGROUND

The Fisheries Research and Development Corporation (FRDC) through its people development program funded and oversaw a Seafood Industry Workforce and Skills Summit, which was held in Adelaide 11th and 12th November 2009. The Summit focused on developing national priorities and determining ways forward to address the key workforce issues for the Australian Seafood Industry.

During the 1990s, a national framework was introduced by the Commonwealth government to standardise qualifications across the country, embed a competency based framework within all job sectors and remove barriers to competition within the training provision sector. This national training framework was overseen by the Australian National Training Authority (ANTA – now defunct) which recognised Australian Seafood Industry Council (ASIC) as the Peak Seafood Industry Body and funded it to act as the Seafood Industry Training Advisory Board (trading as Seafood Training Australia) and as part of its function to develop the seafood industry training package. An executive officer was engaged to run STA, and a steering committee, which largely comprised representatives of state training advisory bodies for the seafood industry was engaged by STA.

In the mid 2000s, the Commonwealth Government closed ANTA and funding ceased for the industry ITABS (including STA). In place of this framework, 11 Skills Councils were formed, to cover all industry sectors. The relevant skills council for the seafood industry is Agrifood Skills Australia (ASA), which covers an enormous scope of sectors including all rural and related, racing, food and pharmaceuticals.

The national committee that had been established by STA was re-created under the title of 'Seafood Standing Committee' and ASA largely inherited the state representative membership. Focus, however, was no longer on seafood alone and with industry not fully engaged with the framework, or the national training system, information flow across jurisdictions, coordination, funding, support and associated activity has declined. At the same time, ASA's mandate from the Commonwealth has evolved and widened and it is charged with taking a broader lead in workforce development and to engage at employer level.

While opportunities for investment have increased (including FRDC people development program, SCRC education and training program) there are no agreed priorities and no effective framework for driving initiatives at a national level.

NEED

While there are certainly pockets of excellence, on the whole the seafood industry has failed to embrace training and to address recruitment and retention needs on an industry scale. The level of apprenticeships and traineeships in all sectors is extremely low compared to other rural industries and much training delivery is still delivered through traditional TAFE and university approaches, and the post harvest sector remains a 'nil-entry' level employer in the main which impacts on the industry in the key intersection of customer and product. Key skills such as filleting and oyster shucking are not formally recognised as such, and available opportunities for funding to build skills in the workplace go begging as a result.

The seafood industry needs to be proactive to ensure it is able to address its workforce development and skill needs. While it was widely recognised that a national approach was needed, and that good communication between industry and those organisations that are equipped to deliver in this area was essential, current arrangements were not delivering the required changes. It was clear that there was an urgent need to build communication between industry, Government, advisory and support agencies, and education and training providers.

OBJECTIVES

1. To provide support and leadership for a Seafood Industry Workforce and Skills Summit
2. To confirm national priorities for workforce and skills development; and identify appropriate parties to drive and contribute to these
3. To build understanding of the roles and responsibilities of key organisations
4. To improve communication and trust within the sector
5. To enhance understanding of the seafood industry's strengths and needs for workforce development within government, and its agencies
6. To support the sector to identify the necessary frameworks to support industry skills and workforce development into the future

METHODS

FRDC funded and hosted a facilitated workforce and skills summit in Adelaide in November 2008. Leading up to the event, extensive consultation took place with key organisations including:

- Agrifood Skills Australia (ASA)
- Seafood CRC
- Seafood Experience Australia
- Department of Agriculture, Fisheries and Forestry
- Department of Education, Employment and Workplace Relations
- National Aquaculture Council
- Current members and Chair of ASA's seafood standing committee
- Training providers through the AquaEd community of practice
- State/Territory seafood industry councils
- Employers from processing, aquaculture and wildcatch businesses
- Seafood CRC education and training program manager and theme leaders

The summit was held over 2 days (11th and 12th November) in Adelaide at the Lakes Resort, Brebner Drive Westlakes.

Invited participants included:

- Industry associations
- Industry employers and managers
- Government
- Trainers and educators (higher education and Vocational)
- Careers advisory services and suppliers
- Leadership program graduates

- Training advisory bodies (state and national)
- Funding bodies

A list of participants is detailed in appendix 2. Project funds and financial support from Agrifood Skills Australia supported participant travel and accommodation.

Tony Ibbot of Tony Ibbott & Associates P/L was engaged to facilitate the workshop with project funds.

The goals of the summit were to:

1. support industry to take an active role on national workforce and skills issues into the future
2. consider improved frameworks for delivering on national priorities for workforce and skills development
3. agree on priorities for workforce and skills development - with identified responsibilities, timelines and commitment to lead established
4. build greater understanding of the workforce development and education environment, which will lead to greater involvement by industry
5. build the social capital within the sector

Workshop materials including program and preparation materials are provided as appendices.

RESULTS DISCUSSION

The objectives of the project have been met. The workshop was very well attended and facilitated. Participants worked solidly and a full transcript of outcomes is appended to this report.

As part of the program a small number of key organisations presented their key roles and goals to the participants and then the key insights from these presentations were collected.

Key insights (from Summit Presentations)

- There are disconnects between different services/organisations – WE ARE A FRAGMENTED SYSTEM.
- Our industry needs to BELIEVE and INVEST IN ITSELF.
- Having no peak body is a major issue for the Seafood Industry.
- There are many positive activities happening but they are FRACTURED and UNCO-COORDINATED.
- We need a more flexible and RESPONSIVE training system.
- Industry needs skills sets rather than qualifications.
- Business skills are important.
- A large chunk of the training system (eg TAFE) is not responsive enough to industry needs.
- There is much State and regional work, but it is not applied nationally.

- There is need for national and international recognition.
- Capacity building is much more than training – also includes education, development, and the support systems (people, processes, structure and technology).
- Currently there is jockeying for position and territory by organisations – this must be replaced by clear purpose and processes, supported with one industry voice.
- There is a need to improve industry ENGAGEMENT and CONNECTIVITY and address the negative industry IMAGES

Following these presentations to familiarise with the context and environment, groups worked according to interest (e.g. industry, trainers, policy and funding, service sector); and then in mixed groups to articulate needs/interests/vision/actions to achieve vision and then collectively to confirm shared strategies.

The summit participants determined the following strategic priorities were required:

Strategic priority 1: a national strategy and system (structure)

Strategic priority 2: a communications platform/plan

Strategic priority 3: industry attraction strategies

Strategic priority 4: industry capacity building

Actions

There were a range of actions proposed to progress each of these strategies and these are detailed in appendix 3. While it was beyond the scope of this project to develop action plans to address all of these priorities, the following progress has been made:

- A working group was formed at the summit to progress strategic priorities 1 and 2. This group has met to develop recommendations to the Agrifood Industry Skills Council to improve pathways between the ASA and the seafood industry, including strategies for reviewing and improving representation to the seafood standing committee. (Appendix 4)
- A consultant was commissioned by the FRDC to develop a coordinated approach to address strategic priority 3. A working group has been convened and a concept proposal has been developed that seeks to develop an education to job supply chain approach to coordinating, developing and delivering information and pathways to careers in the seafood industry. (Scope of work is at Appendix 5)
- FRDC People development program advisory group has committed to use summit outcomes to identify any gaps for industry capacity building that may be addressed through FRDC investment (strategic priority 4)

BENEFITS AND ADOPTION

The benefits of the project have been:

- Industry participants have an improved understanding of, and critically assess, the current education, training and workforce development environment; and now have direct contacts and improved networks
- While the outcomes have not seen the emergence or development of one body to oversee training and workforce development on a national level, significant progress has been made toward improving advisory frameworks for the industry and building greater trust and understanding. This is evident in the endorsement by ASA of many of the recommendations of the summit and working group. Following clarification of the roles of industry peak bodies as listed in the recommendations paper a letter has been sent asking these bodies to nominate to the seafood standing committee (SSC), noting the suggestions made in the paper for ensuring industry buy-in to the process and to ensure appropriate recommendations are made. While some recommendations for the role of the SSC have not been fully accepted - and in particular ASA stresses that the SSC is a body of the ASA and cannot act independently of it - this is not considered a barrier to improving industry representation on workforce issues. Rather, it enforces that industry needs to take responsibility for many areas of development that are not in the scope for ASA. In the meantime, greater collaboration between bodies including funding agencies with ASA should be encouraged to identify and address gaps.
- Industry is more knowledgeable of, and active in, activities to improve workforce and skills development as evidenced by the number and breadth of nominations to the ASA seafood standing committee
- As discussed, a project concept is in development to coordinate the development and distribution of career information and resources, as well as other activities to support greater consideration of the seafood industry as a career choice. (Strategic priority 3)

Participants in this activity are:

- Tasmanian Seafood Industry Council
- Seafood Industry Victoria
- Careers Advice Australia
- Institute for Trade Skills Excellence
- Primary Industries Centre for Science in Education
- Australian Maritime College
- Marine Innovation SA
- Flinders University
- Agrifood Skills Australia

A draft proposal has been developed and will be progressed through the FRDC people development advisory group. The scope for this work is described at Appendix 5.

FURTHER DEVELOPMENTS

While there have been significant outcomes from this project there is much to do to develop a coordinated, responsive, effective and resourced network of industry, service providers, and advisory groups to support the seafood industry. The following principles for success were endorsed by participants at the summit:

- Industry must lead – drive the change from the inside.
- Industry must collaborate – work across the sectors.
- Education and training providers must see themselves and be seen as part of the system – and they see industry as the client whose needs must be met.
- Positive promotion is needed - there are many positives about the industry and a strong, positive and consistent message must be delivered to the community
- Businesses need to embed training, education and development into the system.
- Trust must be built between individuals and organisations.
- Improve retention strategies (including more profit sharing arrangements)
- More networking opportunities for Education and Training Providers (especially with Industry).

