

Charting Your Own Course

Building representational capacity
across the Australian seafood industry

Self-Paced Learning Manual

Anyone can hold the helm when the sea is calm

Charting Your Own Course

Self-Paced Learning Manual

This workbook is one of a series of resources designed to support the development of skills and knowledge in industry representation for members of the fisheries and aquaculture industry.

It is focused on supporting individual self-paced learning.

These resources can be found at www.frdc.com.au.

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The material does not purport to be a substitute for your own legal obligations and the project team recommends that it be used only as a guide.

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1 Welcome to Charting Your Own Course

1.1 What is Representation?

Representation is about making a difference for your sector. It is about influencing decisions and attitudes that impact on important issues your sector is facing and cares about. To be a representative, you will have to work with a wide range of stakeholders and stakeholder groups, each of which may have a different opinion to you. To be effective at representation, you must have knowledge of how the seafood industry operates, knowledge about how important decisions are made and know what and where your role is in the decision making process. Just as important, you must arm yourself with a range of communication skills, tools and strategies to ensure you get your message across in an efficient and effective manner.

Charting your own course provides an introduction to all things associated with representation and decision-making within the Australian seafood industry. By using this tool you can be more effective and efficient in your representative role, but more importantly, maximise your chances of making a real difference to your sector.

Case study 1: Representation can make a difference

The SE Australian Marine Protected Area (MPA) Network example

On the 14 December 2005, the Australian Government announced detailed proposals for the establishment of an extensive network of Marine Protected Areas (MPAs) within the south-east region of Australia. The fishing industry within this region was devastated, as the 14 candidate MPAs would have a considerable impact on several important fisheries. The entire Tasmanian fishing industry banded together, calling on the State Government and respected research organisation (TAFI) to fight against the proposed MPAs. The end result was a FRDC funded study titled 'Regional impact assessment for the marine protected areas proposed for the south-east region (FRDC 2005/083)'. All levels of Industry, from Association to Fishery Advisory Committee, banded together with research (TAFI) and Government (TasDPIPWE) to put forward a viable case against the proposed MPA network. The concerted campaign worked, with an industry devised alternative MPA network being adopted by the Commonwealth Government.

The end result was minimal impact of the MPAs in the south-east region and avoidance of the certain closure of several fishing operation around Tasmania.

The purpose of this self-paced guide is to:

1. Increase the effectiveness of your input into decision-making in the seafood industry. The **seafood industry** includes the: aquaculture; indigenous; recreational; and wild-catch sectors.
2. Build representational capacity at the local and regional level and provide useful skills in understanding and representing industry as well as personal awareness.

Industry representation is about making a difference for your sector and working with your association members to influence decisions and attitudes that impact on important issues your sector is facing and cares about.

Case study 2: Tasmanian Commercial Diver's Association

In 2001, the continued viability of the Tasmanian Commercial Dive Fishery was jeopardised by Government policy changes. Recognising this substantial threat, several seafood industry members took responsibility to rejuvenate the Tasmanian Commercial Diver's Association. Although the effort of drumming up substantial industry support was an intense process, the end outcome was a big win for the industry. By putting in hours to mobilise a unified Association voice to Government and the Fisheries Minister, the proposed policy was modified to accommodate industry concerns. The end result was a continued viable commercial dive fishery.

1.2 Why a self-paced learning guide?

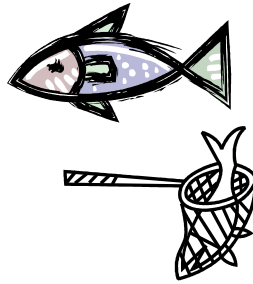
This self-paced learning guide contains all of the necessary information to help you learn more about representing your industry. Self-paced learning offers an alternative to face-to-face training and you can refer back to this guide as you develop your skills and experience in representation. It must be noted that attendance at workshops and other styles of training is still important in providing opportunities to learn and build your effectiveness in representation.

1.3 How do I use this guide?

Each section has been written to provide an outline of the key issues and relevant topics. You can do the Modules in any order or pick those that are most relevant to you or your organisations members needs.

Each section offers a number of activities for you to complete. Their aim is to maximise your learning. You may choose to do these activities before moving to the next section. The answers are available after each activity at the end of the module.

An activity is symbolised by



The answers are symbolised by

Some activities require you to talk with your colleagues or members, or to gather some information from your organisation or the internet.

There are also symbols shaped like a cloud. These are intended to draw your attention to a particularly part of a topic and provide a stimulus for thinking.



1.4 What if I need or want additional information or assistance?

You should speak with other members of your organisation or contact the Tasmanian Seafood Industry Council might be able to help. Answers to all of your questions might not be able to be provided, but help and support can be found.

1.5 Modules in this Guide

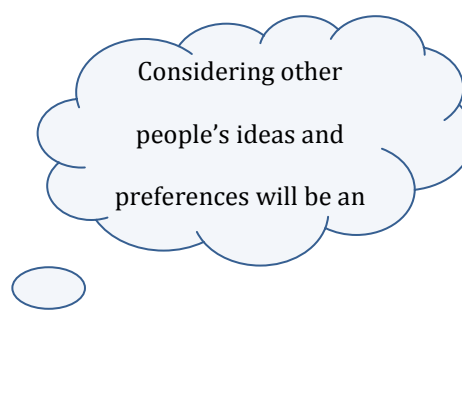
Module	Topics
2	The seafood industry
3	Membership and Representation
4	Communicating effectively
5	Influencing and building relationships
6	Effective meetings
7	Charting your own course: next steps

1.6 We all see things differently

We all understand and interpret the things around us in a different way.

Understanding and respecting each other's views helps us to find common ground, minimising conflict and maximising cooperation. We often do not imagine that other people may see something quite differently to how we see the 'same' thing.

To influence others, representatives need to understand and work with the many different ways of seeing and interpreting the world. It is about communication – listening,



interpreting and then working through the range of organisations and people to get decisions and action. The work of a representative is built on relationships.

To be an effective representative, it is important that we understand and accept that people think differently and therefore see things differently.

In any area of choice, we all have preferences. They may be the same or different to others' preferences. We see the choices in different ways. It is easy to imagine the potential for conflict and inaction in complex situations - like our work, our industry and our personal and professional relationships.

There are some simple ideas and associated questions that assist you to understand or clarify the point of view of others.

1. Clarity

Clarity is the gateway to understanding. If a statement from another person is unclear, we cannot determine whether it is accurate or relevant. In fact, we cannot tell anything about it because we don't yet know what it is saying. For example, "We need to get the others on-board". Who is this statement referring to, where do we want to take them?

Questions to ask:

Could you elaborate further on that point? Could you give me an example?

2. Accuracy

A statement can be clear but not accurate. For example, "The fishing industry is taking too much by-catch." This is quite clear that the speaker thinks this is the case but may not necessarily be accurate.

Questions to ask:

How could we check that? How could we find out if that is true?

3. Precision

A statement can be both clear and accurate, but not precise, as in "Jack is overweight." We don't know how overweight Jack is, one kilo or 50 kilos.

Questions to ask:

Could you give more details? Could you be more specific?

4. Relevance

A statement can be clear, accurate, and precise, but not relevant to the question at issue.

Questions to ask:

How is that connected to the issue? How does that bear on the issue?

How does your answer address the complexities in the question?

5. Breadth

A line of reasoning may be clear accurate, precise and relevant but lack scope or range.

Questions to ask:

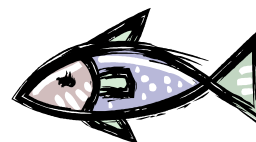
Do we need to consider another point of view? Is there another way to look at this question?

What are practical ways of considering other's viewpoint?

The following points provide some ideas about practical ways of considering other's viewpoint:

- talk with industry members and freely share information
- contribute to group decisions by stating your ideas and points of view
- make decisions co-operatively within the organisation
- get acquainted with new committee members by introducing yourself and sharing an interesting fact about your role
- acknowledge and understand your own strengths and weaknesses
- acknowledge and use the skill strengths, ideas, and opinions of other committee members
- encourage others to share ideas by asking questions and listening attentively
- always consider the feedback and advice given by others
- phrase your suggestions as questions (e.g. instead of saying "I think we should..." say "What about doing...")
- respect the feelings, views and values of others
- do not avoid conflict. Address issues or problems in a cooperative way when they happen

1.7 Activity: How can I consider other people's point of view?



Complete the following table to record your ideas on accepting other people's point of view.

Start with completing the 'Now' column first; then fill in the second column "What could you do differently?"

How do I	Now	What could I do better?
Example <i>Introduce myself to new people?</i>	<i>Shake their hand after being introduced by some-one else</i>	<i>Recognise that some-one is new and approach them to introduce myself</i>
Share information in a meeting?		
State my point of view when it is different to others?		
Disagree with others?		
Acknowledge the strengths of others?		
Put my ideas forward to my organisation?		

2 Understanding the Australian seafood sector

Learning objectives

- To understand the roles and objectives of industry and sector associations
- To discover the processes that influence industry decision making

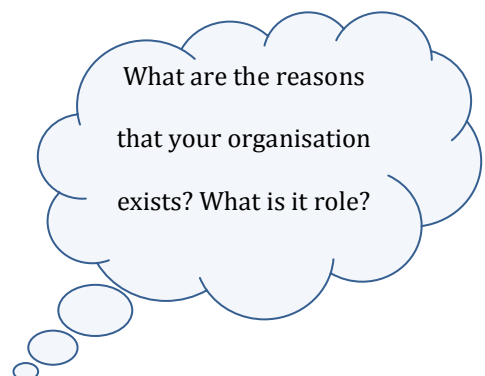
2.1 The structures of industry representation

There are three key reasons for forming and supporting industry and sector associations, advisory committees and other representational bodies. They are to influence:

- industry planning and development
- regulation, management and policy
- research priorities

Depending on the purpose for which an organisation is formed, there are two main channels of representation:

- advisory committees
- industry associations



2.2 Advisory Committees

Advisory Committees (or Advisory Boards, or similar) are usually formed by regulatory agencies such as Government as a means of receiving formal advice and input on fisheries management and policy matters.

Their key **purpose** is to provide advice to government, although industry associations may also establish advisory committees.

Advisory committees that provide advice on regulation and management are known variously as:

- Management Advisory Committees (MACs)
- Management Committees (MCs)
- Management Advisory Groups (MAGs)
- Fishery Advisory Committees (FACs)
- Fishery Advisory Groups (FAGs)

Bodies that provide advice on research priorities and funding include:

- Fisheries Research Advisory Boards (FRABs)
- Research Advisory Groups (RAGs)

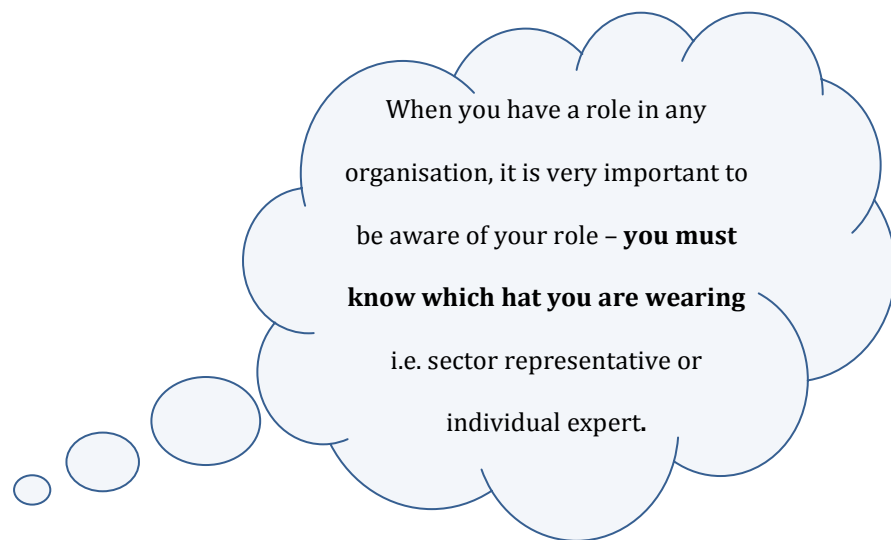
Members of advisory committees are generally appointed, or invited, by the agency responsible for setting them up. Generally, they are expertise-based and industry sectors or associations will be asked to make nominations to the appointing agency. Membership is often diverse, so as to gain the perspectives of key stakeholder groups including government, research, commercial and non-commercial sectors, conservation and community representatives.

The **focus** of an advisory committee is the best interests of the fishery resource as a whole, rather than sector or individual specific interests, hence the focus on expertise rather than, representative-based approaches.

Which hat are you wearing?

An important aspect of being a member is to recognise your role on that body. As discussed, many advisory committees will be set up as an expertise based body and have a defined role with membership based on expertise under a Terms of Reference (see next page).

The advisory committee may be required to provide 'independent' advice to the



relevant Minister. Under the terms of reference you may not be *representing* your particular sector, (i.e. not advocating for your sector) but be providing advice because you have individual *expertise* in a particular field.

In other cases, members of advisory bodies will be directly appointed as representatives of industry associations or bodies, in which case they will likely be duty bound to represent the views of the body they represent.

How advisory committees operate: Terms of Reference

Each advisory committee operates under its own rules, usually called **Terms of Reference**. These set out who should be on the committee, what the committee's role is, how it will operate and who the committee will be advising.

The government or research body responsible for a particular advisory committee usually provides the required resources, for example ensuring a government officer is available to assist the record keeping and logistics of the committee.

2.3 Representational bodies and industry associations

Industry and sector associations are formed for a number of reasons including:

- ensure the interests of a sector or group are represented in public processes or debate on issues so that members can attend to their interests e.g. run a business profitably; manage the natural resources or ensure equitable access to a public resource
- coordinating and representing the views and interests of the members
- making decisions on issues in the industry such as membership fees, methods of representation
- being proactive in addressing issues that are important to the organisation
- coordinating activities to improve the welfare of its members e.g. marketing
- advocacy – influencing perceptions, policies and decisions

These roles can be seen in the following statements from some seafood associations:

South Australian Aquaculture Council (www.seafoodsa.com.au)

The South Australian Aquaculture Council (SAAC) is the peak body for the South Australian Aquaculture industry and all industry associations are members of this peak council - Tuna, Marine Finfish, Oysters, Mussels, Abalone, Freshwater crayfish and Inland aquaculture species.

The council deals with policy and development issues for the industry including marketing, and contributes to development by a detailed action plan to help the industry develop over the next decade.

Recfish West (www.recfishwest.org.au)

RecFishWest is the recognised peak recreational fishing body in Western Australia and is your voice whenever decisions which affect our fisheries, or access to them, are being made. Recreational fishing is enjoyed by an estimated 643,000 people in WA each year.

RecFishWest has the broad aim of promoting recreational fishing as a rewarding experience and being an effective voice, in all forums, to promote the best interests of recreational fishers in Western Australia.

We recognise fisheries as a resource which must be managed in a sustainable way and promote the message of "FISH TODAY FOR TOMORROW".

Professional Fisherman's Association Inc

(www.frdc.com.au/fishingindustry/wild-catch)

Adopting a delicate balance between commercial fishing, community interest and the Environment, is one that members of the Professional Fishermen's Association Inc. take very seriously.

Sustainability is the first and foremost issue on the minds of commercial fishers as their livelihoods are reliant on healthy fish stocks and healthy environments into the future. Off-stream impacts can and do have a dramatic impact on habitat and fish populations. Without fish stocks there are no fisheries to manage. Industry driven initiatives like seasonal and permanent closures, improvements in nets, reduced effort, mandatory by-catch reduction devices are just some of the changes introduced and supported by industry.

How associations operate: The Constitution

Industry associations are membership-based organisations. They are usually not-for-profit and registered, or "incorporated" under State/Territory-based or Commonwealth legislation (the *Corporations Act*)

As formal bodies, they are generally structured and governed by a formal set of rules. The rules, or the *Articles of the Association*, are more often nowadays referred to as the *Constitution*. A constitution is legally binding on the officers of the association and with potential legal consequences for not abiding by the rules. An example of "Model Rules" can be found in Appendix 1 (see Handouts and Additional Information).

The officers of the association, sometimes referred to as the Board, oversee the general business of the organisation. The structure and election process for officers is defined within the Constitution.

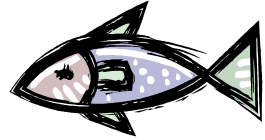
When you join an Association, you should ask for a copy of the constitution and familiarise yourself with it.

Funding for associations

Industry associations are usually funded through a combination of the following:

- voluntary or compulsory industry levies
- membership subscriptions
- fundraising (for example an annual conference)
- project funding for specific industry development projects (for example government funding for the development of a code of practice)

2.4 Activity: Stick to the rules



Use the Model Constitution in Appendix 1 (Handouts and Additional Information) to find the answers to the following:

- *What formal roles must be elected to the management committee?*

*A **quorum** is the minimum number of members of the Association's management committee that must be present in order for the Association to make any decisions.*

- *How many members make up a quorum for a management committee meeting?*

- *How can the members change the rules of the Association?*

2.5 How industry representation works

Each association and committee operates in a broader environment that has an impact on how they work and what they can achieve. They are linked in a set of “representational relationships” as shown in Figure 1 below, through which engagement and legislative decisions take place.