The summit transcripts at appendix 3 provide raw advice for the industry and those organisations charged with assisting it to build its human capital.

PLANNED OUTCOMES

This project has gone a long way to provide the impetus and connections to improve the frameworks for delivering on national priorities for workforce and skills development. There is evidence that a realistic improvement in the social capital of the sector - bridges, bonds and trust has been enhanced, and there is the will by major players to continue to build on this. The commitment by ASA to refresh the membership, scope and support for standing committees guided by the recommendations of the summit working group will build a stronger foundation for getting the information industry and governments require, and progressing a range of activities to identify and support industry's workforce and skills needs.

CONCLUSION

This activity was necessary. There was increasing evidence of deteriorating communication and goodwill among those agencies which collectively should have the capacity to build and improve the workforce and skill base of the seafood industry.

The obstacle to success may be the lack of one body to coordinate and drive the necessary change, however the regeneration of advice to ASA, the commitment by FRDC and the goodwill and interest of a range of service organisations connected through this project should lead to some actions of direct benefit.

While the landscape of workforce and skills development is not 'cured', this project has gone a fair way forward toward improving the pathways to identify and address workforce and skills challenges.

APPENDIX 1: INVITATION TO SUMMIT

Seafood Industry Workforce and Skills Summit

*You are invited to attend an FRDC-supported Seafood Industry
Workforce and Skills Summit
Adelaide, 11th- 12th November, 2008*

The Summit will focus on developing national priorities and actions to address the key workforce issues for the Australian Seafood Industry.

This summit is important.

The seafood industry is competing against other sectors for workers, and yet there is little coordinated effort to address workforce issues. Employers are missing out on potential training incentives; training enrolments are reducing; and little research and development is being undertaken to build workforce capacity.

There is a clear need to ensure accurate information on industry's workforce needs is available to the Commonwealth Government, and there is an urgent need to build communication between industry, Governments, advisory and support agencies, education and training providers, and research and development organisations.

The way the national training system is managed has changed in recent years, and those advisory and coordination arrangements that worked well in the past need to be reviewed, and the good work undertaken needs to be built on – not lost.

To address its workforce development and skill needs the seafood industry requires a national approach. For this to happen, cooperation between industry and those organisations that are equipped to deliver in this area is essential.

The goals of the summit are therefore to:

1. support industry to take an active role on national workforce and skills issues into the future
2. consider improved frameworks for delivering on national priorities for workforce and skills development
3. agree on priorities for workforce and skills development - with identified responsibilities, timelines and commitment to lead established
4. build greater understanding of the workforce development and education environment, which will lead to greater involvement by industry
5. build the social capital within the sector

Time and Dates: Summit commences 10 am on Tuesday 11th November, and concludes 3 pm, Wednesday 12th November.

A summit dinner will be held on the night of 11th November.

Location:

Lakes Resort, 141 Brebner Dr
West Lakes, Adelaide SA 5021
(08) 8356 4444
9.6 km from Adelaide Airport

Financial support to attend:

Limited financial support is available for invited participants to attend. Support is available for economy airfares, taxis to and from airport at both ends of the journey, and accommodation (to a maximum of \$185 per night).

Making your arrangements:

Registration/RSVP:

Please contact Jo Ruscoe, jo-anne.ruscoe@frdc.com.au or telephone 02 6285 0400

Accommodation:

Please contact the Lakes Resort to make your bookings. 50 rooms have been held at the Lakes Resort under the name 'Fisheries Research' (Group Booking Number:285059).

There are 36 Deluxe suites and 14 Executive Spa suites. The following corporate rates apply: \$155 for the Deluxe suite and \$185 for the Executive Spa suite. All room rates include a complimentary full buffet breakfast. Please settle your account on check out.

Reimbursement:

Following the summit, please send a tax invoice to the FRDC, accompanied by receipts, and a completed FRDC expense claim form – available at the summit. The FRDC reserves the right to reduce claims it deems unreasonable, or outside the offer extended.

If you require funds up-front for airfares, please contact Jo Ruscoe after the 13th October 02 6285 0423

APPENDIX 2: PREPARATION FOR THE SEAFOOD INDUSTRY WORKFORCE AND SKILLS SUMMIT

Welcome

Welcome to the Australian Seafood Industry Workforce and Skills Summit.

Your interest and participation in the Summit are testimony to your leadership and commitment to the Australian Seafood Industry.

A former Industry leader said on more than one occasion, “the people who turn up shape the future” – and that is our challenge at the Summit.

The Summit will be a participatory event with opportunities for all present to contribute from start to finish – it is not a long series of boring presentations.

In addition, you will have opportunities to work with stakeholders of similar interests and different interests, across State and functional boundaries, to develop a shared view of what the Australian Seafood Industry Workforce will look like, if we get it right.

While it is very important to understand, remember, and respect the contributions of all those who have come before, it is now critical for the Australian Seafood Industry to understand the emerging trends and drivers shaping our future and respond in new, relevant, and collaborative ways to emerging future workforce challenges.

The Australian Seafood Industry Workforce and Skills Summit will provide us all with the opportunity to:

- (1) Understand the emerging political, economic, environmental, social, & technological industry environment.
- (2) Understand and respect different stakeholder interests.
- (3) Develop a shared view of the Australian Seafood Industry Workforce future.
- (4) Identify priority action required to make it happen.
- (5) Re-define roles and relationships for National, efficient, industry driven, workforce & skills development.

Pre Summit Preparation

Research shows the most successful industries are those that conduct ongoing Strategic Conversations, such that they are always able to make real time decisions and actions, aligned to their desired strategic direction, and maximise opportunities and minimise risks as they arise.

Experience also demonstrates that successful implementation of decisions requires broad ownership and commitment, and this is largely achieved by key stakeholder participation in industry planning.

Finally, we would not expect high performance by our Olympic team without training and warming up. Therefore, it is unrealistic to expect people to turn up to an industry summit and perform well without preparation.

The following are some critical questions to inform your conversations leading up to the summit.

We hope you find these useful and suggest you canvass them with others over a coffee, beer or wine this week.

1. What trends and forces do you see that are likely to impact on the future for the Australian Seafood Industry?
2. What are your Seafood Industry sector workforce and skills development priorities?
3. What innovative opportunities do you see for future Seafood Industry Workforce and Skills development?
4. What is your vision for a National, efficient, industry driven, workforce and skills development system?
5. What would a National Seafood Industry Workforce development system look like?
6. Who needs to take what action to bring these things to reality?

We trust you have an enjoyable drink, develop some new ideas to share, and arrive ready to listen to the ideas brought by others. No one has a mortgage on wisdom here, and we all need each other to make a difference.

We look forward to meeting you, and to your contribution at the Summit.

The Seafood Workforce and Skills Summit is supported by funding from the Fisheries Research and Development Corporation on behalf of the Australian Government



Australian Government
**Fisheries Research and
Development Corporation**

SEAFOOD INDUSTRY

WORKFORCE AND SKILLS SUMMIT

TRANSCRIPT

by

Tony Ibbott & Associates P/L

Educational & Management

Consultants

West Lakes, Adelaide

11 & 12 November, 2008

AGENDA – Day 1

| | | |
|------|---|--------------|
| 930 | Registration, Coffee & Global Influence Priorities (Wall chart voting) | Participants |
| 1000 | Opening address and setting the scene | Patrick Hone |
| 1010 | Summit Process, Program & Participation | Tony Ibbott |
| 1015 | Industry Benefits (if we get it right) | Workshop |
| 1045 | Priority Benefits | Plenary |
| 1100 | Who's Who in the Workforce & Skills Zoo (a fast forward 5 minutes from key players with back up wall charts on the information wall) | Plenary |
| 1200 | Key Insights & Burning Questions | Workshop |
| 1230 | Lunch, networking and engaging | |
| 1330 | Stakeholders Interests (Needs & Fears) | Workshop |
| 1430 | Vision for Seafood Industry Human Capital | Workshop |
| 1515 | <i>Includes afternoon tea</i> | |
| 1530 | Strategic Actions to achieve the Vision | Workshop |
| 1600 | Group Reports, High level Strategic Priorities & unresolved questions (as basis for Day 2 Agenda) | Plenary |
| 1700 | Summary Day & Conclusion at 1715 | |

Evening - Day 1

1900 Networking pre-dinner drink

1930 Dinner – Southbank Room (planned for network discussions)

AGENDA - Day 2

| | | |
|-------|--|------------------|
| 0800 | Summary of Day 1 progress | Plenary |
| 0830 | A Better National System for Seafood Industry Workforce Capacity Building | Workshop |
| 1000 | Attraction strategies & Priorities <i>Includes Morning tea</i> | Workshop |
| 1100 | Industry Capability Building Strategies & Priorities | Workshop |
| 1200 | Lunch | |
| 1300 | Summit Summary – Proposed Actions | Workshop/Plenary |
| 1500. | Close | |

KEY TRENDS LIKELY TO IMPACT ON THE FUTURE OF THE SEAFOOD INDUSTRY IN AUSTRALIA

| Rank | Trend | (f) |
|------|--|------|
| 1 | Lack of attractiveness of seafood industry to young people | (15) |
| 2 | Industry skills shortage | (12) |
| 3 | Degradation of natural resources | (10) |
| 3 | Declining fish stocks | (10) |
| 5 | Ageing society/ageing workforce | (9) |
| 5 | Community perceptions of Primary Industries | (9) |
| 5 | Control of Water | (9) |
| 8 | Bio-security | (8) |
| 9 | Labour shortages | (7) |
| 10 | Professional shortages in rural areas | (6) |
| 11 | Accessibility to world markets | (5) |
| 12 | Availability/cost of fuel | (4) |
| 12 | Closer economic links with Asia | (4) |
| 12 | Value of the Australian Dollars | (4) |
| 12 | Globalisation | (4) |
| 12 | Access to resources | (4) |
| 12 | Technology | (4) |
| 12 | Industry Development through R&D | (4) |
| | • Rise of China | (3) |
| | • Trade competition US/EEU | (3) |
| | • Climate change | (3) |
| | • Emerging diseases | (3) |
| | • Nutrition/obesity | (3) |
| | • Common systems between States | (3) |
| | • Increased knowledge base | (3) |
| | • Alternative energy sources | (2) |
| | • Carbon credits/trading | (2) |
| | • Work/life/time balance | (2) |
| | • Government legislation | (2) |
| | • Triple bottom line | (2) |
| | • Industry restructures | (2) |

| Rank | Trend | (f) |
|-------------|--|------------|
| • | The social divide | (2) |
| • | Food security | (2) |
| • | Higher education levels | (2) |
| • | Tribalism | (1) |
| • | Lack of trust | (1) |
| • | Media influence | (1) |
| • | Indigenous issues | (1) |
| • | Increased community expectations | (1) |
| • | Salination | (1) |
| • | Inconsistency in Local Government Policy | (1) |
| • | Quality of life | (1) |

INDUSTRY BENEFITS (IF WE GET IT RIGHT)

| Rank | Benefits | (f) |
|-------------|--|------------|
| 1 | Increased productivity and profit | (20) |
| 2 | One National organisation representing industry on all training and education issues linked to one government body ensuring strategies are related to reality. | (12) |
| 3 | A More resilient and adaptable industry to change. | (10) |
| 3 | More efficient use of funds for - | (10) |
| | (a) training and development | |
| | (b) research | |
| | (c) industry engagement | |
| 5 | Retention of a skilled workforce. | (9) |
| 5 | An employer of choice that invests in its people. | (9) |
| 7 | More influence with Federal and State Governments on industry needs and priorities. | (7) |
| 8 | People skilled and prepared to be industry leaders. | (2) |
| 8 | A system of planned and co-ordinated training, education and development. | (2) |
| 8 | Understanding what is missing and how to get it. | (2) |
| 9 | Greater consistency of skills and standards would lead to transferability, mobility, and employability. | (1) |
| 9 | A cohesive approach would maximise use of resources and effort. | (1) |
| 9 | Better community perception and engagement with the industry. | (1) |
| 9 | A more responsive flexible training system. | (1) |
| 9 | People better equipped to handle change. | (1) |
| 9 | If we do it well we will still have an industry. | (1) |

WHO'S WHO IN THE WORKFORCE ZOO PRESENTATIONS

Summit Presenters:

| | |
|---|--|
| <p>Arthur Blewitt Chief Executive Officer Agri-Food Industry Skills Council Tel: 02 6163 7222 Fax: 02 6163 7255 Mob: 0419 239 727 Email: arthur.blewitt@agrifoodskills.net.au Web: www.agrifoodskills.net.au</p> | <p>Juanita Caddy ISC Funding and Industry Engagement Industry Engagement Branch Department of Education Employment and Workplace Relations L2 16 Mort Street (GPO Box 9880) CANBERRA ACT 2601</p> |
| <p>Mark Cody Primary Industries Skills Council SA Inc (speaking on Australian Seafood Safety, Training & Education Committee) Fishing Industry House PO Box 2099 Port Adelaide SA 5015</p> | <p>Martin Hernen (speaking on the National Aquaculture Council) Secretary South Australian Aquaculture Council Inc. Executive Officer Australian Marine Finfish Farmers Association Inc. PO Box 613 Noarlunga Centre SA 5168</p> |
| <p>Roy D Palmer Chief Executive Officer – Seafood Experience Australia Theme Leader Industry Education & Training – Seafood CRC Mobile 0419 528 733 Email: palmerroy@hotmail.com</p> | <p>Jo-Anne Ruscoe Program Manager – People Development Fisheries Research & Development Corporation Email: jo-anne.ruscoe@frdc.com.au Tel: 02 6285 0423 Address: 25 Geils Court Deakin ACT 2600 Postal: PO Box 222 Deakin West ACT 2600 Website: www.frdc.com.au</p> |
| <p>Garry Tongs Agri-Food National Industry Career Specialist Rural Skills Australia Tel: 02 6273 2308 (w) Fax: 02 6273 7364 Mob: 0409 970 912</p> | <p>Brain Wexham Chief Executive Officer The Institute for Trade Skills Excellence Level 2 71 York Street SYDNEY NSW 2000 Tel: 02 8314 7301 Fax: 02 9262 5763 Mob: 0413 735 771 Email: brian.wexham@itse.com.au</p> |

- KEY INSIGHTS (from Summit Presentations)

- ❑ There are disconnects between different services/organisations – WE ARE A FRAGMENTED SYSTEM.
- ❑ Our industry needs to BELIEVE and INVEST IN ITSELF.
- ❑ Having no peak body is a major issue for the Seafood Industry.
- ❑ There are many positive activities happening but they are FRACTURES and UNCOORDINATED.
- ❑ We need a more flexible and RESPONSIVE training system.
- ❑ Industry needs skills sets rather than qualifications.
- ❑ Business skills are important.
- ❑ A large chunk of the training system (eg TAFE) is not responsive enough to industry needs.
- ❑ There is much State and regional work, but it is not applied nationally.
- ❑ There is need for national and international recognition.
- ❑ Capacity building is much more than training – also includes education, development, and the support systems (people, processes, structure and technology).
- ❑ Currently there is jockeying for position and territory by organisations – this must be replaced by clear purpose and processes, supported with one industry voice.
- ❑ There is a need to improve industry ENGAGEMENT and CONNECTIVITY and address the negative industry IMAGES.

Burning Questions

- ❑ How do we connect and become cohesive?
- ❑ How do we unify a diverse Industry so there is trust and respect – so we can move forward collectively?
- ❑ Who demonstrates the economic benefit?
- ❑ Do we need a national structure to implement a national strategy?

- Who will drive change? Industry, Government Regulators or Training Providers?
- How will we communicate to Federal Government?

STAKEHOLDER INTERESTS

1. INDUSTRY

| <u>Needs</u> | <u>Fears</u> |
|--|---|
| • Reliable staff* | • Staff shortage* |
| • Committed responsible staff* | • Labour shortage* |
| • Documented return on training | • Skill shortage* |
| • Good attitude* | • Apathy* |
| • Attract and retain right people* | • No people to transfer skills |
| • Workable regulatory framework | • Ageing workforce* |
| • Reduce reliance on labour | • Inability to change/adapt |
| • Profits | • Poor image |
| • Succession planning | • Factors beyond our control |
| • Formal management and business straining structure | • Poor water quality (requires holistic management) |
| • Training from grass roots upwards | • Negative perceptions of industry by community |
| • Knowledge transfer (apprenticeships) | • Cost of training |
| • Different models of management | |
| • A mentoring program | |
| • National single voice to Gov't | (* = the same issue) |
| • Retail capacity | |

2. WILD CATCH INDUSTRY COUNCILS

| <u>Needs</u> | <u>Fears</u> |
|---|---|
| • Articulate and communicate the value of training at all levels. | • Training for training's sake |
| • Leadership capacity to overcome fears of tribalism. | • Lack of relevance of training content. |
| • Labour | • Lack of leadership within the industry at all levels. |
| • Flexible on the job training | • Requirement for prior training |

(+ capacity to address literacy and learning difficulties).

- Innovation
- Changing of Leadership Guard

qualifications prevents initial entry and recruitment.

- Training requirement becomes another form of compliance, cost impost and regulatory burden.

3. POLICY/FUNDING BODIES

Needs

- A clearly articulated vision and plan for the whole industry.
- That the funding/system is flexible and responsive to industry needs.
- A mechanism that enables industry to work together in a co-ordinated way with one voice.

Fears

- Industry losing faith in the system due to continued duplication and dislocation making industry funding bodies seem incompetent.
- Industry inability to influence and communicate due to lack of a single voice.
- Industry moving even further away from WFD culture.

4. INDUSTRY Training and Ed REPRESENTATIVES

Needs

- Flexible training responsive to industry.
- Third party assessment (on the job).
- Competency based skill sets – not qualification centric.
- Non regulatory training –

Fears

- No funds - from Industry
- from Government beyond regulatory/packages.
- For flexible curriculum development.
- No people - entry
- retention
- returning
- ageing
- Loss of experiences/knowledge

enterprise to determine entry level skill sets.

- Tailored programs for enterprise development – specific to seafood.
- Follow existing National Models (eg forestry, dairy, meat) as a vehicle to disseminate flow of information on funding/issues/Fed initiatives.
- No industry cohesion – not recognised as one industry.
- No process to get flexible training nationally recognised beyond restricted terms of reference of Seafood Standing Committee of AFISC (eg to National Quality Council).