The structures of representation have developed to build the industry’s capacity to influence primarily key stakeholder groups: the general public, governments, research institutions or other groups who may be sharing the resource

Figure 1. Representational relationships with key industry stakeholders (refer to M2-p2 for acronyms)

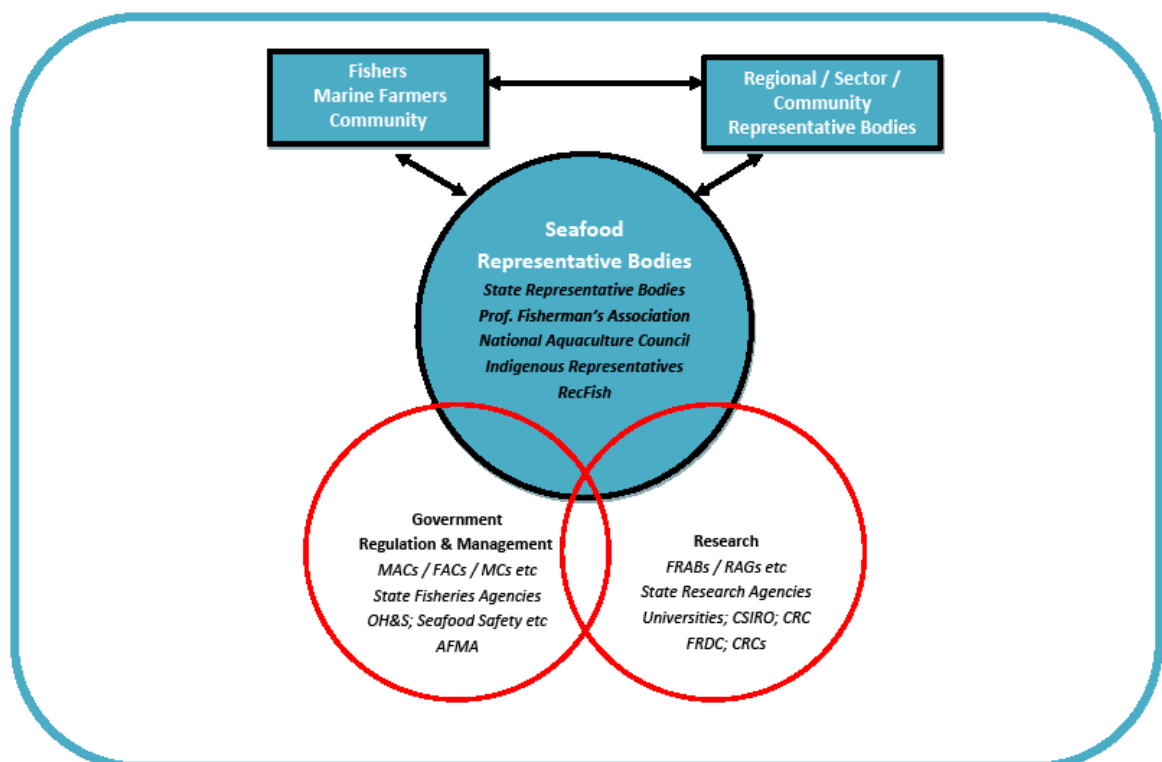
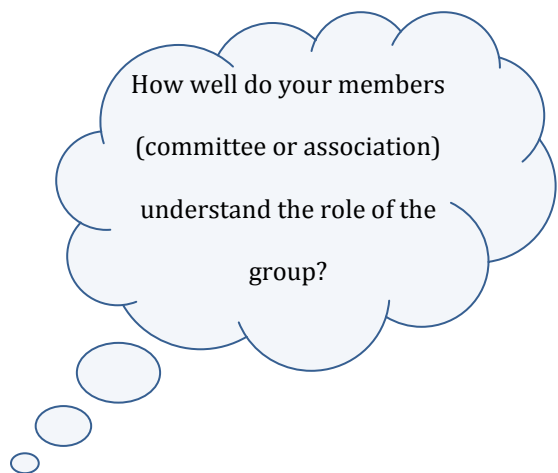


Figure 2 (M2-pg 13) shows the overarching structure of the industry relationships from the local or regional level through to the national levels. Have another look at the description of the South Australian Aquaculture Council membership base for a further illustration of how this works (M2-p5).

Decisions, priorities and advocacy are fed up and down these channels. This increases the influence that industry has on outcomes but can slow decision making and action on the ground.

In addition to geographical focus such as shown in Figure 2 (M2-p13), there are associations that focus on different aspects of the industry:

- single industries, e.g. Tuna Boat Owners Association,
- sector focus e.g. National Aquaculture Council; and
- whole of industry focus e.g. South Australia's Seafood Council SA Ltd.



Case study 2: Influencing critical industry issues: Tasmanian Abalone Fishery

The issue: Setting the Total Allowable Catch

In the Tasmanian abalone fishery, the setting of the Total Allowable Catch (TAC) is ultimately the decision of the Minister.

However, there are comprehensive processes in place for consultation and for placing informed recommendations before to the Minister.

Industry association advice

The *Living Marine Resources Management Act 1995* stipulates the Minister may set the TAC for the fishery in consultation with the relevant industry body - that is the Tasmanian Abalone Council. The Council has established its own advisory body, the Abalone Fisheries Resources Advisory Group (Abalone FRAG), which provides advice to the Council Board of Directors, as well as in the Fisheries Advisory Committee (see below).

Broader stakeholder advice

In addition to obtaining advice from the Tasmanian Abalone Council, the Minister gets advice from his own committee, The Fisheries Advisory Committee (FAC) which has a broader membership comprising industry members, police, scientific representatives, community members and the relevant fisheries managers from the Department and an independent chairperson also make recommendations before the Minister.

Consensus approach

A co-management approach to developing recommendations and advice is taken by both the FRAG and FAC and considerable effort is made to form consensus recommendations to the Minister.

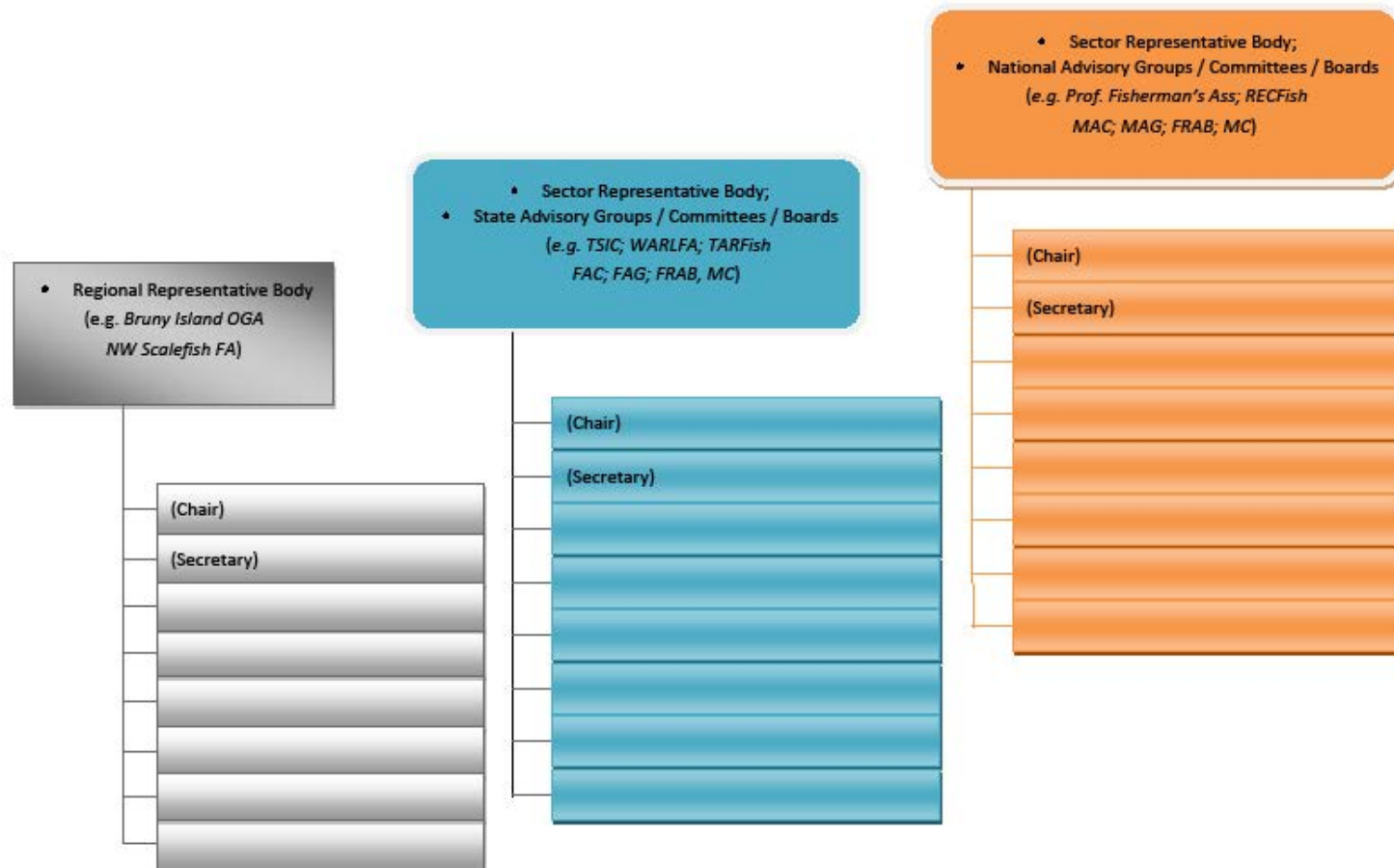
Advocacy and diverse perspectives

Members of each group on the advisory committee retains the prerogative (including the Department) to make representations to the Minister and/or dissent/ abstain from advisory committee recommendations.

The decision

After consideration of all viewpoints, the Minister will make the decision. In this sense, it is important to differentiate between decisions on required advice and the action decision, which remains the prerogative of the Minister.

Figure 2. Basic representational structure of the Australian seafood industry (refer to M2, p3 for acronyms)



2.6 Government

As the case study in Module 1 (M1-p2) illustrates an important role for industry representation is ensuring industry members' needs and interests are recognised in fisheries management, regulation and policy. Governments, as regulators, are amongst the most important decision makers whose actions will impact directly and significantly on the industry.

“Government” includes the three tiers of local, state and federal and includes appointed officers responsible for fisheries regulation and management (policy) and the political realm comprising of elected members of parliament, i.e. Ministers and their advisors.

In Australia, the main government departments that associations deal with are:

- State based departments (the regulator) e.g.
 - the names of state government departments do change periodically so always check you use the correct name!
- Commonwealth departments (the regulator) e.g.
 - Department of Agriculture Fisheries and Forestry
 - Australian Fisheries Management Authority
 - Department of Sustainability, Environment, Water, Population and Communities

As noted in Section 2.2, for the Australian fishing industry, advice to government and Ministers is often formally channeled through expertise based advisory committees or groups (e.g. MACs, FACs, MAGs, FAGs, etc).

Normally, members of such groups are selected for their expertise and knowledge. However, associations are sometimes granted one or more seats on these advisory committees or groups. In such situations, these association members are representing the interests of the association as a whole rather than representing their personal interests and/or expertise. It is important to know what hat you are wearing.

2.7 Research, development and extension

Research into all aspects of the seafood industry and aquaculture takes place primarily through the major universities and research institutions, such as the Centre for Fish Fisheries and Aquatic Ecosystem Research at Murdoch University.

There are two major research bodies in Australia that fund and coordinate research and extension for the seafood industry:

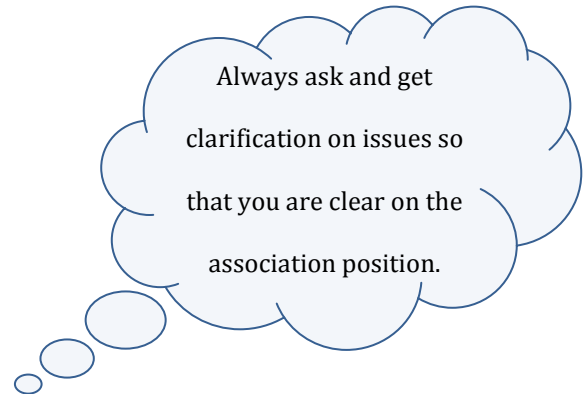
- Fisheries Research and Development Corporation (www.frdc.com.au)
- Australian Seafood Cooperative Research Centre (www.seafoodcrc.com)

An important role for associations is ensuring industry members' needs and interests are reflected in the research agenda of the research institutions that focus on the seafood industry.

For the Australian seafood industry, research priorities are generally developed and set for each State sector by formal committees of industry, government and research representatives (e.g. through sector Research Advisory Groups, and Fisheries Research Advisory Boards). Industry members make a substantial contribution to research through direct and indirect levies or direct funding, so having your say (user pays, user says) is important.

Once the research priorities are set, resources are allocated to these priorities by the Fisheries Research and Development Corporation and the Australian Seafood Cooperative Research Centre.

Whatever your role, it is important to ask questions – particularly of researchers. If you don't understand something, or why an important topic is not being researched, it is likely that others are in the same boat.



2.8 What influences decision making

All representational bodies and associations operate in a broad social and economic context. There are many influences on how decisions actually get made, many of which are political and not always apparent. Each decision maker has a range of interests, processes and responsibilities they must take into account when making decisions.

For example, an association will seek to get the best outcome possible for all its members whose interests may differ (e.g. large cooperative versus small owner-operated businesses). It also has to take into account the context of each player in the system.

The abalone case study above (M2-page 11) illustrates how this happens in practice.

This can present a range of challenges for associations:

- the interests of competing stakeholder groups both within and outside of the association need to be effectively considered
- compromises might need to be made
- decisions might take much longer than expected
- decisions or outcomes may not go the way they'd argued for

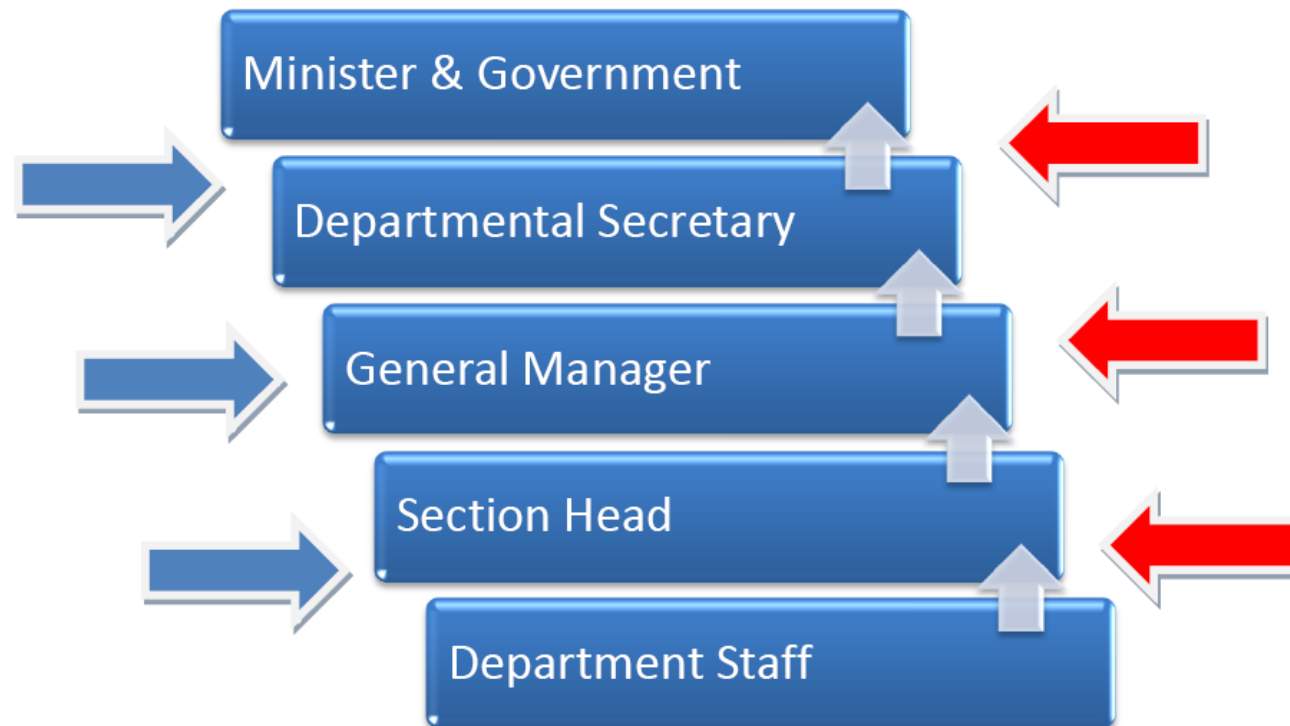
Figure 3 below (M3-p 18) maps some of the main stakeholders and current issues that may impact on how decisions are made. Just remember, the legislative decision-making processes take time to complete, so things will not happen overnight.

Figure 4 below (M3-p24) shows the broader decision-making context for the seafood industry.

Figure 3. Political and government influences

Advocacy or advisory

- Industry associations
- Sector associations
- Community bodies
- FACs; MACs
- Management Committees



Lobbying

- Individuals
- Fishers
- Staff
- Community groups
- Media
- Consumers
- Researchers
- Investors
- NGOs
- Councils
- etc

2.9 Advocacy versus lobbying

The goals of advocacy and lobbying are similar, but the processes are different.

Advocacy is attempting to cause political action, using methods such as public education and campaigns, with the aim to influence decision makers. **Lobbying** refers to influencing the government and its leaders.

There are two types of lobbying:

- direct lobbying
- grassroots lobbying

Direct lobbying is communicating your views to a legislator or a staff member or any other government employee who may help to develop or change legislation. It refers to specific legislation and reflects a view on the legislation.

Grassroots lobbying is trying to influence the public to express a particular view to their legislators about an issue. It attempts to encourage a group to take action with respect to the legislation.

Advocacy is a broader set of activities aimed to change public opinion or to get public support.

An advocacy strategy can include activities such as:

- articles in newspapers
- feature stories about how an individual or group was helped or has benefited from the organisation or action
- distribution of promotion materials etc

2.10 Political and ministerial influence

Associations also work in a political context. That is, they are constantly working with people and a range of interests, often competing interests.

Ministers and their advisors are critical components of the decision-making system for all industries, including the seafood industry. Advocacy and lobbying directly to Ministers is an important part of our political system.

Figure 4 illustrates the political influences on ministerial decision-making.

In addition to direct advice from their Departments, ministerial decision-making can be significantly influenced by individuals, constituents, interest groups, industry interests, party policy and electoral pressures.

It is important to recognise that lobbying can reinforce positions put by the agreed advisory bodies or, on the other hand, can undermine advisory body views and gain political (and sometimes vested) support for minority positions.

2.11 Activity: What influences me?

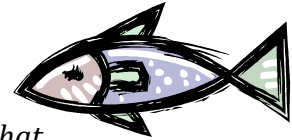


Figure 4(M2-pg22) provides an example of some of the influences that impact on your industry.

What are the main influences that would impact on **your** sector's decision-making?

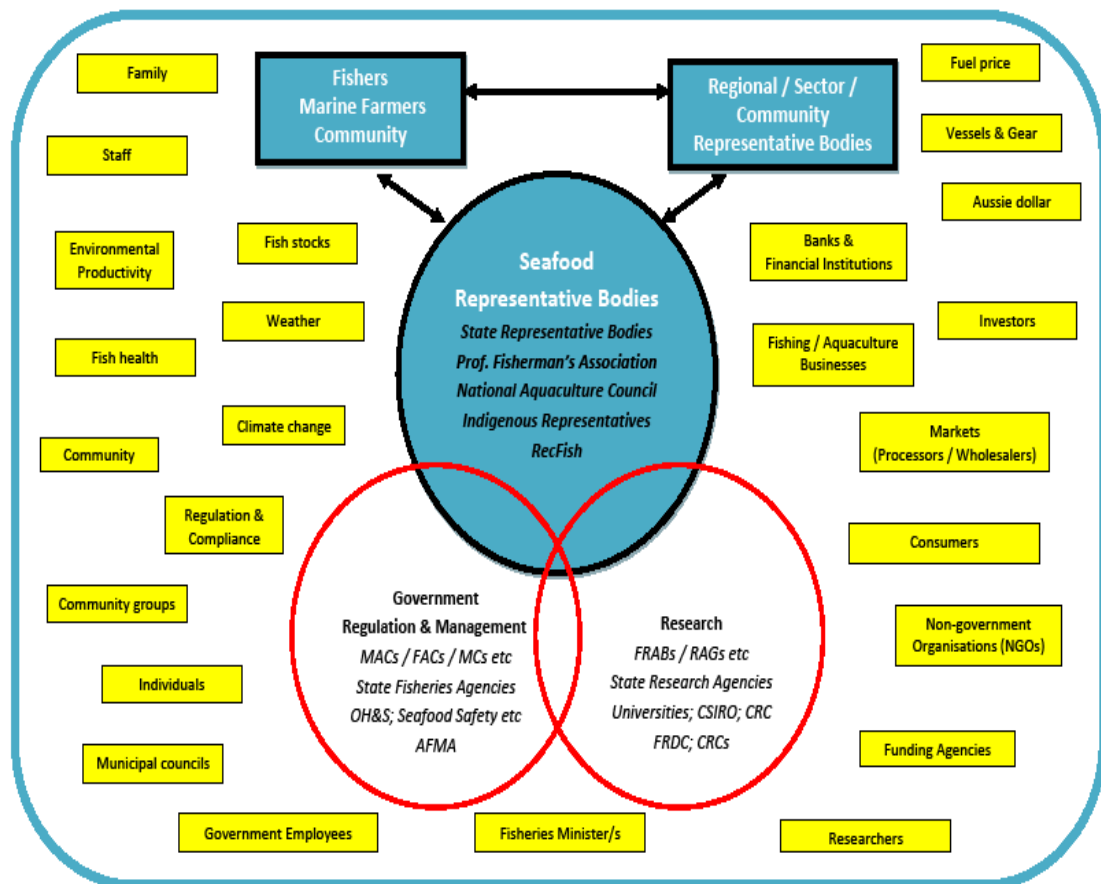
- Choose the top 10. (Choose more, if you want, but remember that you can only deal with some issues at one time).
- Write the top 10 as you come to them into the first column.
- Next rank the 10 from 1 (most important) to 10.

In the third column, list the influences from Figure 3(M2-pg18) that affect your issue.

Can you think of any other influences on decision-making in your sector?

Issue	Ranking	Influences
Example		
Lack of export market	5	Aus dollar

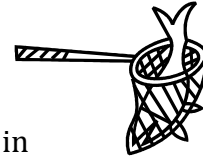
Figure 4. The broader decision-making context for the seafood industry



Summary: Structure of the seafood industry

- Each sector generally has a system of relationships and representation that provides an opportunity for fishers and growers to have a say and influence the important decisions and issues that affect their sector and the industry as a whole.
- The seafood industry seeks to influence government (regulators and policy makers); research agencies (industry development); the media; and the broader community.
- Each link in the decision-making chain is subject to many different, and sometimes competing, influences that you have to take into account when working on behalf of your sector.

Answers: Stick to the rules



These answers were to be found from the Model Constitution in
“Appendix 1: Handouts and Additional Information”.

Question: What formal roles must be elected to the management committee?

Answer: Clause 18 – Membership of the Management Committee: A president, treasurer and secretary.

*Question: A **quorum** is the minimum number of members of the Association’s management committee that must be present in order for the Association to make any decisions. How many members make up a quorum for a management committee meeting?*

Answer: Clause 2.4 - 50% of the Committee Members must be present to make up a quorum and allow the meeting to make any formal decisions.

Question: How can the members change the rules of the Association?

Answer: Clause 43 Alteration of rules: Rules may be altered by “special resolution” at a (formal) general meeting.

3 Representing your industry

Learning objectives

- To understand the responsibilities associated with being an active industry representative
- To value membership consultation
- To consider effective ways of engaging with industry members

3.1 Focusing on industry issues

Associations are representative or peak bodies, formed by industry members to represent the interests and needs of their members.

Each *active member* of an association, depending on the role and interests of the member, is there to listen to, understand and represent sector issues through the chain of representation discussed in Module 2.

An important point to keep in mind is that “industry issues” are not necessarily the same things as individual issues raised by individual members. An industry issue is one that is common across a significant portion of your sector.

Similarly, you might hold a different view from the majority of your members on a given issue. There may well be time when you will need to make sure that you are able to represent the views of your members even if you don’t personally agree.

While this might seem obvious, it is a fundamental principle that can easily get lost in the business and “busy-ness” of being active in an association.

3.2 Conflict of interest

A conflict of interest is a set of circumstances that creates a risk that professional judgment or actions regarding a primary interest will be unduly influenced by a secondary interest. A *Primary interest* refers to the principal goals of an association or advisory committee; while the *secondary interest* includes not only financial (pecuniary) gain but also such motives as the desire for professional advancement and the wish to do favors for family and friends. The secondary interests are not treated as wrong in themselves, but become objectionable when they are believed to have greater weight than the primary (advisory committee) interests.

The *conflict* in a conflict of interest exists whether or not a particular individual is actually influenced by the secondary interest. It exists if the circumstances are reasonably believed (on the basis of past experience and objective evidence) to create a risk that decisions may be unduly influenced by secondary interests.

Conflict of interest is an important thing you must deal with. If you think you or someone else has a real or potential conflict of interest you should:

- raise it with the Chair of your industry association or advisory body and get their view
- raise it at the next meeting and asked to have it recorded – this is your “declaration”
- the group will then work out a reasonable way to deal with it – this should be recorded also

How is conflict of interest dealt with?

If it's important enough, you will probably be asked to leave the room when that topic is discussed and you won't be able to vote on it and that will be the end of it.

If it is likely to be an on-going conflict of interest, and important enough, you might be asked to step down from the role.

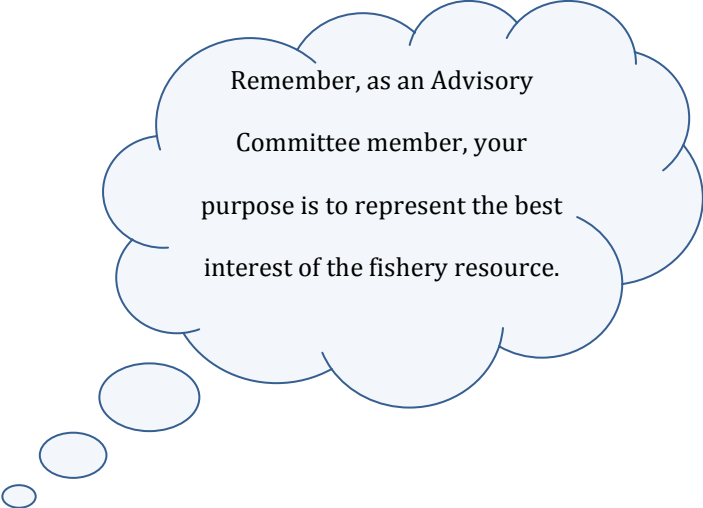
Declaring and managing a conflict of interest (real or potential) is an important legal and moral responsibility that should be taken seriously. Better to raise it and have it sorted out than keep quiet because you are not sure and end up in a serious situation.

3.3 Representation – two way communication

At the core of industry representation is communication. Further, this communication goes two ways - it involves:

1. listening to the members and cross section of members, not just the vocal or active members
2. influencing the members of your sector to understand the compromises and other factors that might stand in the way of their own needs and interests

As we saw in module 2, there are many drivers of change and influence outside the industry that impact on the seafood industry sector's capacity to run their businesses. These include such things as Government



Remember, as an Advisory Committee member, your purpose is to represent the best interest of the fishery resource.

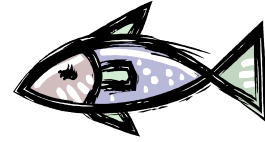
policy, legislation, regulation, public expectations, competing interests, market conditions or any other potential impacts on industry members.

An association's primary purpose is to make sure the interests of its members are considered in the many decision-making and change processes that take place. Its purpose is also to try for the best outcome for its members.

People are often appointed to an Advisory Committee as an individual based on their particular expertise – in this case they are not formally representing industry members and are able to speak and act as an individual in providing expert opinion and advice.

Remembering that representation is two-way, once a decision is made, it needs to be communicated back to the members. Members need to understand how decisions were arrived at and why – particularly if it doesn't go in the direction they had hoped for.

3.4 Activity: Whose interests are being served?



Consider an important issue in your sector of the seafood industry.

Consider what your member's interests are and what the interests of the sector as a whole are.

Issue:

What might members think about this issue?

What outcome might the industry association require?

What might the government regulator or other stakeholder groups think about the issue?

What could be the differences (if any) between these purposes?

How might any differences be reconciled?

3.5 Making decisions and getting action to happen

Associations make key decisions about industry issues on behalf of their members and convey these viewpoints to a range of agencies. They are in the business of understanding and representing member's interests.

Ensuring you have sufficient information of the right kind is critical to your association's ability to make good decisions in the interests of the industry and its members. Ask yourself:

- have you looked into this issue carefully?
- have you heard the views of a cross-section of your industry sector?

Many industry representatives make sure they have a "back-up" or "plan B" that they have discussed with their members before a negotiation. This makes sure the industry representative is really clear about what their members are prepared to give up and compromise on and what they are not.

It is also important to note that associations have responsibility for two-way communication with the members. They have a responsibility to communicate key issues and changes that have impact on the sector back to their members, and members will often go to associations to find out information they need or get questions answered.

Similarly, if a sector's position on an issue was not supported by decision makers, and your sector did not achieve the outcome they wanted, the decision must be communicated back to members, explaining why this didn't happen and perhaps discussing ways to move forward with the issue.

The sector needs to consider if:

- the advice was provided to the right people
- whether the advice was provided in a way that moved the decision to the desired outcome
- what could be done differently
- what actions are needed now

Case study 3: How representation works (A hypothetical example)

A member of the “*Alice Springs Commercial Fisher’s Association*” identifies that decreasing baitfish numbers is emerging as a problem for his/her operations. He/she raises this at the next meeting, and finds that most of the other operators are experiencing the same problem.

They ask the Chair of their association, who is their representative on the State Finfish Fishermen’s Association, to raise this at the next State Finfish Fishermen’s Association meeting to see what can be done about it.

The Alice Springs Chair, as regional representative, attends the next State Finfish Association meeting and raises the issue.

The State committee discusses the issue and decides that each of the other regional representatives will go back to *their* regional members to see if this is emerging as a problem in other areas of the state.

While they are consulting with their members, the Alice Springs Chair lets the local Alice Springs members know what is happening and the State association should soon be in a position to develop a response.

And so it goes. This sequence of discussion and feedback can take place right “up” the industry management structure if needed. This may involve a range of issues: e.g. overseeing a research or other kind of project; rolling out new standards; making sure members have access to workshops; training on important new issues and so on.

3.6 Advocacy and getting action to happen

As discussed in the previous module, one dimension to “getting action to happen” is advocacy. In practice, advocacy is action that aims to change laws, policies, practices and attitudes.

Advocacy actions are usually directed at decision makers *outside* the industry who hold the power to implement the change required, for example government departments, Ministers or the private sector.

Advocacy can also be directed towards changing public opinion to support an issue or cause, or take a specific form of action to put pressure on decision makers. The media is a key outlet for this.

As an industry representative, the decision to advocate, as well as the position being advocated, should be identified and agreed on by the members, through the processes of the industry association. This is an important role for an organisation and a consolidated and representative view needs to be part of advocacy.

Developing new ideas

Facilitating greater interaction between representatives of your organisation and decision makers develops an ongoing flow of ideas and issues within the organisation and through to the industry and government.

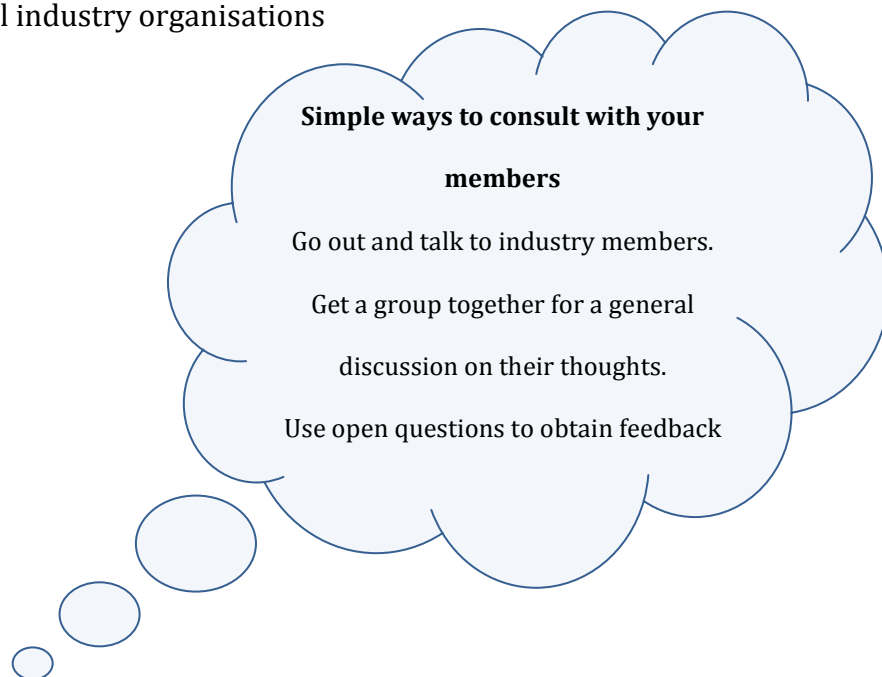
When analysing the potential merit of a new idea or issue, consider the following:

- What is the projected impact of this change?
- What is its projected return for the effort?
- What is the necessary investment in time and people?
- What is our present and potential position?
- What opportunity is represented here?
- What is the cost of the issue to individuals/ businesses/ the sector/ the industry?

3.7 Practical steps in engaging with industry members

As we saw in Module 2, many industry sectors are organised within a framework that includes a system of relationships that reach through the levels of the industry:

- local groups
- regional group
- state associations and state-based, cross-industry bodies
- national industry organisations

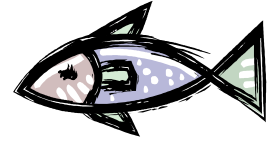


Some associations employ Executive Officers or project staff on a full- or part-time basis; that assist with the process of communication and consultation. Many don't or can't afford to, and in those cases, the role of the committee members becomes even more essential to good consultation, communication and representation.

The most common formal way for members to be consulted and for issues to be raised, is through the association meetings. The most common informal way of consulting is just talking to as many members as possible: phone, email and face-to-face.