5 EDUCATION AND TRAINING PROVIDERS

Needs

- Funding and resource flexibility.
- Engagement with Industry.
- Better Industry Promotion/Career Pathway opportunities.
- Skilled trainers
- Simpler Bureaucracy

Fears

- Disengagement in training in times of economic uncertainty.
- Not attractive industry for new entrants.
- A shrinking industry.
- Lack of National Leadership on training.
- Lack of funding and resources

6. CAREER DEVELOPMENT ADVISERS

Needs

- Educate the educators.
- Identify Career pathways
- Resources (eg Materials for promotion)
- Promotion of Industry, by Industry
- To share what is already there
- Knowledge management
- Industry commitment

Fears

- Losing ownership
- Lack of continuity
- Cost – who pays?
- Poaching of skilled people
- More Pay! (not an employee fear)
- Change
- The future

- Early adopters
- SME Strategic Planning
- No skilled people
- Employment incentive schemes
- Paperwork

OUR VISION FOR SEAFOOD INDUSTRY WORKFORCE AND SKILLS FUTURE IN 2011

A. PROBABLE FUTURE VISION

| Rank | Trend | (f) |
|-------------|---|------------|
| 1 | Focus on people | (19) |
| 2 | Relevant to customers and stakeholders | (9) |
| 3 | A national structured system/approach | (8) |
| 4 | Sharing of success | (4) |
| 5 | Well supported and high profile | (1) |
| 6 | An innovative learning system underpinned by change and investment. | (-) |

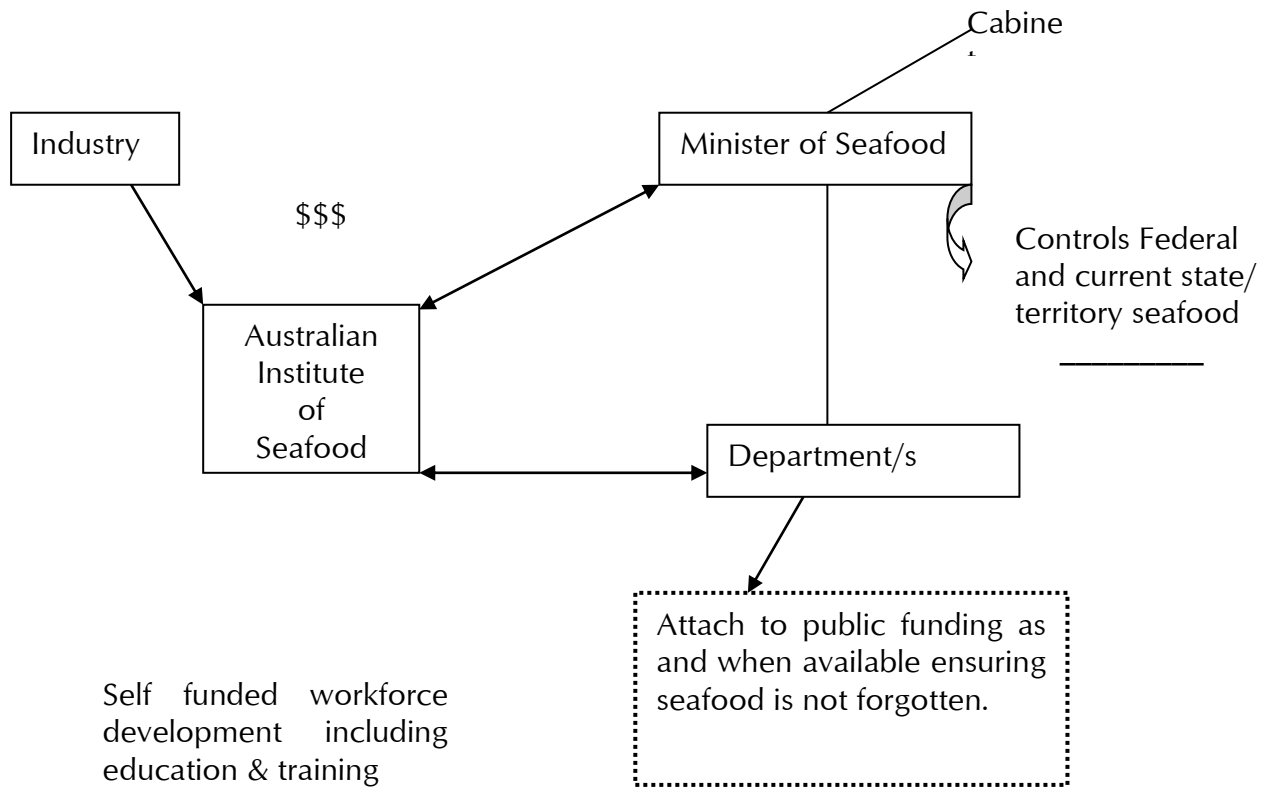
B. DESIRABLE FUTURE VISION

| Rank | Vision | (f) |
|-------------|--|------------|
| 1 | Co-ordinated workforce development system inclusive of careers advisors, school, placement, providers, education and training (incl. Uni) driven by Industry. | (17) |
| 2 | National strategy implemented regionally promoting the Seafood Industry as an employer of choice (including all school levels). | (16) |
| 3 | Key characteristics: <ul style="list-style-type: none"> (a) Engaged <ul style="list-style-type: none"> - with industry - with community (b) Proud <ul style="list-style-type: none"> - employee (profit share) - of the product (quality product) - loyalty (quality system) (c) Profitable and sustainable (d) Meeting market demand (consumer driven/not production driven) | |

OUR VISION FOR SEAFOOD INDUSTRY WORKFORCE AND SKILLS FUTURE IN 2011 (Cont'd)

C. POSSIBLE FUTURE VISION

| Rank | Vision | (f) |
|------|--|------|
| 1 | <p><i>Organisation</i></p> <p>An Australian Institute of Seafood (self funded workforce development group)</p> | (15) |



Self funded workforce development including education & training

5 year strategic plan

KPI's and outcomes agreed on yearly basis

Audited yearly

Based on These principles National, Industry lead, self funded reliance, sustainable

Engages with industry and training providers to ensure strategic plan goals & KPI's are met

OUR VISION FOR SEAFOOD INDUSTRY WORKFORCE AND SKILLS FUTURE IN 2011 (Cont'd)

| Rank | Vision | (f) |
|-------------|--|------------|
| 2. | <i>Processes</i> Seafood Industry passport, national consistent training and development agenda and skill sets. | (14) |
| 3 | <i>People</i> Highly skilled, professional, well paid, defined as NRM managers, quality food producers, loyal to industry and adapting to change. | (8) |
| 4 | <i>Technology</i> Using the latest technology (world class – best practice) with a high uptake of relevant R&D, and innovation. | (4) |

D. UNEXPECTED FUTURE VISION - 75% increase in consumption - 80% local production

| Rank | Vision | (f) |
|-------------|---|------------|
| 1 | Workforce recognised and reward as a key driver of economic growth and profit includes: <ul style="list-style-type: none"> - management - technology - operations - innovations | (19) |
| 2 | Leadership from a National cohesive group that can adapt to change. | (14) |
| 3 | Integrated training packages that include business development (FRDC people program). | (5) |

ACTION STEPS TO MAKE OUR VISION REALITY

A. PROBABLE FUTURE ACTIONS

| Rank | Actions | (f) |
|-------------|--|------------|
| 1 | Establish an alliance <ul style="list-style-type: none">- Industry- Training Providers- Government• Create industry ownership and drive• Use existing programs• Clarify purpose, plan, processes and structure | (14) |
| 2 | Develop a communication platform <ul style="list-style-type: none">- must be two way- national magazine- website- profile champions | (13) |
| 3 | Develop a Seafood Industry Learning Culture <ul style="list-style-type: none">- quantify the \$value of training- identify and sell the social and personal benefits- learn from other industries- develop a mentoring program- develop and support industry champions | (13) |

B. DESIRABLE FUTURE ACTIONS

| Rank | Actions | (f) |
|-------------|--|------------|
| 1 | A National body lead by Industry that is charged with co-ordinating workforce and skills development and determines National priorities. | (13) |
| 2 | National co-ordination – local/regional action. | (1) |
| 3 | Funding – via an industry levy. | (1) |

ACTION STEPS TO MAKE OUR VISION REALITY

C. POSSIBLE FUTURE ACTIONS

| Rank | Actions | (f) |
|-------------|----------------------------------|------------|
| 1 | Achieve ownership by Industry | (6) |
| 2 | Set up a working party | (4) |
| 3 | Produce a business case/plan | (2) |
| 4 | Develop a communication strategy | (-) |

D. UNEXPECTED FUTURE VISION

| Rank | Actions | (f) |
|-------------|--|------------|
| 1 | Build sophisticated training models and support champions. | (6) |
| 2 | Form a National Network using State representatives to form an Alliance. | (5) |

HOW WE MUST CHANGE TO SUCCEED

- **Industry must lead – drive the change from the inside.**

- **Industry must collaborate – work across the sectors.**

- **See Education and training providers as part of the system – and they see industry as the client whose needs must be met.**

- **Positive promotion - talk up the Industry.**

- **Businesses need to embed training, education and development into the system.**

- **Build trust between individuals and organisations.**

- **Develop more profit sharing arrangements.**

- **More networking of Education and Training Providers (especially with Industry).**

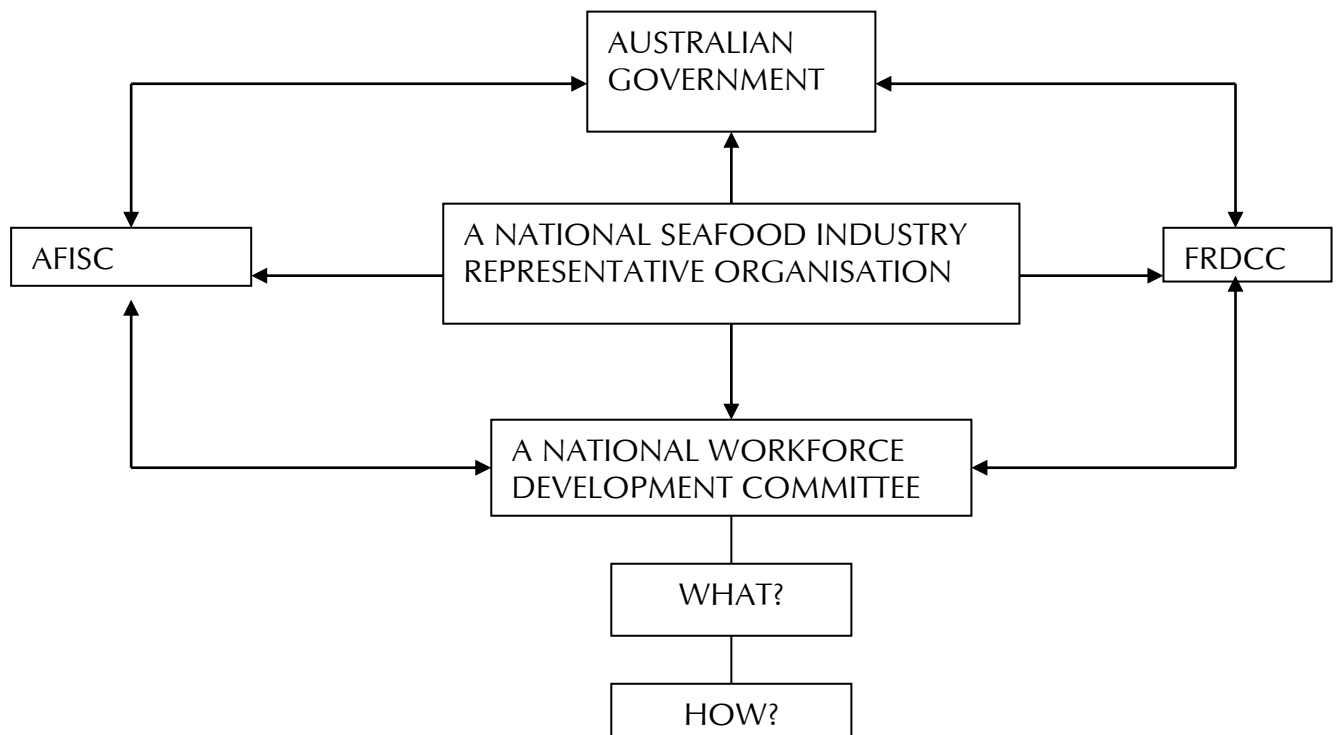
STRATEGIC PRIORITY I

A NATIONAL STRATEGY AND SYSTEM (STRUCTURE)

A. A NATIONAL STRATEGY/STRUCTURE

| Rank | Trend | (f) |
|-------------|--|------------|
| 1 | A National Seafood alliance. | (15) |
| 2 | A goodwill development phase <ul style="list-style-type: none"> - an evolving charter - an inward focus before projecting outwards | (13) |
| 3 | Develop a critical mass – FRDC People Development Programs (Alumni 100+ and grow) | (4) |

B. A NATIONAL SYSTEM



C. A NATIONAL WORKFORCE DEVELOPMENT COMMITTEE (f=21)

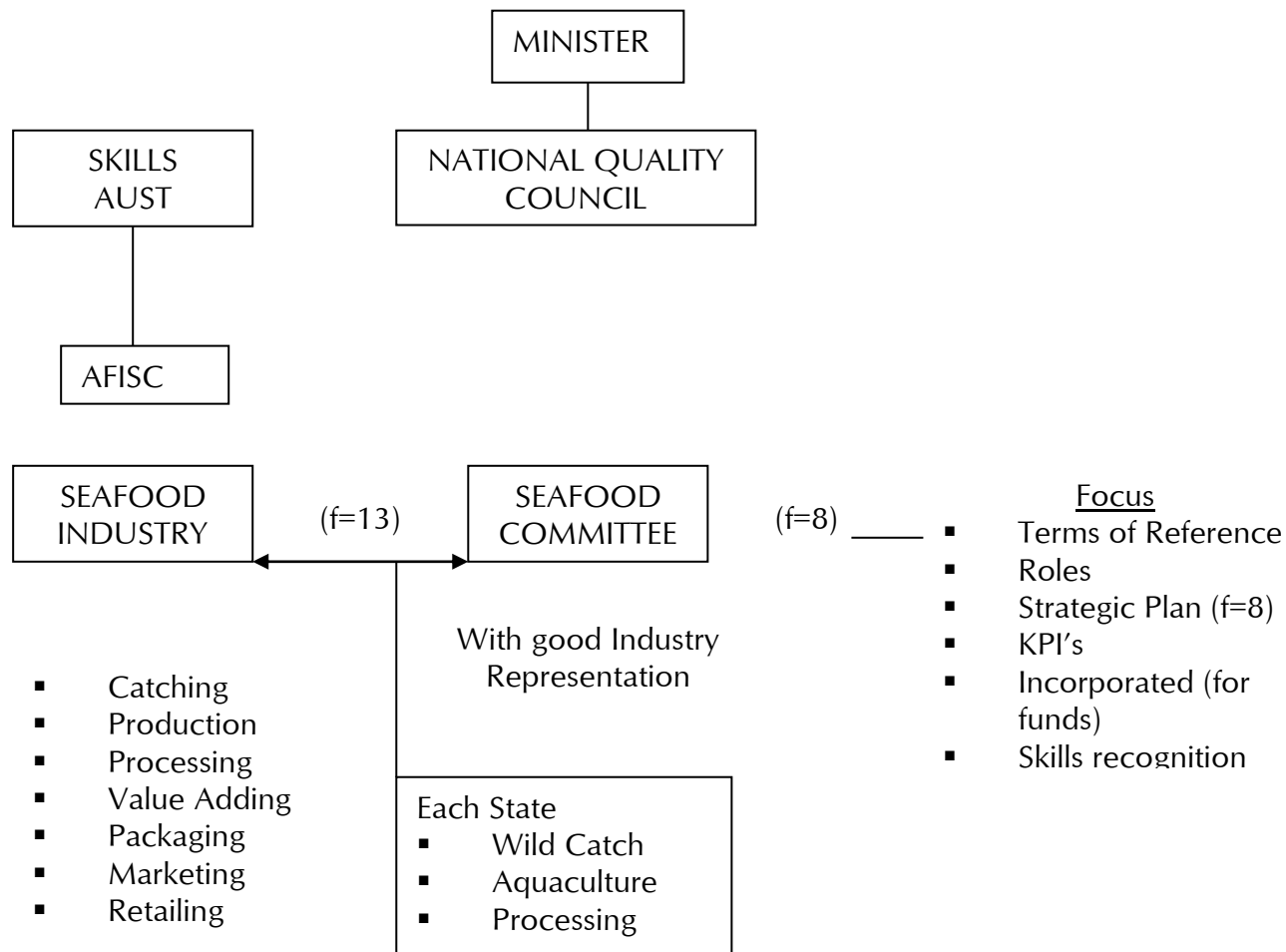
What (f=13)

1. Communication – Government, AFISC, FRDC, Industry, grass roots via available/existing networks.
2. Training Education and Development must occur in response to Industry needs.
3. Maintain and grow labour supply.
4. Skilling for Industry development.
5. Establish a formal industry intelligence mechanism.
6. Be a catalyst for culture change regarding workforce development.
7. Link skills development to business value.
8. Audit national training and learning availability.

How (f=8)

- (2 above)
- (i) Audit skills development strategy.
 - (ii) Promote industry training.
 - (iii) Improve assessment and delivery arrangements.
- (3 above)
- (i) Develop career information.
 - (ii) Support labour systems.
 - (iii) Build positive industry profiles of career pathways.
- (4 above)
- (i) Investigate emerging industry development issues.
 - (ii) Collate and develop new resources.
- (5 above)
- (i) Reporting process for skills issues including action recommendations.
 - (ii) Influence decision making.

D. A NATIONAL SYSTEM



| | | | | |
|--------------|-----|-------------|--|----------------|
| Must address | (1) | Training | - Skills base | (f=5) |
| | (2) | Education | - Learning (informal) - Qualifications | |
| | (3) | Development | - Capacity building - Leadership development - Support systems | (f=7) (f=8) |

STRATEGIC PRIORITY 2

COMMUNICATIONS PLATFORM/PLAN

GROUP 1

(f)

What

Formation of a Working Group/Steering Committee and appointment of an EO to develop National Seafood Industry Strategy/Structure. (19)

- Develop a Strategy Plan
- Develop a Communications Sub Committee
- Draft a Communications Platform/Plan and rollout.

How

- 1) Develop key messages. (2)
- 2) Identify communications pathways.
- 3) Establish a feedback system for Industry input to determine desired outcomes from process.
- 4) Identify targets for messages (industry, advocates).

Who

Communication – Pathway (1)
Comms Sub Committee – Peak Industry Body, Service Providers, Federal Government
Regional Bodies (with Regional Co-ordinator for Comms)
Operators, commodity groups, local service providers (80%)

When

3 months Development of Communication Platform (1)
2-3 months Roll out of messages to Industry
1-2 months Industry feedback
2 months Analysis of feedback
1 month Communication of outcomes
Total = 1 Year

STRATEGIC PRIORITY 2

COMMUNICATIONS PLATFORM/PLAN

GROUP 2

(f)

- What and Why**
- A cohesive national voice. (14)
 - Describe Benefits to Industry. (7)
 - Ownership and involvement = commitment (1)
- How**
- Clear, simple, regular messages (2)
 - Two-way communication/engagement
 - Target group (key players)
- Who**
(Responsible)
- Working group/s – build the business case for strategy and communications platform. (2)
 - Feedback/input from National/State/Regional/Sector groups.
- When**
- Tack on to existing events (early to mid 2009) (1)

GROUP 3

(f)

- A system that engages effectively at every level of control and needs.
- A structure that enables industry to ID its needs and articulate them up the chain to planners and managers.
- Processes to ID effective activities/programs and promoting them to other SCI's or SSCI's.
- Need to establish a program of regular forums.