Committee members are charged with the responsibility of carrying the views of their members to the next level or directly to the decision-maker involved in the issue.

3.8 Activity: Decision-making



Think about each of the following situations and record what the issues are and who might also have an interest in this matter.

Draw the decision-making pathway on the following blank page, for each issue (right up the industry chain).

Note any questions you have about how this decision might be made and any sticking points you think might occur.

Case study: Research into finfish

Your state research organisation has gained approval to conduct research trials on a new finfish species.

You are a member of the state aquaculture organisation and your industry body is required to provide feedback on the research priorities that will help develop the industry over the coming decade.

How would you determine the main research issues for the industry?

Who might also have an interest in this matter?

How might this decision be made?

What sticking points do you think might occur?

Summary: Representing your industry

- Industry associations are membership-based groups that represent the interests of the members and the sector as a whole
- As an industry representative, you have to make sure you understand what your members' think, what you all think the best interests of the industry are and what is to be the industry agreed position on an issue – this might be different from your own personal view.
- Two-way communication is essential – make sure you understand the views of a good cross-section of your members and that you always communicate back to your members what happened – how and why a decision was made, what impacted on the decision making process and what you now need to do to comply.
- Be clear about which “hat” you have on when you are in a representative role – if you are representing your association, for example on a Fisheries Advisory Committee (FAC), you must understand and reflect the needs, interests and decisions of your association and its members.
- If you are appointed as an individual to offer expertise, for example on a Fisheries Research Advisory Board (FRAB) you are representing your own personal expertise and experience and opinions.

4 Communicating effectively

Learning objectives

- To recognise effective communication
- To understand the open and hidden parts of what you communicate
- To use verbal and non-verbal communication effectively

4.1 What is effective communication?

Effective communication:

- is two way
- is respectful of others
- involves active listening
- reflects the genuineness of speaker and listener
- utilises feedback
- is free of stress
- is clear

Communication is made up of a broad range of signals:

- there are *verbal* elements such as the words used
- there are *vocal* elements such as the level of voice
- there are *visual* elements, such as body language, sign language, touch, eye contact, through media, i.e. pictures, graphics and writing

Understanding skills in communication will improve your capacity to effectively represent your industry members. People who are good communicators use appropriate listening, questioning and feedback skills as they collect and organise

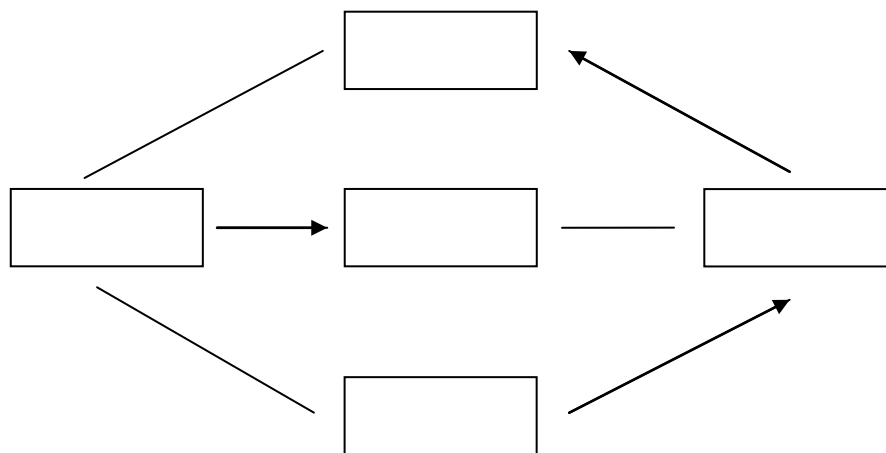
information. Those who have well developed interpersonal and communication skills are more likely to achieve outcomes that are satisfying to everyone.

The communication process has 5 main components:

- the **sender** sends the **message**
- the **receiver** pays attention and listens to what is communicated
- the receiver responds to the message
- the sender receives the **feedback** and sends a further **response** back

This process establishes the communication cycle.

4.2 Activity: Communication cycle



Complete the arrows and insert the 5 words **bolded** above to describe the communication cycle in the following diagram.

These are **sender; message; receiver; feedback; response**

4.3 Understanding yourself in communication

Building trust in communication is one of the most important tools you can develop as an industry representative.

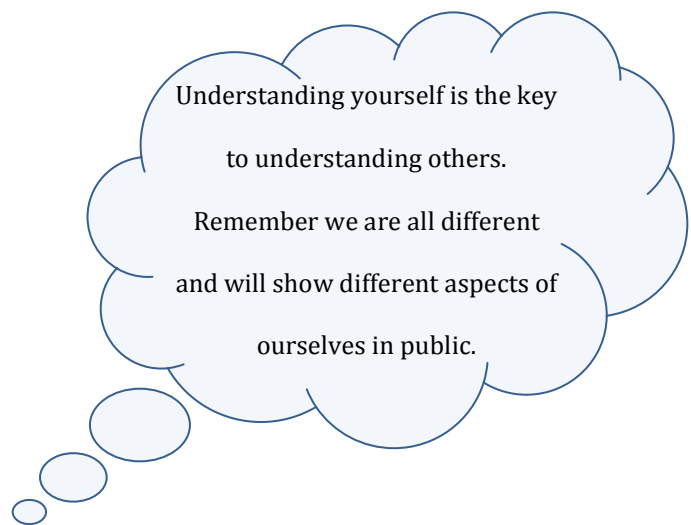
Whether we realise it or not, whenever we engage with other people we are already communicating. Awareness of how to communicate effectively will assist your ability to represent your members, and get outcomes. Remember, however, that even if you are a good communicator but do not follow through, you will not be trusted.

Understanding the process of how people interact will develop your ability to build productive relationships.

Self awareness windows

Understanding yourself and how you interact with others is a key part of how you communicate.

The following model (Figure 5) describes the process of human interaction and open and hidden aspects of ourselves. We can use this model to help us build better relationships with those around us.



The model shows the four 'windows' that divides personal awareness into four different types, as represented by each box: **Open; Hidden; Blind; and Unknown.**

The lines dividing the four box are like window shades, which can move as an interaction with some-one progresses or as you increase your self-awareness.

The information that each box represents can include feelings, motives, behaviours, wants, needs and desires as well as factual information like your name and job.

The size of each box and how much you “open” any of them will depend on you and how much self-awareness you develop. Some of us keep a large part of ourselves hidden, while others are more open in our interactions with others. Of course, our ‘openness’ varies with who we are interacting with.

Figure 5. Self awareness window – four areas of knowledge

(Adapted from the Johari window, a model created by Joseph Luft and Harry Ingham in 1955)

	What I know about myself	What I don't know about myself
What others know about me	Open (Open communication - this your 'Stage')	Blind (Other's know, I don't - this is your shaded area)
What others don't know about me	Hidden (What I keep private - this is your 'Facade')	Unknown (Unconscious actions)

The 'open' window represents things that both you and others know about you. For example: your name or your interests. In an initial meeting with a new person, the size of the opening of this first “open” box is not very large, since there has been little time to exchange information. As the process of getting to know one another continues, more of your information moves from the “hidden” window into the open window.

The 'hidden' window represents things that you know about yourself that the others do not know. It is your choice to 'hide' information that may be personal or professional. It is with the building of trust that you can move more of your information to the open window. This process is called 'self-disclosure.'

The 'blind' window represents things that the others know about you, but you are unaware of. For example: you may not be comfortable making eye contact, or you may jiggle your foot when you are nervous about something.

The 'unknown' window represents things that neither you know about yourself nor other knows about you. This remains hidden until your self-awareness grows.

What does this mean for communicating with others?

Some people have a larger open window and are perceived to be easy to work with and tend to develop honest and trusting relationships.

Some people have larger hidden areas than others; these may be the people that others find it hard to communicate with.

Being aware that there are different dimensions to other people and understanding yourself better means you can develop ways of build more trusting and productive relationships.

4.4 Activity: Opening up



Focus on the open and hidden windows.

- 1. List what you believe you show on your open side to most people in a work context.
- 2. List what you believe you actively keep hidden from most people in a work context.

Open	
Hidden	

- 3. Ask yourself - Is there anything in the “hidden” window that you could move to the “open” window and could “disclose” to help build more trusting, stronger relationships to people that you wish to influence? For example: with the Chair of the association, or with regulatory officers.

4. *Ask someone you trust how they see your blind side? What do they see that you may not recognise about yourself?*

5. *What did you learn in Step 4 that will help you develop your communication skills?*

4.5 Verbal communication

Effective verbal messages

Effective messages:

- are to the point, brief and organised
- are free of jargon
- do not create resistance in the listener

Sending Messages

Our use of language has tremendous power over the type of atmosphere that is created at the problem-solving table.

Words that are patronising, blaming, judgmental or accusatory tend to create a resistant and defensive mindset that is not conducive to productive problem solving.

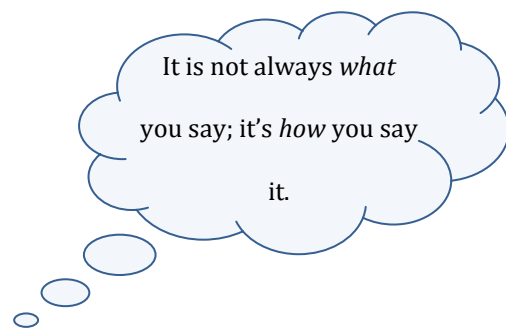
On the other hand, we can choose words that open up the issues and problems and reduce resistance. Phrases such as *"in some districts, people may...."*; *"it is not uncommon for"* and *"for some people in similar situations"* are examples of how this can work.

Sending effective messages requires that we state our point of view on the topic being discussed as briefly and succinctly as possible. Messages lose relevance and impact when accompanied by overly lengthy statements and complicated, unnecessarily technical explanations. Listening to a rambling, unorganised speaker is tedious and discouraging – why would someone continue to listen when there is no interchange?

Don't waste YOUR opportunity to speak effectively.

Choose your words with the intention of making your message as clear as possible, avoiding jargon and unnecessary or peripheral information. Adding to the discussion or making a comment in a meeting is your opportunity to help the listener understand YOUR perspective and point of view.

- **Intensity.** A reflection of the amount of energy you project is considered your intensity. Again, this has as much to do with what feels good to the other person as what you personally prefer. Some people can seem overly intense although they may not realise the impact they are having.



- **Timing and pace.** Your ability to be a good speaker and communicate interest and involvement is impacted by timing and pace. There should be a balance between being fast enough to maintain interest but not too fast so as to lose listeners.
- **Sounds that convey understanding.** Sounds such as “ahhh, ummm, ohhh,” uttered with congruent eye and facial gestures, communicate understanding and emotional connection. More than words, these sounds are the language of interest, understanding and compassion.

4.6 Activity: Sending messages

After a meeting, talk to someone you trust and ask them to assess how you contributed to the meeting.



Some questions you could ask them are:

How loudly do I talk? Do others hear me?

What is my pace like? Do I talk too slowly or too fast?

Do I vary my tone? Or do I talk at the same level all the time?

How often do I "Umm" or "Arrh"?

Do I use too much body movement when I talk? Do I wave my hands about too much?

Am I interesting to listen to?

4.7 Receiving Messages

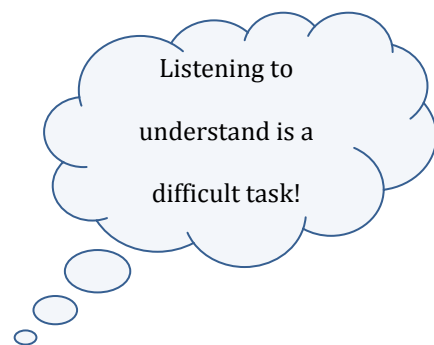
The key to receiving messages effectively is *listening*.

Listening is a combination of hearing what another person says and engagement with the person who is talking. Listening requires more than hearing words. It requires a desire to understand another human being, an attitude of respect and acceptance, and a willingness to open one's mind to try and see things from another's point of view.

Listening requires a high level of concentration and energy. It demands that we set aside our own thoughts and agendas, put

ourselves in another's shoes and try to see the world through that person's eyes.

True listening requires that we suspend judgment, evaluation, and approval in an attempt to understand another's frame of reference, emotions, and attitudes.



Often, people worry that if they listen attentively and patiently to a person who is saying something they disagree with, they are inadvertently sending a message of agreement.

When we have a deeper understanding of another's perception, whether we agree with it or not, we hold the key to understanding that person's motivation, attitude, and behaviour. We have a deeper understanding of the problem and the potential paths for reaching agreement.

When we listen effectively we gain information that is valuable to understanding the problem as the other person sees it. We gain a greater understanding of the other person's perception. After all, the truth is subjective and a matter of perception.

Listening:

- requires concentration and energy
- involves engagement with the speaker
- includes a desire and willingness to try and see things from another's perspective
- requires that we suspend judgment and evaluation

4.8 Questioning

An effective communicator asks open-ended questions to get information and clarification.

Open-ended questions are ones that can't be answered with a "yes" or a "no".

Open-ended questions help focus the speaker on the topic, encourages the speaker to talk, and provides the speaker the opportunity to give feedback.

Here are some examples of open-ended questions.

- **"What more can you tell us about** your experience with turtle excluders?"
- **"Tell us more** about the problems you have with catches."
- **"What kinds** of skills do you think are important for the seafood industry?"
- **"What do you think** makes it difficult for our voice to be heard by government?"
- **"How do you think we can** progress this issue further?"

4.9 Activity: Open and closed questions



Look at each of the following questions and label them as 'open' or 'closed' questions:

Question	Open/ closed
Example Did you attend the meeting?	Closed (Yes/no answer)
Example What do you think we should do?	Open (there could be lots of reasons)
Can you give me more information?	
Is there any other information that you need?	
What do you think about those changes?	
What happened at the meeting?	
Can I help you with that?	
How exactly did the disagreement start?	
Tell me what happened next.	
When you say that, what do you mean?	
Do you need more clarification?	
What happened that got you stopped?	
What else do we need to do to make this a success?	
Now we know the facts, are we all agreed this is the right course of action?	
Could you be more specific?	
Can you give me an example?	

4.10 Non-verbal communication - Body language

Another name for body language is 'non-verbal communications' and this is how people communicate, face-to-face, sometimes to accompany and sometimes outside the spoken words.

Body language is especially crucial when we meet someone for the first time. We form our opinions of someone we meet for the first time in just a few seconds, and this initial assessment is based far more on what we see and feel about the other person than on the words they speak.

The six universal facial expressions

There are certain basic facial expressions of human emotion are recognized around the world. These are inherited rather than socially conditioned or learned. They are: anger; disgust; fear; happiness; sadness; and surprise.

EXPRESSION	MOTION CUES
Happiness	Raising and lowering of mouth corners.
Sadness	Lowering of mouth corners raise inner portion of brows.
Surprise	Brows arch. Eyes open wide to expose more white. Jaw drops slightly.
Fear	Brows raised. Eyes open. Mouth opens slightly.
Disgust	Upper lip is raised. Nose bridge is wrinkled. Cheeks raised.
Anger	Brows lowered. Lips pressed firmly. Eyes bulging.

These six facial expressions have been expanded to include a broader range that includes amusement; contempt; contentment; embarrassment; excitement; guilt; pride in achievement; relief; satisfaction; sensory pleasure; and shame.

4.11 Activity: Identifying facial expressions



Can you identify the six emotions in these images?



(Put your answers here)

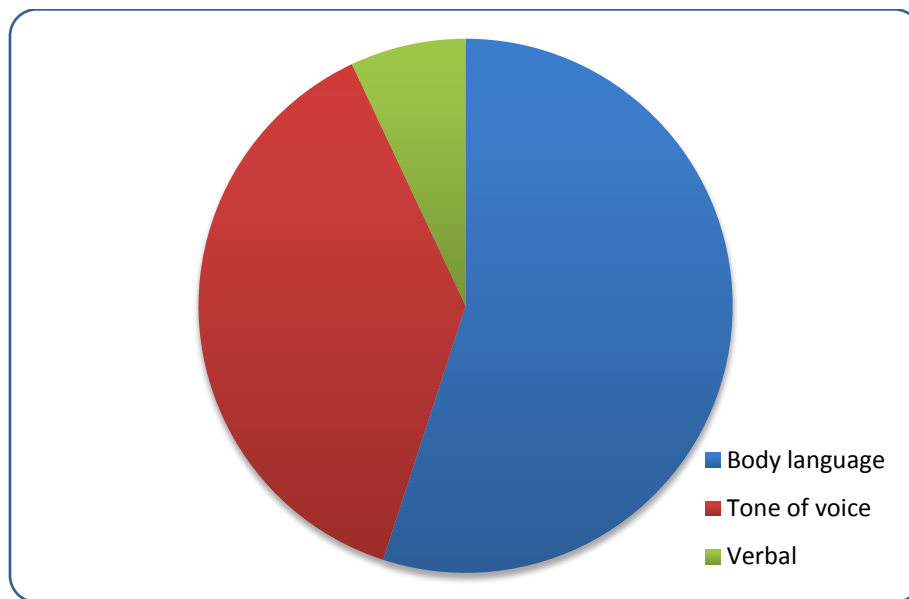
A major part of communication is demonstrated through body language

93% of how we communicate is non-verbal:

- 55% **body language** and
- 38% is **tone** of voice

This means that **only 7% of inter-personal communication is about actual words!**

The messages we send are not necessarily what we are saying.