Actions

1. Conduct an independent review of current information/communication systems. (12)
2. Identify/map existing networks (or lack of) to enable clearer opportunities for engagement/information flow (up/down). (9)
3. Inform industry of purpose/objectives of AFISC and PISC's and what it can mean for them. (2)
4. Increase SC profile to get greater industry (2)

engagement in its standing committees and Councils.

5. Identify training gaps, and have industry validate/own needs, priorities and capacity building strategies.

STRATEGIC PRIORITY 3

INDUSTRY ATTRACTION STRATEGIES

GROUP 1

(f)

What motivates?

Pay good leaders, co-workers, work hours, autonomy, progress, develop, provision of year, safety, outdoors (at sea), loyalty, family friendly, the job – the challenge!

Strategies

1. Raise the image of the industry. (10)
2. Better linking and integration with secondary schools and promotion to parents and teachers. (7)
3. Traineeships, apprenticeships and scholarships. (4)
4. Identify existing opportunities to market and promote the industry. (4)
5. A safe drug free workplace. (1)
5. National award = fairness and consistency. (1)
5. Value add to employees skills (eg forklift, HACCP etc). (1)
5. Educate the teacher DKD + information sessions and tours. (1)
5. A mentoring program. (1)
10. Profit sharing/company shares. (-)
10. Career pathways. (-)
10. Increased exposure to the industry/tasks. (-)
10. Accommodation. (-)

STRATEGIC PRIORITY 3

INDUSTRY ATTRACTION STRATEGIES (Cont'd)

GROUP 2

(f)

Strategies

1. Dialogue with other Industries (eg dairy, forestry). (10)
2. Define career pathways: (10)
 - Identify entry level jobs.
 - Highlight the diversity in the industry.
 - Develop key messages.
3. Make workplaces more attractive: (6)
 - Pay
 - Lifestyle
 - Flexibility
4. Industry/career promotion: (3)
 - Schools
 - Involve Career Advice Australia
 - Industry placement – career advisers
- students
 - Regional action (with National Strategy)
5. Hook into existing programs (eg skill some, Visa 457, workplace agreements). (2)
6. Indigenous employment.

Turn *People Development* strategies into activities that promote the seafood industry, your region, your business and create industry champions

Correct the misconceptions of young people, parents, and the education sector about careers in the Seafood Industry

Programs include:

- Adopt-a-School programs
- School-based Apprenticeships and Traineeships
- Structured Workplace Learning
- Career Expos
- Innovative school and industry engagement activities
- promotional activities and Teachers information for Career Advisers

Programs engage:

- 13 to 19 year olds
- Career Advisers
- Parents
- Industry
- Specialist Agriculture/ Primary Industry

Career Advice Australia is specifically set-up to be Community-based, covering all regions across Australia

Find your Regional Industry Career Advisor
<http://transitdirectory.dest.gov.au>

Read about other successful programs
www.careeradviceaustralia.gov.au

| | | |
|---|---|---|
| <p>Garry Tongs National Industry Career Specialist Rural Skills Australia 02 6273 2308 (w) 02 6273 7364 (f) 0409 970 912 (m) garryt@ruralskills.com.au www.agrifoodcareers.com.au</p> | <p>Maria Zaluski Regional Industry Career Advisor Geelong Barwon Region 03 5222 6928 (w) 03 5221 2914 (f) 0427 947 257 (m) mzaluski@aigroup.asn.au www.careersconnected.com.au</p> | <p>Craig Hardy Regional Industry Career Advisor Gippsland 03 5133 0690 (w) 03 5135 6885 (f) 0409 226 032 (m) craigh@ecg.vic.edu.au www.gippslandrica.com.au</p> |
|---|---|---|

STRATEGIC PRIORITY 4

INDUSTRY CAPACITY BUILDING

GROUP 1

(f)

Existing Mechanisms

A FRDC (16)

1. Industry leadership – 9 programs (include seafood leadership course).
2. Build Industry capacity to drive change to achieve goals – 5 programs (invest in industry change capacity building).
3. Encourage knowledge transfer and R&D adoption – 11 programs (incl. Funding conferences and travel bursaries).
4. Build workforce capability – 6 programs (eg fund this summit/support R&D into lack of industry engagement).
5. Recognise and promote achievement – 4 programs (awards).

B Seafood CRC

1. Travel bursaries.
2. Fund studentships (pctd's, M Sc. Honours)
3. Knowledge transfer to member companies.

C GAPS – in Industry

- Business Training (14)
- Systems Training
- Auditing – Internal/External
- Supply Chain Management
- Marketing
- Value adding

GAPS – in existing Funding Mechanisms

- Currently all self-business funded.
- Only certain companies are investing this
- AND H's expensive \$\$\$\$
- Obtain funding for SME's – to deliver.

GAPS

- Knowledge transfer for existing R&D knowledge. (5)
- Knowledge transfer from overseas and from other protein sectors in Australia. (3)
- Attitude/cultural change. (3)

- Use of innovative communication (-) mechanisms.

STRATEGIC PRIORITY 4

INDUSTRY CAPACITY BUILDING (Cont'd)

GROUP 2

(f)

In light of a National approach with good (2)
communications separate out and understand
the contributions of:

- training
- education, and
- development

Four phases or levels of focus required

1. New entrants: (2)
 - Industry needs to be attractive (promotion).
 - Provide information – career paths, T&D.
2. Existing (base level) (4)
 - Demonstrate economic benefit for base level training. (7)
 - Provide opportunities to up skill (eg conflict resolution).
3. Representative Board, or Sector Board etc.
 - Volunteers need support.
 - They can be overwhelmed by the big guns.
 - They need basic governance, leadership and personal skills.
4. High level business/leadership development: (3)
 - Leadership courses
 - AICD
 - Strongly advocate cross sector programs at this level.

ACTION IMPLEMENTATION

1. **Collate Summit Transcript – 2 weeks** **Tony Ibbott**
2. **Summit leaders step up to advance WFD supported by AFISC and FRDC.** **Steve Marianne Brian Ross Martin Dexter**
3. **Define industry/stakeholder groups.**
4. **Develop the value proposition/benefits.**
What’s in it for us/me?
5. **Engage AFISC/FRDC for seed funding.**
6. **Develop and conduct State/Regional roadshows to develop industry ownership, ID, champions, and game commitment for the next stages.**
7. **Working group to develop/refine (an evolving charter)**
 - **Strategy/structure(TED)**
 - **Produce a Business Plan with KPI’s.**
 - **With Communication Strategy/Platform.**
8. **Timeline: 2 months**
To proposition Government to support this industry lead initiative.

SUMMIT REVIEW

Positive things that worked well at the Summit

- Diversity of participants.
- The Venue.
- The facilitation.
- Willingness to share.
- People worked really hard.
- The networking.
- The Agenda provided a clear pathway.
- Mixed table seating.
- Rotation/movements in table seating.
- The colour coded priority voting.
- New blood present.

Changes or improvements in future

- Hot water.
- Some key players missing.
- A restaurant with correct fish names.
- Some negative inputs.

List of Attendees:

| Name | Company/Organisation | State/Region | Sector |
|-----------------|---|--------------|-------------------------------------|
| Mark Boulter | Sydney Fish Market | NSW | post harvest |
| Anne Whalley | Whalleys Fishing & Women's industry network seafood community | QLD | wildcatch |
| Bob Pennington | Abalone Industry Association SA | SA | wildcatch |
| David Ellis | Australian Southern Bluefin Tuna Industry Association | SA | aquaculture |
| Greg Carton | Broadwater Oysters | NSW | aquaculture |
| Jamie Williams | Paspaley HR manager | WA/NT | aquaculture |
| Nick Lambert | Silver Perch producer, & director NSW training advisory committee | NSW | advisory - training/fishing/aqua |
| Jeff Browne | Cleanseas HR Manager | SA | aquaculture - tuna |
| John Hansen | Geelong Food Cluster group | VIC | food |
| Sam Ibbott | Board member TSIC and Seafood Training Tas | TAS | environmental |
| Danielle Foster | TASSAL | TAS | industry |
| Mark Oliver | Cooloola Sunshine Coast TAFE | QLD | education - training |
| Doug McLeod | | SA | education |
| Grant Carnie | Australian Fisheries Academy | SA | education - training |
| Dos O'Sullivan | DOSAQUA | SA | education - training |
| Stephen Madigan | Marine Innovation SA | SA | research |
| David Milne | Australian Maritime College | TAS | education - training/HEd |
| Lisa Terry | TAFE NSW | NSW | education - training |
| James Harris | Flinders University | SA | education - Hed |
| Garry Tongs | Career Advice Australia | ACT | careers advice |
| Brian Wexham | Institute for Trade Skills Excellence / Skills One | NSW | skills development/career promotion |
| Craig Hardy | Regional careers advisor | VIC | careers |
| Maria Zaluski | Regional careers advisory | VIC | careers |
| Jill Briggs | Rural training initiatives | VIC | service provider |
| Jo Ruscoe | FRDC | ACT | R&D |
| Patrick Hone | FRDC | ACT | R&D |
| Roy Palmer | SEA/SSA/Seafood CRC | Nat | education/marketing |
| Arthur Blewitt | Agrifood Industry Skills Council | ACT | advisory -workforce and training |
| Juanita Caddy | DEEWR | ACT | Government |
| Jane Brownbill | Agrifood Industry Skills Council | ACT | advisory -workforce and training |
| Martin Hernan | National Aquaculture Council | NAT | industry council |

| Name | Company/Organisation | State/Region | Sector |
|---------------------|--|--------------|-----------------------------------|
| Samara Miller | Seafood Training Centre of Excellence | SA | advisory workforce/training - |
| Marianne St Clair | Primary Industries training Advisory Council NT | NT | advisory - training |
| Eric McCarthy | NSW training advisory committee | NSW | advisory - training |
| Mark Cody | Primary industries skills Council SA | SA | advisory training/industry - |
| Catherine Barnett | Seafood Training Centre of Excellence | SA | advisory training/workforce - |
| Steve Hall | WA Fishing Industry Council | WA | industry council |
| Clair van der Geest | Wildcatch Fisheries SA | SA | industry council |
| Neil MacDonald | Wildcatch Fisheries SA | SA | industry council |
| Emily Ogier | Tasmanian Seafood Industry Council | TAS | industry council |
| Ross McGowan | Seafood Industry Victoria | VIC | industry council |
| Dexter Davies | Western Rocklobster Council | WA | industry association |
| Ashleigh Hoffman | Queensland Seafood Industry Association | QLD | industry council |
| Milan Rapp | President, Seafood Processors and Exporters Council SA | SA | industry association - processors |

APPENDIX 4: PROPOSAL TO AGRIFOOD SKILLS AUSTRALIA FOR AN AUSTRALIAN SEAFOOD INDUSTRY EDUCATION AND TRAINING PEAK BODY

Submitted by the members of the Seafood Industry Workforce and Skills Summit

February 2009

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APPENDIX 3 key outcomes –workforce and skills summit**Error! Bookmark not defined.**

APPENDIX 4 Workforce and Skills Summit participants**Error! Bookmark not defined.**

PURPOSE

The purpose of this document is to provide recommendations to Agrifood Skills Australia on communication and advisory arrangements with the Australian seafood industry through a Seafood Standing Committee.

BACKGROUND

The seafood industry needs to be proactive to ensure it is able to address its workforce development and skill needs. While it was widely recognised that a national approach was needed, and that good communication between industry and those organisations that are equipped to deliver in this area was essential, current arrangements were not delivering the required changes. It was clear that there was an urgent need to build communication between industry, Government, advisory and support agencies, and education and training providers.

In response, Fisheries Research and Development Corporation initiated a Seafood Industry Workforce and Skills Summit, which was held in Adelaide 11th and 12th November 2009. The Summit focused on developing national priorities and coordinating actions to address the key workforce issues for the Australian Seafood Industry.

The goals of the summit were therefore to:

6. support industry to take an active role on national workforce and skills issues into the future
7. consider improved frameworks for delivering on national priorities for workforce and skills development
8. agree on priorities for workforce and skills development - with identified responsibilities, timelines and commitment to lead established
9. build greater understanding of the workforce development and education environment, which will lead to greater involvement by industry
10. build the social capital within the sector

The key priorities from the summit are provided at Appendix 3.

A steering group was selected on the final day of the summit and this small group was charged with driving forward the key priorities identified. The steering group comprises:

- Dexter Davies: CEO Western Rock Lobster Council
- Ross McGowan: CEO Seafood Industry Victoria
- Brian Wexham: CEO The Institute for Trade Skills Excellence
- Martin Hernen: Secretary, South Australian Aquaculture Council;
- Executive Officer, Australian Marine Finfish Farmers Association Inc
- Steve Hall: Safety, Education & Training Manager, WA Fishing Industry Council
- Marianne St Clair: EO, Primary Industries Training Advisory Council (NT)
- Jo-Anne Ruscoe: Program Manager – People Development, FRDC (observer)

RECOMMENDATIONS

Recommendation 1: Structure of the Seafood Standing Committee (SSC)

Name of body: Seafood Standing Committee (SSC) representing Agrifood Skills Australia (ASA)

The steering group recommends the following structure (Refer Appendix 1 for detailed diagram):

- 1 National Seafood Industry Representative (Independent Chairperson)
- 7 State/Territory representatives¹,
- 1 Commonwealth Fisheries Association representative,
- 1 Nominated Registered Training Organisation (RTO)² representative,
- 1 National Aquaculture Council representative
- 2 Seafood Company Representatives (employers)

NOTE: In addition to this core membership, the SSC may draw upon a formalised list of subject experts and constituency representatives to form subcommittees if and when required.

Recommendation 2: Roles of the SSC

Complimentary to the roles of ASA standing committees established, the SSC could have multiple roles across a broad range of skills and workforce development matters of strategic interest to ASA and the seafood industry. Its priorities should be to focus on better informing and encouraging industry to engage ASA, government and other stakeholders with regards to:

- workforce development and needs
- current skills and training priorities
- future skills/training initiatives
- industry promotion and career pathways
- communication/consultation strategies
- review, endorsement and continuous improvement of the applicable training packages

The 2 way communication of these priorities between stakeholders and industry is integral to the success of this group, as is the clarification of “benefits to industry” and “ownership by industry” in this relationship. For more specific key actions - (**Refer Appendix 2**) It was agreed by members of the steering group that this action plan should be strategic, reviewable and not necessarily limited to these proposed actions.

Should there emerge that there is a need for other priorities that are outside the scope of ASA and that the need has the support of the seafood industry, then the SSC could assist in communicating this need to appropriate organisations (FRDC, SCRC, SSA, DAFF etc). Other organisations should be encouraged to utilize the expertise of the SSC to avoid duplication and enhance coordination for industry priorities. It is proposed that a letter of introduction, signed by the ASA chairperson be sent to all relevant stakeholders advising of the new scope and structure of the SSC and directing all relevant enquiries to ASA and/or the SSC.

¹ State Territory representatives nominated by each state peak industry body

² It is expected that the RTO network who service the Seafood Industry would determine a process for nominating their representative based on the expectations and responsibilities of the position.

Recommendation 3: Protocols

The steering group has identified a number of protocols to ensure productive communications and reduce potential duplication of effort. Agreed protocols should facilitate a common focus with those who might have interest in the Australian Seafood Industry training and education agenda.

It is proposed that protocols include:

- Training/Skills/Workforce matters relating to the seafood industry should be an ASA board agenda item and the SSC chairperson will make a report for each meeting accordingly.
- ASA should provide clear direction to incoming SSC members on their expectations for advice and information to and from the seafood industry and ASA.
- Nominated SSC representatives should advise industry and state training councils as to the responsibilities and expectations of their nominated position to the SSC.
- SSC members should advise ASA on their needs (including resourcing) to enable them to effectively fulfil their roles and responsibilities
- Timely summaries of ASA board decisions and ongoing information updates be made available to the SSC
- Secretarial support (actions, papers, minutes and communications) be made available to the SSC - over and above the proposed budget of \$40,000 per annum
- Meetings – Up to 4 face to face meetings in the first year of the new SSC. The working group suggested that after the first year, this could be reduced to 2 face to face meetings annually with an allowance for additional meetings if special issues arose and additional teleconferences as required.
- A new independent chairperson is appointed who is a strong driver for change and improvement. ASA should consider nominations from industry in addition to its own nomination.
- The chairperson and company memberships are fixed terms to allow for rotation and new representation.
- An MOU with the new SSC which incorporates but is not limited to the above protocols

Recommendation 4: Proposed action plan

(Refer Appendix 2).

The SSC is to conduct itself in accordance with a reviewable ‘action plan’, approved by the board of directors of Agrifood Skills Australia. This will form part of an agreed Strategic Plan for the industry. The Action Plan will establish Seafood Industry priorities for workforce development, training & education including a pro-active effort to seek funding to achieve outcomes of benefit to the seafood industry.

Recommendation 5: Funding

It is proposed that the funding and support of the SSC be upgraded to \$40,000 by ASA to reflect the role and responsibility of this committee. The proposed committee provides an ideal forum and new

opportunity for State and Territory representatives to work co-operatively to develop projects of significance to the Australian seafood industry.

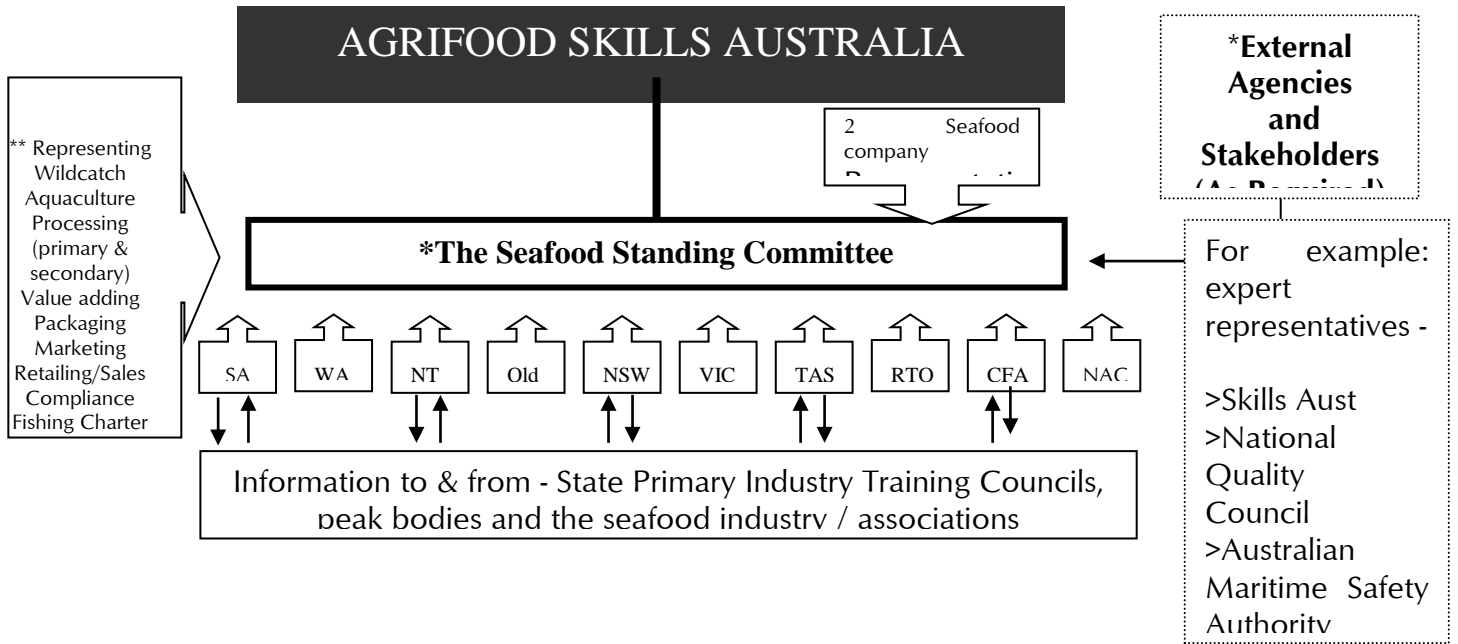
The ability to draw upon subject expert and constituency representatives will result in a cost-effective means of getting the best input and action on workforce development, training and education without having multiple committees or having committees that are excessive in size. This effectively establishes one Seafood Standing Committee that can deal with a wide variety of issues, challenges and change relating to workforce development, skills priorities, industry profile, training and education. The new SSC would also support coordination across aligned organisations.