4.12 Factors to consider when 'reading' body language

It is important to 'read' other people's body language, and to think about what your own body language might be communicating to others.

On many occasions we form a strong view about a new person before they

speak a single word. This means that body language is very influential in forming impressions on first meeting someone.

Importantly, understanding body language enables better self-awareness and self-control too.

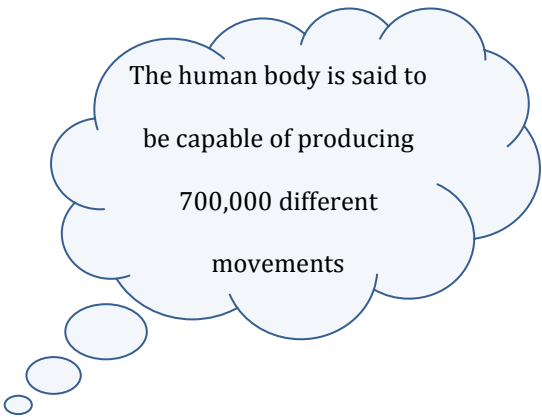
There are a number of factors to consider when reading body language:

- **Context**

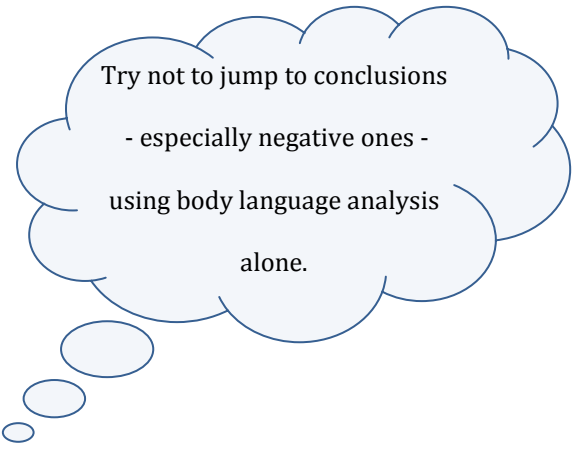
Body language in a certain situation might not mean the same in another.

For example:

- Someone rubbing their eye might have an irritation, rather than being tired - or disbelieving, or upset.
- Someone with crossed arms might be keeping warm, rather than being defensive.
- Someone scratching their nose might actually have an itch, rather than concealing a lie.



The human body is said to be capable of producing 700,000 different movements



Try not to jump to conclusions - especially negative ones - using body language analysis alone.

- **Sufficient samples**

A single body language signal isn't as reliable as several signals.

- **Culture/ethnicity**

Certain body language is the same in all people, for example smiling and frowning but some body language is specific to a culture or ethnic group. For example: personal space.

- **Age and gender**

Young men for example often display a lot of pronounced gestures; older women adopt more modest postures

- **Faking/deception**

Some people artificially control their outward body language to give the impression they seek to create at the time. For example: a confident firm handshakes, or direct eye contact, are examples of signals which can be quite easily 'faked'.

- **Boredom, nervousness and insecurity**

Many body language signals indicate negative feelings such as boredom, disinterest, anxiousness, insecurity. There is a tendency to imagine a weakness on the part of the person exhibiting them. However, it is often the situation, not the person.

4.13 Tips for successful non-verbal communication

Pay attention to inconsistencies.

Nonverbal communication should reinforce what is being said. If you get the feeling that someone isn't being honest or that something is "off," you may be picking up on a mismatch between verbal and non-verbal cues.



Is the person saying one thing and their body language something else? For example, are they telling you "yes" while shaking their head no?

This woman is looking concerned or worried about something or is she just bored?

Look at non-verbal communication signals as a group.

Don't read too much into a single gesture or non-verbal cue. Consider all of the non-verbal signals you are sending and receiving, from eye contact to tone of voice and body language. Are your non-verbal cues consistent—or inconsistent—with what you are trying to communicate?



The woman on the right on this group is looking disengaged with the conversation.

Take a time out to consider the signals.

In stressful or challenging situations, you're more likely to misread other people or send confusing or off-putting non-verbal signals. Once you've assessed the situation, you'll be better equipped to react in a positive way.



The person in the image could be offering warm congratulations or imposing power over another with the double hand-clasp.

4.14 Activity: How do you respond?



Think about how you respond both verbally and non-verbally in different situations.

Write down your answers to the following situations:

(a) When you feel bored with what is being said in a discussion, how do you usually express/display your feelings?

Verbally _____

Non-verbally _____

What could you do differently to be more open in your non-verbal communication?

(b) When you feel annoyed with another person with whom you want to build a better relationship, how do you usually express/display your feelings?

Verbally _____

Non-verbally _____

What could you do differently to be more open in your non-verbal communication?

(c) When another person says or does something which offends you how do you usually express/display your feelings?

Verbally _____

Non-verbally _____

What could you do differently to be more open in your non-verbal communication?

4.15 Activity: Assessing your communication skills



The following activities (Part A and Part B) help you to look at your strengths and weaknesses in communication.

There are a series of statements for you to respond to and then score your answers.

The activity is designed to help you look at the communication skills you already have and to provide information about skills you may need to concentrate on.

If you find that some of your skills need improvement, think about how you could practice skills more often.

Part A: Communication Quiz

Instructions:

For each statement, tick the box that best describes you. Answer questions as you actually are, rather than how you think you should be.

	Statement	Not at all	Rarely	Some times	Often	Very Often
1	I try to anticipate and predict possible causes of confusion, and I deal with them up front.					
2	When I write an, email, letter or other document, I give all of the background information and detail I can to make sure that my message is understood.					
3	If I don't understand something, I ask questions until I have the information I need.					
4	I'm never surprised to find that people haven't understood what I've said.					
5	I try to think about how the other person will receive my message before I say anything.					
6	When people talk to me, I try to see their perspectives.					
7	I don't use email to communicate complex issues with people. It may be quick and save time in the short term but I know it won't be an effective way to ensure their understanding.					
8	When I finish writing a report, memo, or email, I check for typos etc. Then I put it aside for a while and go back to it later to check that it says what I want to say in the manner I wish to say it.					
9	When talking to people, I pay attention to their body language.					
10	I use diagrams and charts to help express my ideas.					
11	Before I communicate, I think about what the person needs to know, and how best to convey it.					
12	When someone's talking to me, I firstly listen actively to understand what they are saying. Then I think carefully about what I'm going to say to ensure they receive my message.					
13	Before I send a message, I think about the best way to communicate it (in person, over the phone, in a newsletter, via email).					
14	I try to help people understand the underlying concepts behind the point I am discussing. This reduces misconceptions and increases understanding.					
15	I consider cultural barriers when planning my communications.					

Score Interpretation

When you are finished, add up your score in each column.

Score the columns by multiplying with the following ratings:

Rating	Score
Not at all	1
Rarely	2
Some times	3
Often	4
Very Often	5

Add each column total together to get your total score: _____

Score	Comment
56-75	You understand your role as a communicator, both when you send messages, and when you receive them. You anticipate problems, and you choose the right ways of communicating. People respect you for your ability to communicate clearly, and they appreciate your listening skills.
36-55	You're a capable communicator who can communicate well. Take the time to think about your approach to communication, and focus on receiving messages effectively, as much as sending them. This will help you improve.
15-35	You have skills in communication but you need to keep working on your communication skills. The good news is that, by paying attention to communication, you can be much more effective at getting your message across.

Part B: Practising better communication



Choose three statements from the quiz (on page M4-23 above) that you think it would be useful to work on to improve your communication skills. For example:

Statement 6: “When people talk to me, I try to see their perspectives.”

Then think about what you could try doing to improve that area of your communication.

For example:

What can I do differently? Stay quiet a bit after someone speaks before I reply. And think about what they’ve really said first.

Statement:

What can I do differently?

Statement:

What can I do differently?

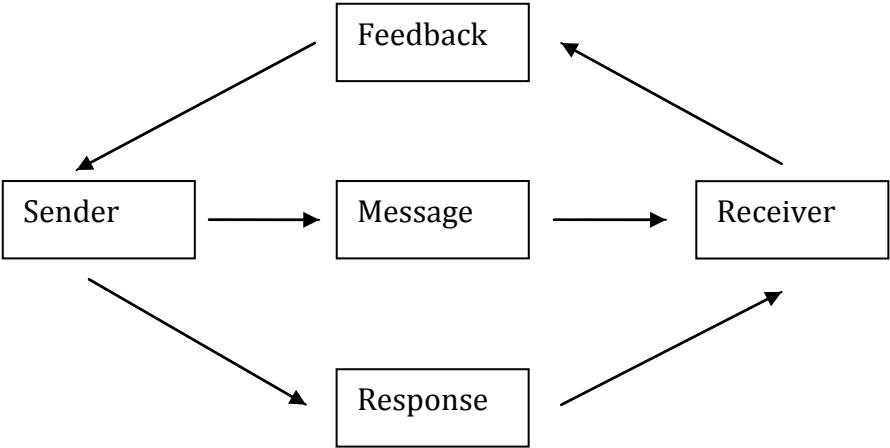
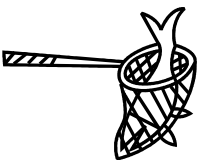
Statement:

What can I do differently?

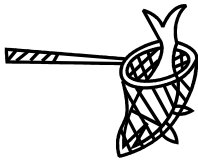
Summary: Effective communication

- Effective communication is the basis for getting positive results and good outcomes with people.
- You can build your communication skills by noticing how you affect others and improving some key habits:
 - Being clearer and more easily understood by others – verbal *and* non-verbal
 - Asking open-ended questions
 - Active listening.
- Take into account non-verbal as well as verbal communication when listening or sending messages.

Answers: Communication cycle

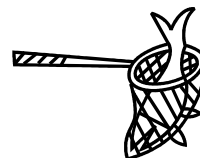


Answers: Identifying facial expressions



Disgust (contempt)	Surprise	Happiness
Fear	Sadness	Anger

Answers: Open and closed questions



Question	Open/ closed
Can you give me more information?	Closed
Is there any other information that you need?	Closed
What do you think about those changes?	Open
What happened at the meeting?	Open
Can I help you with that?	Closed
How exactly did the disagreement start?	Open
Tell me what happened next.	Open
When you say that, what do you mean?	Open
Do you need more clarification?	Closed
What happened that got you stopped?	Open
What else do we need to do to make this a success?	Open
Now we know the facts, are we all agreed this is the right course of action?	Closed
Could you be more specific?	Open
Can you give me an example?	Open

5 Influencing and building relationships

Learning Objectives

- To be aware of the differences between persuading and negotiating
- To be able to identify and engage stakeholders
- To consider effective ways of building relationships and networks

5.1 What are persuading and influencing?

Representation has four important elements:

- **Persuading** involves being able to convince others to take appropriate action;
- **Negotiating** involves being able to discuss and reach a mutually satisfactory agreement;
- **Influencing** encompasses both of these;
- **Building relationships** is a key tool in being an effective representative.

There are many factors to influencing others, but one of the key ones is:

"People don't resist change, they resist being changed."



If we want to help people change, we have to help them decide the change is in their best interest. We have to *influence* people, not force change upon them.

5.2 Influencing people

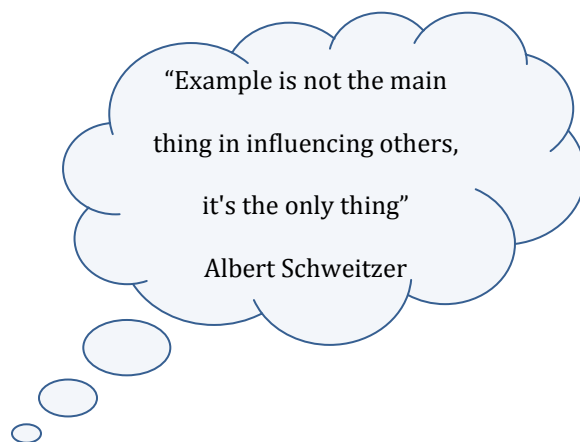
Here are five things you can do to influence change in others.

1. Respect their perspective.

What matters is the perspective and beliefs of the other person. Determine their concerns, fears and assumptions regarding the change. Doing this will definitely help you counter some of these concerns. But the real benefit in truly understanding and communicating that you understand their perspective is that you are demonstrating you value their opinion and they will feel they are a part of a conversation.

2. Acknowledge their perspective.

You may not agree with their assumptions or share their fears and concerns, but you can acknowledge their perspective. Let them know that you understand and respect their point of view.



3. Speak to their interests.

Once you know more about their issues and concerns you can help them see a different perspective. Look for common ground to build relationships. By acknowledging their perspective as a valid one, their mind will likely be more open to considering a new perspective. Talk with them about the differences between your perspectives and why this might be.

4. Notice people's natural tendencies.

Everyone has their own natural tendencies towards change. Some are more open and move more quickly to a new approach or system. Others are more cautious.

Be aware that not everyone will move at the same rate.

5. Be patient.

Give people some time. Let them reflect on what you have shared with them. Give them time to justify a new position in their mind.

Recognise that by giving people time it may also help them "save face" as they begin to advocate a change that they had previously opposed.

5.3 Negotiating with people

There are two basic aims when negotiating:

- Negotiating to win
- Negotiating jointly

Negotiating to win involves placing too much emphasis on pursuing your own interests to the exclusion of others:

I win: you lose!

It is forcing someone to do what you want them to do and ignoring their interests.

Whilst you might get short-term gain, you will build up long-term resentment. This can be very disruptive if you ever need to work with these people again.

Negotiating jointly seeks to come to an agreement where everyone gets what they want *at some level*, reaching a compromise and a mutually satisfactory agreement. You need to establish mutual trust, so it requires honesty and integrity from both parties. Both sides work together to come up with a compromise solution to suit everyone's best interests. Each party tries to see things from the other's perspective. Assertiveness is the best way here: being passive or aggressive doesn't help.

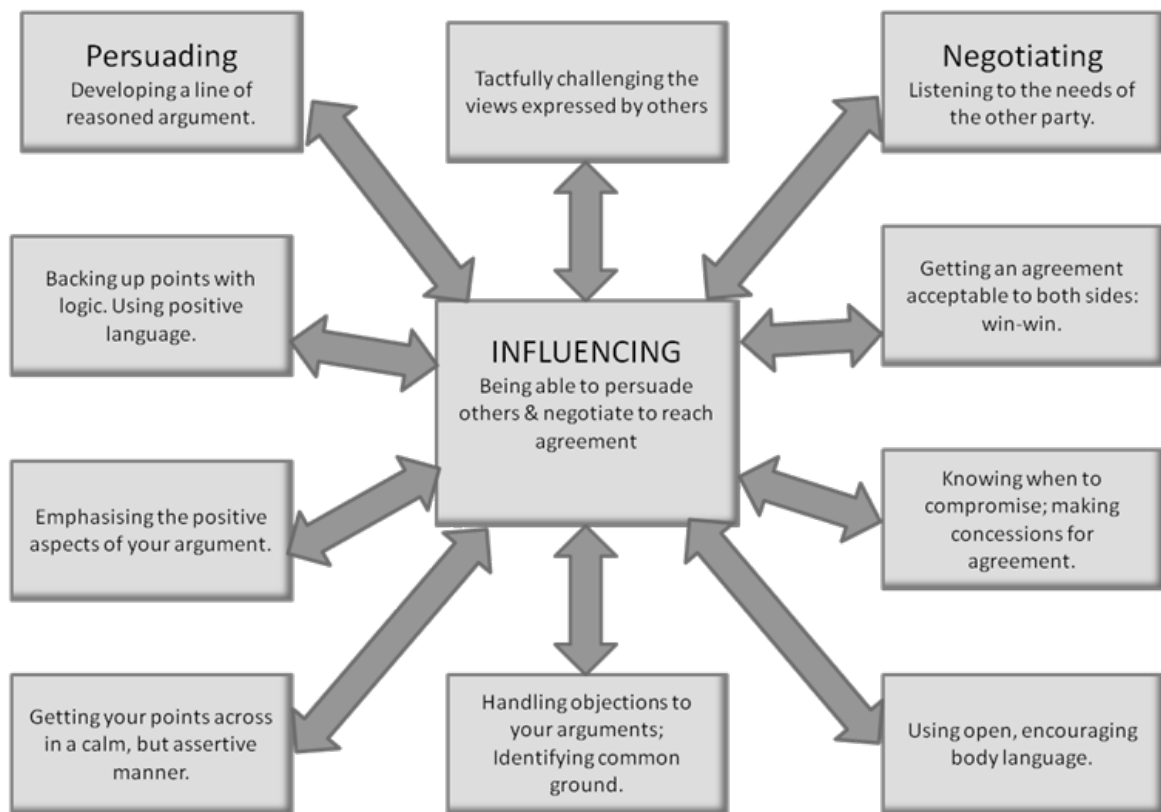
Compromise

Although it may not always be possible to reach a mutual agreement, it is important that everyone's opinion is heard and considered.

Agreeing to disagree, even after all attempts at finding resolution should not be viewed as failure. In the end, a decision generally has to be made by an individual (in the case of Minister) or a small group (e.g. by voting within an association board).

The following model illustrates the dimensions of effectively influencing people.

These are all important aspects of working as an industry representative where you may be working to influence government officials, politicians and researchers as well as members of your sector.