CONCLUSION

The workforce development steering committee submits this document to Agrifood Skills Australia and the Chair of the current Seafood Standing Committee in good faith to assist ASA to build productive communication and advisory arrangements with the Australian seafood industry. The recommendations are clearly informed by the priorities identified through the Seafood Industry Workforce and Skills Summit, held November 2008.

The steering group offers continued support to ASA to secure letters of endorsement of these recommendations from key industry representative bodies including the State industry councils, the National Aquaculture Council, and the Commonwealth Fisheries Association; and should ASA accept the recommendations for representation to the seafood standing committee, the steering group is also able to assist ASA to identify two suitable employer members should it be invited to do so.

APPENDIX 1 Proposed Structure



Notes:

*** The Seafood Standing Committee has a core membership and is able to call upon a wide range of additional stakeholders as required.**

Background

The Australian Seafood Industry is undergoing significant change as a result of both global and domestic impacts. The industry is experiencing change at all levels and in all sectors on a scale not seen before. Some of these changes are structural, some market driven and some related to domestic policy and regulation. The impact is that business owners and managers have to deal with a wider variety of issues, essentially at a quality management and risk management level. In this new environment, all personnel will increasingly have to focus on the new dynamic of demand-pull rather than supply push. This is resulting in the skill requirements broadening and the nature of skill acquisition moving towards a more specific and progressive skill set approach.

All these developments are occurring at a time when the seafood workforce is ageing. There is a decline in rural and regional populations, low unemployment rates and mobility within the workforce. The lack of people within many regional areas is having an impact and threatens to undermine plans for growth in sectors such as processing and value adding. There is still active competition between the fishing and mining industries for competent offshore workers, however land based processing positions are increasingly being filled by migrant labour and higher level technical skills are in decline.

There are a number of actions that need to be taken on a national front in support of the States and Territories dealing with these issues. It is proposed that the Seafood Standing Committee work to a reviewable (annually or as required) action plan which attempts to address a broad range of workforce development issues including training, recruitment, retention and utilisation of labour.

The key actions below are a combination of the strategic priorities previously endorsed by the “current seafood standing committee” and the strategic priorities identified by the “Seafood Industry Workforce and Skills Summit” held 11-12 November 2008 in Adelaide. These actions are endorsed by the “workforce development steering committee” and closely reflect many of the priorities identified by participants at the workforce and skills summit - **See Appendix 3**

Key Action 1 Skill and Up-skill to Industry Needs

Identify Skills Shortages within the Seafood Sectors

- Obtain/collate current industry data on a regional, sector and whole of industry basis by establishing a formal industry intelligence mechanism
- Clarify and quantify skill demand areas (Skill Needs Analysis)

Design a Skills Development Strategy

- In conjunction with State/Territory stakeholders, audit national training & learning availability and establish sector skills development plans
- Link skills development to business value
- Provide information on opportunities to up-skill and demonstrate the economic benefits

- Investigate recognition of prior learning arrangements including better overseas skills recognition processes

Promote industry training and the uptake of the SITP

- Advise industry of training (and related funding) initiatives via a cohesive and national voice
- Provide a gateway for industry comment and involvement in national training projects and funding proposals.
- Seek industry feedback on the effectiveness and relevance of existing training programs.
- Investigate industry/RTO requirements for improved training products. These may include new competencies or qualifications or more practical learning and assessment resources for both enterprises and RTO's
- Investigate new qualification models based around industry development needs.

Improve Delivery and Assessment

- INVESTIGATE INDUSTRY BASED DELIVERY PREFERENCES
- Where appropriate research and design "skill set" approaches for the seafood industry
- Investigate the development of a national skills passport system for the seafood industry
- Contribute to debate on developing a more responsive national funding model for delivery and assessment.

Key Action 2 *Maintain and Grow Labour Supply*

Positive Industry Image

- Develop career success profiles and define career pathways
- Influence media with seafood success stories
- Promote whole chain linkages (food industry)
- Assist industry in understanding workplace regulations and be a catalyst for culture change

Career Information Development

- Develop strategic alliances with Careers Advice Australia and Skills one to promote seafood careers and career pathways.
- Establish closer and more effective industry/school partnerships
- Develop improved linkages between leadership programs and schools/colleges
- Upgrade and target career information materials
- Promote traineeships and assist the development of skills recognition

Work Conditions

- Value add to employee skills through up-skilling
- Promote good employability practice throughout the industry
- Establish an industry task force to look at employability issues and recommend improvements.

Targeted Migration

- Influence through accurate intelligence, current DEEWR skills demand lists to include seafood occupations in demand
- Develop regional migration strategies to fill skill gaps
- Work with government and advise on appropriate labour agreement/visa arrangements

Key Action 3 *Skilling for Industry Development*

- Investigate emerging industry development issues requiring skill responses
- Support high level business and leadership development
- Collate and/or develop and market a range of support materials including new competencies and enterprise templates for such issues. These may include:
 - Risk Management – EMS/Marine Safety & OH&S/Food Safety
 - Quality Assurance and Chain Management (Logistics/Cold Chain) issues
 - New operational and production and processing technologies
 - Market issues including working with customers/export logistics/understanding the barriers to trade, etc
 - Frontline Management
 - Leadership
 - Animal welfare, aquatic animal health and Bio-Security

Key Action 4 Establish Industry Intelligence Mechanisms/Communication Plan

- In conjunction with all stakeholders, conduct a review of current information and communication systems
- Influence National Statistical bodies such as ABS, ABARE and NCVAR to more adequately respond to such intelligence
- Build workforce capability and define the benefits to industry
- Promote knowledge transfer and research & development adoption
- Identify existing networks (or lack of) to enable clearer information flow and engagement by industry

Key Action 5 Assist ASA to Develop an Income Stream in support of the work of the SSC

- Identify appropriate funding sources to progress proposals for funding key actions
- Assist ASA to develop proposals to undertake key actions of the ASA in relation to the seafood industry
- Convene a funders' forum (including ASA, FRDC, SSRC, DAFF) to inform on human capital priority funding.

APPENDIX 5: SCOPE OF WORK TO PROGRESS WORKFORCE ATTRACTION STRATEGIES

A) SCHEDULE 1 – KEY FEATURES AND DETAILS OF ARRANGEMENT

1 Term

The Contract will continue until the Supplies are satisfactorily completed.

2 Supplies

The FRDC board has approved funding for the FRDC people development program to progress the following two initiatives.

- Initiative 1: Support development and promotion of career information for the seafood and fishing industries – professional and vocational
- Initiative 2: Partner with other RDC's and DAFF in the national Primary Industry Centre for Science Education (PICSE)

Task 1: To address initiative 1, the supplier will coordinate interested parties (including the FRDC, Institute for Trade Skills Excellence, Career Advice Australia, Agrifood Skills Australia and the Seafood CRC and appropriate industry representative body/s) to develop and submit project/s through the FRDC online application system that promote career information for the seafood and fishing industries, and maximise investment and in-kind support from these parties. The total FRDC budget for project/s addressing initiative 1 is not to exceed \$220,000 over two years

Task 2: To address initiative 2, the supplier will identify and coordinate interested parties (for example the FRDC, PICSE, Seafood CRC, Marine Innovation SA, University of Tasmania, Flinders University) to develop practical approaches to maximise the FRDC's investment in PICSE. These may include identifying potential researcher involvement, case studies, work placements, resources, champions, stories, and input to curriculum. The FRDC's investment in PICSE is \$60,000 pa for three years from July 2009. (Note that additional funding would be required for any actions that are outside the scope of this investment.)

Task 3: Develop and implement a communications strategy that ensures information regarding tasks 1 and 2 is disseminated to industry and the seafood education and training sector; and ensures relevant parties have the opportunity to contribute to the initiatives.

In undertaking this consultancy, the supplier will consider and exploit linkages between both initiatives 1 and 2.

The deliverables are:

- I. Project application/s to FRDC and/or other funders to progress initiative 1

- II. Report to PICSE and FRDC that identifies partners, approaches, communications and actions to maximise the FRDC's investment in PICSE; and where actions are within the scope of the FRDC's current investment in PICSE, to implement or advance these.
- III. Communications strategy