5.4 Tips for successful influencing

Persuading	Negotiating
Listen carefully to the arguments of the other party and assess the logic of their reasoning	Know when to compromise. Offer concessions where necessary, but minor ones at first.
Clarify issues you are not clear about by asking how, why, where, when and what questions.	Distinguish between needs: important points on which you <i>can't</i> compromise and interests where you <i>can</i> concede ground.
List all the issues that are important to both sides and identify the key issues. Identify any personal agendas.	Allow the other party to save face if necessary via small concessions.
Question generalisations and challenge assumptions.	Identify any areas of common ground.
Understand any outside forces that may be affecting the problem.	Keep calm and use assertive rather than aggressive behaviour. Use tact and diplomacy to diffuse tensions.
Decide on a course of action and come to an agreement.	Remember: NO is a little word with big power!
Plan for alternative outcomes if you can't reach agreement	Make sure there is an agreed deadline for resolution.

5.5 Activity: Influencing



This activity is in two parts: Part A (this page) and Part B (next page).

Part A: Answer the following questions by circling the number.

- How often do you encourage other industry members to let you know your thoughts on an issue that is important to the seafood industry?

Never 1 2 3 4 Always

- How often do you check to make sure you understand what other people mean before you agree or disagree?

Never 1 2 3 4 Always

- How often do you use rephrase someone's words to confirm what they have said before responding?

Never 1 2 3 4 Always

- How often do you keep your thoughts and ideas to yourself in meetings?

Never 1 2 3 4 Always

- How often do you share information you have on a current topic with the rest of the group?

Never 1 2 3 4 Always

Part B: Describe a situation where you had to INFLUENCE someone to do something. How did you go about it? Were you successful?

What was the situation?

What did you do?

What was the result?

Based on the model and tips we've just reviewed, what might you do differently next time?

5.6 Planning alliances

There are many different types of alliances which will be influenced by the strategy or idea that you want to progress. The need for each alliance is determined by the phase of your strategy, where it is heading and the desired outcome.

Stakeholder engagement

A stakeholder is anyone who is affected by, or can influence, a decision or action.

To determine who can influence the implementation of a strategy, the following process will help you define the key stakeholders.

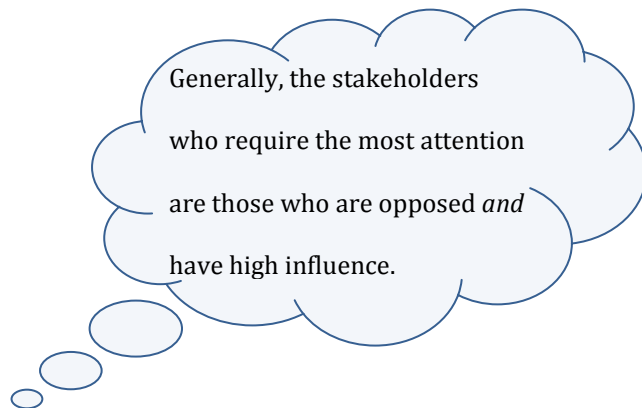
Identify and list the potential stakeholders who, again, are those affected by, or can influence, the outcome you are seeking. These may be individuals, or groups, or some combination of the two.

You now need to know more about your key stakeholders. You need to know how they are likely to feel about and react to your project. You also need to know how best to engage them in your project and how best to communicate with them.

Key questions that can help you understand your stakeholders are:

- What financial or emotional interest do they have in the outcome of your work? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?
- What is their current opinion of your work? Is it based on good information?

- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they are not likely to be positive, what will win them around to support your project?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?



A very good way of answering these questions is to talk to your stakeholders directly – people are often quite open about their views, and asking people's opinions is often the first step in building a successful relationship with them.

You can summarize the understanding you have gained on the stakeholder map, so that you can easily see which stakeholders are expected to be blockers or critics, and which stakeholders are likely to be advocates and supporters of your project. A good way of doing this is by colour coding: showing advocates and supporters in green, blockers and critics in red, and others who are neutral in orange.

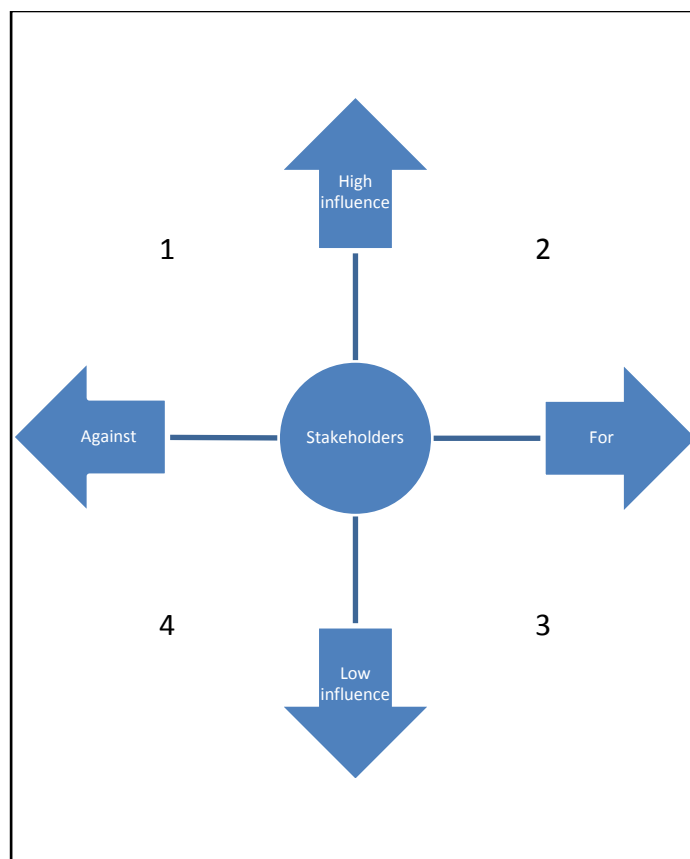
You need to plan strategies for approaching and involving each significant stakeholder or stakeholder group. This might take the form of obtaining more information for example, or involving the stakeholder in the planning for the change.

Where the stakeholder is a group rather than an individual, consider the style of participation appropriate: e.g. direct participation by everyone, or a few people representing the larger group. If stakeholders can be treated as a group, it can be useful to work with them as a group.

In general, high influence indicates a need to involve the person in some way.

Figure 6 shows how you how to rank the stakeholders by their influence and their willingness to agree with the organisation's position on an issue.

Figure 6. Rating stakeholder influence



If they are opposed, you need to find some way to neutralise their influence. The people or groups who require most attention are those who are influential and opposed or might be able to block your change.

5.7 Activity: Raising the stakes



When progressing a plan or idea, including stakeholders in the process is essential to your planning.

Consider a project that you want to progress or an issue that your organisation is managing; list the stakeholders in the table below. These can be anyone who will influence, either positively or negatively the outcome.

It may help to list them in rough order of importance.

Stakeholder	Influence Rating	Strategy to engage them	More info required?
Example			
Local community group	1 <i>(High/ Against)</i>	Attend meeting with key people to explain our position	Yes, who are the key people in this group?

Next, rate the stakeholders based on where you think they fall in Figure 6 (M5-pg11).

For example someone you think has a high influence on the project and is supportive would be rated as 2; someone who is against the project but who has little influence on the public view or the decision makers would be rated a 4.

Once you are clear about who your stakeholders are and what their interest might be, plan strategies for approaching and involving each person or group. Where the stakeholder is a group rather than an individual include the style of participation appropriate: e.g. direct participation of everyone, or representation.

Note your strategy down in column 3. Usually this would take the form of obtaining more information, or of involving the stakeholder in the planning for the change.

If you are not sure about your stakeholder's needs and interests, use column 4 to remind you to get more information. The more influence the person has, the greater the need to really understand their interests. Approach the person concerned or someone who can be assumed to know about the person's attitude or influence to help you understand them better.

5.8 Planning alliances - Developing networks

Taking the crowd with you when planning change is vitally important. And to do this, it really helps to have a network of trusted contacts and allies to help you plan and act.

Establishing networks, which could comprise individuals, teams, or organizations, will help you integrate knowledge and strategy. Developing networks can occur naturally, but in most cases a strategic approach to developing networks can be really useful.

The three forms of networking

	Operational	Personal	Strategic
Purpose	Getting work done efficiently; maintaining the capacities and functions of the group	Enhancing personal and professional development; referrals to useful information and contacts	Deciding future priorities and challenges; getting stakeholder support
Location & orientation	Contacts are mostly internal and orientated towards current demands.	Contacts are mostly external and orientated towards current interests and future potential interests.	Contacts are internal and external and orientated towards the future.
Players	Key contacts are relatively nondiscretionary; decided by task and organizational structure, so it is very clear who is relevant.	Key contacts are mostly discretionary; it is not always clear who is relevant.	Key contacts for the strategic context and the environment, discretionary but not always clear who is relevant.
Network attributes	Depth: building strong working relationships.	Breadth: reaching out to contacts that can make referrals.	Leverage: creating inside-outside links.

Who should be in your network?

There are some simple questions you can ask yourself when you are deciding who should be in your network. They include:

- Who can help me?
- Who knows what is going on?
- Who already has strong networks?
- Who are the critical links in the information chain?
- Who are the high profile people?

Think about the level of connection you have with the people in your organisation:

1. Who introduced you to these people? This will give you an opportunity to identify where there are gaps in your network.
2. Identify the gate-keepers of information and influence. These people often provide introductions to other stakeholders. They can be at any level but are the key to the flow of communication.
3. Look more broadly into your industry; identify where you fit within the industry.

You can think of the industry and those peripheral stakeholders as a system where all parts are interrelated. This will help you identify areas where you are not networked and therefore require further attention. Are there opportunities for not only vertical but also horizontal integration into industry organisations?

You may now have a long list of people and organizations to network with. Some of these may have the power either to block or advance. Some may be interested in what you are doing; others may not care.

The Power/Interest Grid as shown below can help you to classify stakeholders by their power and interest over your project. Mapping of the industry will assist you place priority on which stakeholders to start with.

For example, your boss is likely to have high power and influence over your projects and high interest. Your family may have high interest, but are unlikely to have power over it.

Power	High	Keep informed about the process	Involve them closely in the process
		Minimum effort needed	Communicate regularly
	Low		
		Low	High
		Interest	

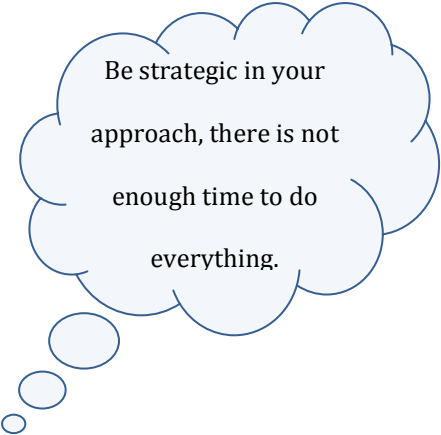
Someone's position on the grid shows you the actions you have to take with them:

- High power, interested people: these are the people you must fully engage and make the greatest efforts to satisfy.
- High power, less interested people: put enough work in with these people to keep them satisfied, but not so much that they become bored with your message.
- Low power, interested people: keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project.
- Low power, less interested people: again, monitor these people, but do not bore them with excessive communication.

Preparation

Nearly every seafood event you go to is a networking opportunity. But it isn't just formal industry events or dedicated networking events, also consider:

- your local pub
- the boat ramp
- on the water
- at the wharf
- government events – Federal, State and Local
- trade shows and conferences
- workshops
- committees



Be strategic in your approach, there is not enough time to do everything.

- research & development forums
- electronic – LinkedIn, Facebook, blog discussion groups

First look for those events attended by people you want to meet and in your industry area. Then identify events outside of those you would normally attend. The connections made at these peripheral events can provide some of the more creative collaborations.

Also, look to those people within your organisation who have the skills to be bridges and enlist their help in creating an effective network for the organisation. As your network grows look more to establishing key cluster links.

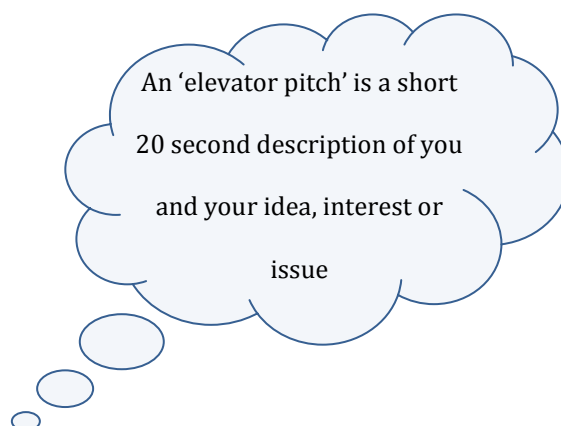
Maintaining your networks

Your network is not stagnant but is constantly growing and changing.

People constantly enter and exit organisations and the seafood industry. Think about how you can create more value to your organisation through your networks. Look at who you want to include and establish a strategy to meet these people. Remember, your social network can be effective here as well.

When you go to events be prepared to engage with the people in the room.

1. Have your 'elevator pitch' ready to engage with stakeholders.



2. Think of some open-ended questions that will help you to find synergies with the person you are talking with. Networking is also an opportunity for you to ask about something you really want to know and that they are passionate about.

3. If you are stuck, or shy, a useful question you can use is:

“What do you regard as a great opportunity for your sector?”

This will give you an opportunity to see where you are able to work with them to help them achieve their goals and help you achieve your own goals.

4. If you have them, it can be really useful to have business cards or your contact details ready to handout. The person you are networking with may have an exceptional memory and be able to remember everyone they meet, but it does help if they have something to remind them and to refer to in the future.

5.9 Activity: Stakeholder map



Think about your most immediate interests and responsibilities in your industry association.

List all of the people in your network and plot them on the Power/ Interest Grid. Note any particular people you do not know well but who are important in the network.

Think about how you can engage with each of the sectors of the Grid.

Power	High	Keep informed about the process _____ _____ _____ _____ _____	Involve them closely in the process _____ _____ _____ _____ _____
		Minimum effort needed _____ _____ _____ _____ _____	Communicate regularly _____ _____ _____ _____ _____
	Low		
		Low	High
		Interest	

Summary: Influencing and building relationships

- Involving stakeholders in the process or project is essential for getting positive impact and results
- Planning your approach to stakeholder engagement is critical – work systematically to understand their needs and interests and how best to engage with your stakeholders
- Networks are important tools in industry representation and influencing change. Using any opportunity to build your networks will help you be more effective as an industry representative.

6 Effective meetings

Learning objectives

To understand:

- the purposes and functions of meetings
- meeting processes and standard meeting practices
- your role in creating an effective meeting

Once you join an association or committee, you'll find yourself in meetings.

These are usually necessary, but are only useful if each person knows how to use meetings to address the issues.

For people new to meetings, the prospect of finding yourself in this unfamiliar environment can be quite daunting.

If you understand what's meant to happen and what to do in a meeting it makes it much easier for you to help make decisions and determine actions.

Meetings have a few simple rules.

Understanding these basic rules will be a big step to giving you the knowledge and confidence to make a contribution to your seafood industry body and other associations.



"Our chairman should be here any minute – I hear the opening strains of his theme music."

6.1 The purpose of a meeting

Meetings occur when groups of people gather to discuss and try to resolve matters that they are all concerned about. For example:

- What are the key research priorities for your sector?
- Who will represent your industry on the national body?
- What is your industry position on a proposed fishery regulation?

Meetings are the way in which representational bodies and industry associations do business. They can have different purposes, and to make sure they are effective, everyone in the meeting should know and agree on what the meeting is for. For example, all or part of the meeting may be to:

- check the budget
- develop a policy
- agree on an action
- solve a problem
- resolve a conflict

Some examples

- an advisory committee may provide advice on a sustainable catch (e.g. abalone TAC) to discuss with regulators
- an industry association could set their industry's research levies

6.2 Structure of meetings

For a meeting to achieve its goals effectively, a structure needs to be in place. If a meeting has little or no structure, the results are unproductive and dissatisfying for all concerned and deciding on actions is limited. The following section describes the key elements of a meeting that give it a useful structure.

Good meetings are important for:

- collective decision-making
- planning and follow-up
- transparency and accountability
- other practices that will help you to build a good organisation

If meetings are run and used as they should be, they can help an organisation to be effective in the way it represents its member' interests to government, researchers and other sectors, and can help make decisions that have positive outcomes for their industry.

However, like all organising tools, meetings can be used badly and end up not serving the purpose they were set for. Some common complaints about meetings you might hear include:

- too many long meetings
- discussing the same thing over and over again without seeming to move forward
- revisiting decisions
- one or two people always dominate the discussion

If everyone understands and sticks to good meeting procedure, all these and other, issues can be easily managed.

Effective meetings are generally quite formal and you will hear many terms used that have a specific meaning in meetings – like “Chair”, “minutes”, “motion” or “proposal”.

A meeting is guided by a set of common practices sometimes called “rules” or “procedures”. This section explains some of the key terms and roles that guide how a meeting takes place. Further detail on this can be found in Appendix 2 (Handouts and Additional Information).

The **Chair** is the person chosen to run or “chair” the meeting. A meeting is usually chaired by the President of the association. See Box 1 “Thank you Mr Chair” for more detail on the Chair’s role.

The **Secretary** is the person who takes care of the administrative details of the meeting. One of the most important roles of the Secretary is taking “the minutes” of the meeting.

The **minutes** are the record of what happens at the meeting, including main discussions, decisions made and actions that have been agreed to.

The **quorum** is the specific minimum number of members who must be present for a meeting to be allowed to conduct business and take binding decisions. The **quorum** is stated in the organisation’s constitution. A meeting cannot make binding decisions on its members until there is a quorum.

6.3 Stages of a meeting

The stages of an effective meeting include studying a problem, generating alternatives, evaluating alternatives and making and considering the outcome of decisions.

Each stage of a meeting has specific goals to achieve. The chairperson and members should have these objectives in mind throughout the meeting.

The following are the stages of an effective meeting:

1. Studying a specific problem

Studying a specific problem involves looking at the problem from different points of view.

- The first step is to define the problem: What is it? What are the far-reaching effects of the problem on the organizations?
- Analyse the data available and see what the group can learn from it.
- Look at the problem using intuition: let the gut feeling prevail.
- Look at the negative aspects of the problem. Will it work? If not, why?
- Now look at the problem in a positive light: what are the benefits? How can it be used to benefit the organisation?
- Are there better ways to deal with the problem?

The chairperson should control the whole problem analysis by alternating between different points of view.

2. Generating alternatives

- List the problems one by one.
- Brainstorm the members for solutions. Tell the members to speak out with a solution that comes into their minds. No discussions, no criticisms. The secretary should tabulate the ideas on a white board.

3. Evaluating the alternatives

- Once the ideas from members are recorded, analyze the pros and cons for each.
- Make a list of ideas that could be considered.
- Can these be improvised or bettered?

4. Making decisions and considering the outcome

- Select the best solutions offered by the members.
- How to best adapt these to suit the organization's needs.
- What could be the outcome of the actions planned?

For a decision to be made at a meeting it must be stated formally in a “resolution” or “motion”. These are formal proposals put forward to the meeting, for people to agree or disagree with.

If some disagree, the resolution may require “amending” and then a vote must be taken. If passed, they become resolutions and therefore policy of the organisation. There should be a proposer and seconder of each resolution.

Resolutions are a clear way to set out the policies and decisions of an organisation.

It is important to understand what consensus means. It is the 'the absence of formal objection'. This means that while some might not like the proposed outcome, they do not voice formal disagreement and continue to pursue what is often a minority position. Reaching consensus often means that there are compromises from everyone but it ensures that most people feel part of the decision.

However, watering down a tough decision to get consensus, can be problematic and sometimes, a vote needs to be taken.

Box 1. Thank you Mr. Chair.....

“Chairing” the meeting means running the meeting. The President of the association, or in the case of an advisory committee, the appointed member, usually “chairs” the meeting.

In meetings people often refer to the person as “Mr. Chair” or “Madam Chair” and will say things like “with the Chair’s permission....”

The Chair’s job is to make sure:

- previous minutes are approved as a true and correct view
- the discussion stays relevant
- the agenda is followed and stays on time
- people in the meeting are speaking respectfully and constructively (that is, not shouting or using abusive language)
- everyone in the meeting has a chance to give their view
- the group makes a decision by voting or consensus as determined by the association’s constitution
- that any decisions and agreed actions are recorded in the “minutes”.

A good chairperson is an active chairperson; it is not the chairperson’s job to simply keep a list of speakers and to let them speak one after the other.

The chairperson should introduce the topic clearly and guide the discussion, especially when people start repeating points.

When a discussion throws up opposing views, the chairperson should also try to summarise the different positions and where possible, propose a way forward.

6.4 The agenda, the minutes and the quorum

The **agenda** forms the structure of the meeting. It states where and when the meeting will take place and what matters will be discussed.

The agenda also contains standard items of business that ensure core meeting rules are kept.

Prior to the meeting, an agenda is prepared by the President and the Secretary and circulated to the members by the Secretary. If you, or the people you represent, need something discussed at the meeting, you can ring or email the Chair and/or Secretary of the meeting to ask if the topic can be listed on the agenda before the meeting.

Typical Agenda Items

Item 1: Opening the Meeting

Item 2: Apologies

Item 3: Review the agenda

Item 4: Minutes of the Previous Meeting

Item 5: Business arising from Minutes of the Previous Meeting

Item 6: Correspondence

Item 7: Reports

Item 8: General Business

Item 9: Any other Business

Close of Meeting

A draft copy of the “minutes”, or notes, of the previous meeting, along with any other documents like financial reports and correspondence that the members should read for the meeting, are distributed at the same time as the agenda.

The minutes of a meeting are the legal and binding record of discussions, resolutions and policies.

You should always read and review the draft minutes before a meeting. Raise any questions or inaccuracies with the Chairperson of the meeting. Once the minutes are approved at a meeting, they are binding – make sure they are correct.

Once the meeting starts, each item is discussed in order, unless the Chair receives the agreement of the meeting to change the order.

Recommendations are made, directions are given and actions are decided.

Risks are considered and decisions made about how to manage them.

6.5 How to prepare for meetings

To be active and effective member of meeting, you must make sure you are well-prepared and handle yourself appropriately in the meeting.

- **Be prepared**

Make sure you have read the agenda and important background papers (those that you need to make a decision on).

Be aware of the topics that will be discussed.

Make sure you have talked with your members about the items for the meeting.

Make sure you have thought about the topic.

- **Conduct yourself professionally in the meeting**

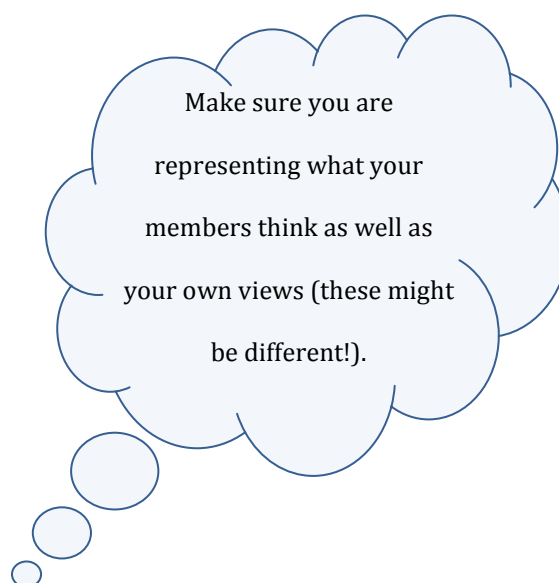
Be involved in the discussion.

Speak appropriately and clearly in the meeting (i.e. don't ramble on).

Consider all sides of the topic.

Keep your cool.

Be a good listener.



- **After the meeting you need to do a few important things**

Make sure your members know what happened, what decisions were taken and what is going to happen next.

Make sure the Secretary circulates the minutes and actions.

Start the actions you agreed to take – don't leave it to the last minute before the next meeting and find you are out of time...

Box 2. Meeting reports

Meetings are also the time when you get important information about how the organisation is going for example:

- The **treasurer's report** should explain the financial situation of the organisation e.g.
 - Income and expenditure
 - Cash flow
 - Extraordinary expenses for decision
 - Highlight any risks or concerns for action and decision.
- **Project reports** should give you details on how any projects are going, problems they are facing, successes and advice on any decisions that need to be made.
- **Briefing papers** should provide an overview of the issue for decision or consideration.

To be an effective representative, you should ensure that you have read all documents prior to attending the meeting.

6.6 Activity: Meeting procedure



Use the information provided above and in Appendix 1: Model rules

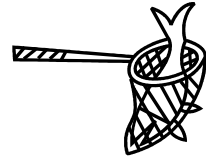
(Handouts and Additional Information) to fill in the blanks.

- (1) The Chair makes the _____ or list of topics to discuss.
- (2) To approve the minutes the Chair asks, "Are there any _____ to the minutes?"
- (3) Minutes are a written record of _____.
- (4) A motion coming from the meeting needs a _____.
- (5) A consensus means that there is _____ agreement to a motion.
- (6) The quorum is the _____ number of members who must be present.
- (7) Formal proposals put forward to the meeting are called resolutions or _____.
- (8) The Chair ensures that the discussion runs _____.
- (9) The treasurer's report explains the financial situation and includes income and _____.
- (10) After a meeting _____ with members is very important for an industry representative.

Summary: Effective meetings

- Meetings are the way in which representational bodies and industry associations do business. They can have different purposes.
- Meetings are run by the Chair, along with the Secretary. The Chair maintains order and ensures the meeting runs smoothly. The Secretary takes care of the administrative details of the meeting and records the minutes.
- Meetings require a minimum numbers of members to attend – that is quorum - for the meeting to proceed.
- The stages of an effective meeting include studying a problem, generating alternatives, evaluating alternatives and making and considering the outcome of decisions.
- You should always communicate to the members after the meeting – what decisions were made, what actions are planned, what resolutions were made and so on.

Answers: Meeting procedure



- (1) The Chair makes **the Agenda** or list of topics to discuss.
- (2) To approve the minutes the Chair asks, “Are there any **amendments** to the minutes?”
- (3) Minutes are a written record of **what occurred in a meeting**.
- (4) A motion coming from the meeting needs **a seconder**.
- (5) A consensus means that there is **formal** agreement to a motion.
- (6) The quorum is the **minimum** number of members who must be present.
- (7) Formal proposals put forward to the meeting are called resolutions or **motions**.
- (8) The Chair ensures that the discussion runs **smoothly**.
- (9) The treasurer’s report explains the financial situation and includes income and **expenditure**.
- (10) After a meeting, **talking with members** very important for an industry representative.

7 Charting your own course: next steps

This self-paced learning guide has concentrated on giving you skills in communication and building relationships – listening, interpreting and then working through the range of organisations and people to get decisions and action.

The work of industry representatives is nearly all about relationships.

Influencing other people is often more about changing your attitudes and behaviour than it is about changing theirs. Spending time thinking about your own approach and the interpersonal, presentation, communication and assertiveness skills you possess can help you to be more effective in influencing others and getting what you want.

These are skills that you need to hone and develop as an effective representative.

Do you want to be a positive influence in the world?

First, get your own life in order.

Ground yourselfso that your behaviour is wholesome and effective.

If you do that, you will earn respect and be a powerful influence.

Your behaviour influences others through a ripple effect.

A ripple effect works because everyone influences everyone else.

Powerful people are powerful influences...

John Heider, 'The Tao of Leadership'

7.1 Activity: Who's making the decisions?

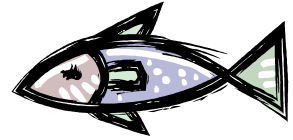


Figure 2 (M2 -page 13) provides examples of the different levels of representation that you are likely to find in your sector.

Where do you see yourself currently sitting in that diagram?

Where would you like to be:

Next year?

In 5 years time?

7.2 Activity: Where to from here



Look back over the material contained in earlier sections of this workbook and consider the following:

What key action points can you identify to improve your communication and influencing skills e.g. what four things might you start doing, keep doing or stop doing?)

1. _____
2. _____
3. _____
4. _____

Have you identified any gaps in your knowledge or your other personal skills?

If so, please set these out below and identify how any further training or development might help you, e.g. further reading/research, attending courses, coaching, mentoring.

What are your constraints to getting new things done? What could you do to remove or minimise them?

7.3 Other professional development options

If you are interested in further developing your industry representative skills there are a number of learning and development programs you can get involved in. Some examples are:

FRDC People Development Program

www.frdc.com.au/communitypeople/people-development-program

The FRDC People Development Program offers a suite of programs, scholarships and bursaries to build leadership, skills, networks and knowledge

National Seafood Industry Leadership Program (NSILP)

www.ruraltraininginitiatives.com.au/home/programs/seafood

The National Seafood Industry Leadership Program (NSILP) is designed for people wishing to take up leadership roles within the seafood industry. These roles may be at a sector level or regional level but participants may also have national and international leadership aspirations. The focus, however, of the program is for participants to develop an understanding of how to impact constructively, resulting in positive outcomes for the seafood industry nationally.

Seafood industry training package (SITP)

www.agrifoodskills.net.au/training-packages/SFI/

SITP incorporates all commercial activities conducted in or from Australia concerned with harvesting, farming, culturing, processing, storing, transporting, marketing or selling fish and seafood and/or fish and seafood products. The skills and knowledge required to undertake work in the industry have been captured in competency standards for the four sectors of the seafood industry

Leadership and representation are defined skills, or competencies, in the SITP. By completing this training, and then applying what you have learned at meetings, you could have these skills formally recognised - either as stand-alone skills, or as part of a qualification. If this interests you, talk to a Registered Training Provider (RTO).

Australian Rural Leadership Program (ARLP)

www.rural-leaders.com.au/programs/arl原因

The Australian Rural Leadership Program (ARLP) aims to produce a network of informed, capable and ethical leaders who are able to work collaboratively to advance the interests of their industries, communities and rural Australia, in general. The program works to improve the capacity of rural leaders to engage wherever a challenge is best addressed and wherever they can contribute most effectively. This may be within communities and industries, in the political arena or in team-based roles.

Informal Learning

Keep learning. Continue to build your networks and seek out new knowledge and experiences. Read or seek information through the web.

Consider developing a relationship with a mentor, who can help you improve your performance in meetings, or develop your leadership pathway.

Most importantly, continue to stay involved with representation because your sector needs good leaders.

Appendix 1: Model Rules of an Association

This document is a copy of “model rules” for an association. It is provided by the Queensland State Government for registered organisations to use as the basis for their Constitution.

Most states provide a similar template for their registered organisations.

Most associations are governed by a Constitution that probably looks a lot like this.

This particular document can be found online at www.fairtrading.qld.gov.au

1 Interpretation

(1) In these rules—

Act means the *Associations Incorporation Act 1981*.

present—

(a) at a management committee meeting, see rule 23(6); or

(b) at a general meeting, see rule 37(2).

(2) A word or expression that is not defined in these model rules, but is defined in the Act has, if the context permits, the meaning given by the Act.

2 Name

The name of the incorporated association is [*to be completed*] (*the association*).

3 Objects

The objects of the association are—

[*the objects should be stated fully*]

4 Powers

(1) The association has the powers of an individual.

(2) The association may, for example—

(a) enter into contracts; and

(b) acquire, hold, deal with and dispose of property; and

(c) make charges for services and facilities it supplies; and

(d) do other things necessary or convenient to be done in carrying out its affairs.

(3) The association may take over the funds and other assets and liabilities of the present unincorporated association known as the [*to be completed*] (the *unincorporated association*).

(4) The association may also issue secured and unsecured notes, debentures and debenture stock for the association.

5 Classes of members

(1) The membership of the association consists of ordinary members, and any of the following classes of members— [*the names of the classes (if any) should be stated fully*]

(2) The number of ordinary members is unlimited.

6 Automatic membership

A person who, on the day the association is incorporated, was a member of the unincorporated association and who, on or before a day fixed by the management

committee, agrees in writing to become a member of the incorporated association, must be admitted by the management committee—

- (a) to the equivalent class of membership of the association as the member held in the unincorporated association; or
- (b) if there is no equivalent class of membership—as an ordinary member.

7 New membership

(1) An applicant for membership of the association must be proposed by 1 member of the association (the *proposer*) and seconded by another member (the *seconder*).

(2) An application for membership must be—

- (a) in writing; and
- (b) signed by the applicant and the applicants proposer and seconder; and
- (c) in the form decided by the management committee.

8 Membership fees

(1) The membership fee for each ordinary membership and for each other class of membership (if any)—

- (a) is the amount decided by the members from time to time at a general meeting; and

(b) is payable when, and in the way, the management committee decides.

(2) A member of the incorporated association who, before becoming a member, has paid the members annual subscription for membership of the unincorporated association on or before a day fixed by the management committee, is not liable to pay a further amount of annual subscription for the period before the day fixed by the management committee as the day on which the next annual subscription is payable.

9 Admission and rejection of new members

(1) The management committee must consider an application for membership at the next committee meeting held after it receives—

- (a) the application for membership; and
- (b) the appropriate membership fee for the application.

(2) The management committee must ensure that, as soon as possible after the person applies to become a member of the association, and before the management committee considers the persons application, the person is advised—

- (a) whether or not the association has public liability insurance; and
- (b) if the association has public liability insurance—the amount of the insurance.

(3) The management committee must decide at the meeting whether to accept or reject the application.

(4) If a majority of the members of the management committee present at the meeting vote to accept the applicant as a member, the applicant must be accepted as a member for the class of membership applied for.

(5) The secretary of the association must, as soon as practicable after the management committee decides to accept or reject an application, give the applicant a written notice of the decision.

10 When membership ends

(1) A member may resign from the association by giving a written notice of resignation to the secretary.

(2) The resignation takes effect at—

- (a) the time the notice is received by the secretary; or
- (b) if a later time is stated in the notice—the later time.

(3) The management committee may terminate a members membership if the member—

- (a) is convicted of an indictable offence; or
- (b) does not comply with any of the provisions of these rules; or
- (c) has membership fees in arrears for at least 2 months; or
- (d) conducts himself or herself in a way considered to be injurious or prejudicial to the character or interests of the association.

(4) Before the management committee terminates a members membership, the committee must give the member a full and fair opportunity to show why the membership should not be terminated.

(5) If, after considering all representations made by the member, the management committee decides to terminate the membership, the secretary of the committee must give the member a written notice of the decision.

11 Appeal against rejection or termination of membership

(1) A person whose application for membership has been rejected, or whose membership has been terminated, may give the secretary written notice of the persons intention to appeal against the decision.

(2) A notice of intention to appeal must be given to the secretary within 1 month after the person receives written notice of the decision.

(3) If the secretary receives a notice of intention to appeal, the secretary must, within 1 month after receiving the notice, call a general meeting to decide the appeal.

12 General meeting to decide appeal

- (1) The general meeting to decide an appeal must be held within 3 months after the secretary receives the notice of intention to appeal.
- (2) At the meeting, the applicant must be given a full and fair opportunity to show why the application should not be rejected or the membership should not be terminated.
- (3) Also, the management committee and the members of the committee who rejected the application or terminated the membership must be given a full and fair opportunity to show why the application should be rejected or the membership should be terminated.
- (4) An appeal must be decided by a majority vote of the members present and eligible to vote at the meeting.
- (5) If a person whose application for membership has been rejected does not appeal against the decision within 1 month after receiving written notice of the decision, or the person appeals but the appeal is unsuccessful, the secretary must, as soon as practicable, refund the membership fee paid by the person.

13 Register of members

- (1) The management committee must keep a register of members of the association.
- (2) The register must include the following particulars for each member—
 - (a) the full name of the member;
 - (b) the postal or residential address of the member;

- (c) the date of admission as a member;
- (d) the date of death or time of resignation of the member;
- (e) details about the termination or reinstatement of membership;
- (f) any other particulars the management committee or the members at a general meeting decide.

- (3) The register must be open for inspection by members of the association at all reasonable times.
- (4) A member must contact the secretary to arrange an inspection of the register.
- (5) However, the management committee may, on the application of a member of the association, withhold information about the member (other than the member's full name) from the register available for inspection if the management committee has reasonable grounds for believing the disclosure of the information would put the member at risk of harm.

14 Prohibition on use of information on register of members

- (1) A member of the association must not—
 - (a) use information obtained from the register of members of the association to contact, or send material to, another member of the association for the purpose of advertising for political, religious, charitable or commercial purposes; or

(b) disclose information obtained from the register to someone else, knowing that the information is likely to be used to contact, or send material to, another member of the association for the purpose of advertising for political, religious, charitable or commercial purposes.

(2) Subrule (1) does not apply if the use or disclosure of the information is approved by the association.

15 Appointment or election of secretary

(1) The secretary must be an individual residing in Queensland, or in another State but not more than 65km from the Queensland border, who is—

- (a) a member of the association elected by the association as secretary; or
- (b) any of the following persons appointed by the management committee as secretary—
 - (i) a member of the associations management committee;
 - (ii) another member of the association;
 - (iii) another person.

(2) If the association has not elected an interim officer as secretary for the association before its incorporation, the members of the management committee must ensure a secretary is appointed or elected for the association within 1 month after incorporation.

(3) If a vacancy happens in the office of secretary, the members of the management committee must ensure a secretary is appointed or elected for the association within 1 month after the vacancy happens.

(4) If the management committee appoints a person mentioned in subrule (1)(b)(ii) as secretary, other than to fill a casual vacancy on the management committee, the person does not become a member of the management committee.

(5) However, if the management committee appoints a person mentioned in subrule (1)(b)(ii) as secretary to fill a casual vacancy on the management committee, the person becomes a member of the management committee.

(6) If the management committee appoints a person mentioned in subrule (1)(b)(iii) as secretary, the person does not become a member of the management committee.

(7) In this rule— ***casual vacancy***, on a management committee, means a vacancy that happens when an elected member of the management committee resigns, dies or otherwise stops holding office.

16 Removal of secretary

(1) The management committee of the association may at any time remove a person appointed by the committee as the secretary.

- (2) If the management committee removes a secretary who is a person mentioned in rule 15(1)(b)(i), the person remains a member of the management committee.
- (3) If the management committee removes a secretary who is a person mentioned in rule 15(1)(b)(ii) and who has been appointed to a casual vacancy on the management committee under rule 15(5), the person remains a member of the management committee.

17 Functions of secretary

The secretary's functions include, but are not limited to—

- (a) calling meetings of the association, including preparing notices of a meeting and of the business to be conducted at the meeting in consultation with the president of the association; and
- (b) keeping minutes of each meeting; and
- (c) keeping copies of all correspondence and other documents relating to the association; and
- (d) maintaining the register of members of the association.

18 Membership of management committee

- (1) The management committee of the association consists of a president, treasurer, and any other members the association members elect at a general meeting.

- (2) A member of the management committee, other than a secretary appointed by the management committee under rule 15(1)(b)(iii), must be a member of the association.
- (3) At each annual general meeting of the association, the members of the management committee must retire from office, but are eligible, on nomination, for re-election.
- (4) A member of the association may be appointed to a casual vacancy on the management committee under rule 21.

19 Electing the management committee

- (1) A member of the management committee may only be elected as follows—
 - (a) any 2 members of the association may nominate another member (the *candidate*) to serve as a member of the management committee;
 - (b) the nomination must be—
 - (i) in writing; and
 - (ii) signed by the candidate and the members who nominated him or her; and
 - (iii) given to the secretary at least 14 days before the annual general meeting at which the election is to be held;
 - (c) each member of the association present and eligible to vote at the annual general meeting may vote for 1 candidate for each vacant position on the management committee;

(d) if, at the start of the meeting, there are not enough candidates nominated, nominations may be taken from the floor of the meeting.

(2) A person may be a candidate only if the person—

(a) is an adult; and

(b) is not ineligible to be elected as a member under section 61A of the Act.

(3) A list of the candidates names in alphabetical order, with the names of the members who nominated each candidate, must be posted in a conspicuous place in the office or usual place of meeting of the association for at least 7 days immediately preceding the annual general meeting.

(4) If required by the management committee, balloting lists must be prepared containing the names of the candidates in alphabetical order.

(5) The management committee must ensure that, before a candidate is elected as a member of the management committee, the candidate is advised—

(a) whether or not the association has public liability insurance; and

(b) if the association has public liability insurance—the amount of the insurance.

20 Resignation, removal or vacation of office of management committee member

(1) A member of the management committee may resign from the committee by giving written notice of resignation to the secretary.

(2) The resignation takes effect at—

(a) the time the notice is received by the secretary; or

(b) if a later time is stated in the notice—the later time.

(3) A member may be removed from office at a general meeting of the association if a majority of the members present and eligible to vote at the meeting vote in favour of removing the member.

(4) Before a vote of members is taken about removing the member from office, the member must be given a full and fair opportunity to show cause why he or she should not be removed from office.

(5) A member has no right of appeal against the members removal from office under this rule.

(6) A member immediately vacates the office of member in the circumstances mentioned in section 64(2) of the Act.

21 Vacancies on management committee

(1) If a casual vacancy happens on the management committee, the continuing members of the committee may appoint another member of the association to fill the vacancy until the next annual general meeting.

(2) The continuing members of the management committee may act despite a casual vacancy on the management committee.

(3) However, if the number of committee members is less than the number fixed under rule 24(1) as a quorum of the management committee, the continuing members may act only to—

- (a) increase the number of management committee members to the number required for a quorum; or
- (b) call a general meeting of the association.

22 Functions of management committee

(1) Subject to these rules or a resolution of the members of the association carried at a general meeting, the management committee has the general control and management of the administration of the affairs, property and funds of the association.

(2) The management committee has authority to interpret the meaning of these rules and any matter relating to the association on which the rules are silent, but any interpretation must have regard to the Act, including any regulation made under the Act.

Note—

The Act prevails if the associations rules are inconsistent with the Act—see section 1B of the Act.

(3) The management committee may exercise the powers of the association—

- (a) to borrow, raise or secure the payment of amounts in a way the members of the association decide; and
- (b) to secure the amounts mentioned in paragraph (a) or the payment or performance of any debt, liability, contract, guarantee or other engagement incurred or to be entered into by the association in any way, including by the issue of debentures (perpetual or otherwise) charged upon the whole or part of the associations property, both present and future; and
- (c) to purchase, redeem or pay off any securities issued; and
- (d) to borrow amounts from members and pay interest on the amounts borrowed; and
- (e) to mortgage or charge the whole or part of its property; and
- (f) to issue debentures and other securities, whether outright or as security for any debt, liability or obligation of the association; and
- (g) to provide and pay off any securities issued; and
- (h) to invest in a way the members of the association may from time to time decide.

(4) For subrule (3)(d), the rate of interest must not be more than the current rate being charged for overdrawn accounts on money lent (regardless of the term of the loan) by—

(a) the financial institution for the association; or

(b) if there is more than 1 financial institution for the association—the financial institution nominated by the management committee.

23 Meetings of management committee

(1) Subject to this rule, the management committee may meet and conduct its proceedings as it considers appropriate.

(2) The management committee must meet at least once every 4 months to exercise its functions.

(3) The management committee must decide how a meeting is to be called.

(4) Notice of a meeting is to be given in the way decided by the management committee.

(5) The management committee may hold meetings, or permit a committee member to take part in its meetings, by using any technology that reasonably allows the member to hear and take part in discussions as they happen.

(6) A committee member who participates in the meeting as mentioned in subrule (5) is taken to be present at the meeting.

(7) A question arising at a committee meeting is to be decided by a majority vote of members of the committee present at the meeting and, if the votes are equal, the question is decided in the negative.

(8) A member of the management committee must not vote on a question about a contract or proposed contract with the association if the member has an interest in the contract or proposed contract and, if the member does vote, the member's vote must not be counted.

(9) The president is to preside as chairperson at a management committee meeting.

(10) If there is no president or if the president is not present within 10 minutes after the time fixed for a management committee meeting, the members may choose 1 of their number to preside as chairperson at the meeting.

24 Quorum for, and adjournment of, management committee meeting

(1) At a management committee meeting, more than 50% of the members elected to the committee as at the close of the last general meeting of the members form a quorum.

(2) If there is no quorum within 30 minutes after the time fixed for a management committee meeting called on the request of members of the committee, the meeting lapses.

(3) If there is no quorum within 30 minutes after the time fixed for a management committee meeting called other than on the request of the members of the committee—

- (a) the meeting is to be adjourned for at least 1 day; and
 - (b) the members of the management committee who are present are to decide the day, time and place of the adjourned meeting.
- (4) If, at an adjourned meeting mentioned in subrule (3), there is no quorum within 30 minutes after the time fixed for the meeting, the meeting lapses.

25 Special meeting of management committee

- (1) If the secretary receives a written request signed by at least 33% of the members of the management committee, the secretary must call a special meeting of the committee by giving each member of the committee notice of the meeting within 14 days after the secretary receives the request.
- (2) If the secretary is unable or unwilling to call the special meeting, the president must call the meeting.
- (3) A request for a special meeting must state—
- (a) why the special meeting is called; and
 - (b) the business to be conducted at the meeting.
- (4) A notice of a special meeting must state—
- (a) the day, time and place of the meeting; and
 - (b) the business to be conducted at the meeting.

- (5) A special meeting of the management committee must be held within 14 days after notice of the meeting is given to the members of the management committee.

26 Minutes of management committee meetings

- (1) The secretary must ensure full and accurate minutes of all questions, matters, resolutions and other proceedings of each management committee meeting are entered in a minute book.
- (2) To ensure the accuracy of the minutes, the minutes of each management committee meeting must be signed by the chairperson of the meeting, or the chairperson of the next management committee meeting, verifying their accuracy.

27 Appointment of subcommittees

- (1) The management committee may appoint a subcommittee consisting of members of the association considered appropriate by the committee to help with the conduct of the associations operations.
- (2) A member of the subcommittee who is not a member of the management committee is not entitled to vote at a management committee meeting.
- (3) A subcommittee may elect a chairperson of its meetings.

(4) If a chairperson is not elected, or if the chairperson is not present within 10 minutes after the time fixed for a meeting, the members present may choose 1 of their number to be chairperson of the meeting.

(5) A subcommittee may meet and adjourn as it considers appropriate.

(6) A question arising at a subcommittee meeting is to be decided by a majority vote of the members present at the meeting and, if the votes are equal, the question is decided in the negative.

28 Acts not affected by defects or disqualifications

(1) An act performed by the management committee, a subcommittee or a person acting as a member of the management committees taken to have been validly performed.

(2) Subrule (1) applies even if the act was performed when—

(a) there was a defect in the appointment of a member of the management committee, subcommittee or person acting as a member of the management committee; or

(b) management committee member, subcommittee member or person acting as a member of the management committee was disqualified from being a member.

29 Resolutions of management committee without meeting

(1) A written resolution signed by each member of the management committee is as valid and effectual as if it had been passed at a committee meeting that was properly called and held.

(2) A resolution mentioned in subrule (1) may consist of several documents in like form, each signed by 1 or more members of the committee.

30 First annual general meeting

The first annual general meeting must be held within 6 months after the end date of the association's first reportable financial year.

31 Subsequent annual general meetings

Each subsequent annual general meeting must be held—

(a) at least once each year; and

(b) within 6 months after the end date of the association's reportable financial year.

32 Business to be conducted at annual general meeting of level 1 incorporated associations and particular level 2 and 3 incorporated associations

(1) This rule applies only if the association is—

- (a) a level 1 incorporated association; or
- (b) a level 2 incorporated association to which section 59 of the Act applies; or
- (c) a level 3 incorporated association to which section 59 of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and audit report, for the last reportable financial year;
- (b) presenting the financial statement and audit report to the meeting for adoption;
- (c) electing members of the management committee;
- (d) for a level 1 incorporated association—appointing an auditor or an accountant for the present financial year;
- (e) for a level 2 incorporated association, or a level 3 incorporated association, to which section 59 of the Act applies—appointing an auditor, an accountant or an approved person for the present financial year.

33 Business to be conducted at annual general meeting of other level 2 incorporated associations

(1) This rule applies only if the association is a level 2 incorporated association to which section 59A of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and signed statement, for the last reportable financial year;
- (b) presenting the financial statement and signed statement to the meeting for adoption;
- (c) electing members of the management committee;
- (d) appointing an auditor, an accountant or an approved person for the present financial year.

34 Business to be conducted at annual general meeting of other level 3 incorporated associations

(1) This rule applies only if the association is a level 3 incorporated association to which section 59B of the Act applies.

(2) The following business must be conducted at each annual general meeting of the association—

- (a) receiving the association's financial statement, and signed statement, for the last reportable financial year;

- (b) presenting the financial statement and signed statement to the meeting for adoption;
- (c) electing members of the management committee.

35 Notice of general meeting

- (1) The secretary may call a general meeting of the association.
- (2) The secretary must give at least 14 days notice of the meeting to each member of the association.
- (3) If the secretary is unable or unwilling to call the meeting, the president must call the meeting.
- (4) The management committee may decide the way in which the notice must be given.
- (5) However, notice of the following meetings must be given in writing—
 - (a) a meeting called to hear and decide the appeal of a person against the management committee's decision—
 - (i) to reject the person's application for membership of the association; or
 - (ii) to terminate the person's membership of the association;
 - (b) a meeting called to hear and decide a proposed special resolution of the association.
- (6) A notice of a general meeting must state the business to be conducted at the meeting.

36 Quorum for, and adjournment of, general meeting

- (1) The quorum for a general meeting is at least the number of members elected or appointed to the management committee at the close of the association's last general meeting plus 1.
- (2) However, if all members of the association are members of the management committee, the quorum is the total number of members less 1.
- (3) No business may be conducted at a general meeting unless there is a quorum of members when the meeting proceeds to business.
- (4) If there is no quorum within 30 minutes after the time fixed for a general meeting called on the request of members of the management committee or the association, the meeting lapses.
- (5) If there is no quorum within 30 minutes after the time fixed for a general meeting called other than on the request of members of the management committee or the association—
 - (a) the meeting is to be adjourned for at least 7 days; and
 - (b) the management committee is to decide the day, time and place of the adjourned meeting.

(6) The chairperson may, with the consent of any meeting at which there is a quorum, and must if directed by the meeting, adjourn the meeting from time to time and from place to place.

(7) If a meeting is adjourned under subrule (6), only the business left unfinished at the meeting from which the adjournment took place may be conducted at the adjourned meeting.

(8) The secretary is not required to give the members notice of an adjournment or of the business to be conducted at an adjourned meeting unless a meeting is adjourned for at least 30 days.

(9) If a meeting is adjourned for at least 30 days, notice of the adjourned meeting must be given in the same way notice is given for an original meeting.

37 Procedure at general meeting

(1) A member may take part and vote in a general meeting in person, by proxy, by attorney or by using any technology that reasonably allows the member to hear and take part in discussions as they happen.

(2) A member who participates in a meeting as mentioned in subrule (1) is taken to be present at the meeting.

(3) At each general meeting—

(a) the president is to preside as chairperson; and

(b) if there is no president or if the president is not present within 15 minutes after the time fixed for the meeting or is unwilling to act, the members present must elect 1 of their number to be chairperson of the meeting; and

(c) the chairperson must conduct the meeting in a proper and orderly way.

38 Voting at general meeting

(1) At a general meeting, each question, matter or resolution, other than a special resolution, must be decided by a majority of votes of the members present.

(2) Each member present and eligible to vote is entitled to 1 vote only and, if the votes are equal, the chairperson has a casting vote as well as a primary vote.

(3) A member is not entitled to vote at a general meeting if the member's annual subscription is in arrears at the date of the meeting.

(4) The method of voting is to be decided by the management committee.

(5) However, if at least 20% of the members present demand a secret ballot, voting must be by secret ballot.

(6) If a secret ballot is held, the chairperson must appoint 2 members to conduct the secret ballot in the way the chairperson decides.

(7) The result of a secret ballot as declared by the chairperson is taken to be a resolution of the meeting at which the ballot was held.

39 Special general meeting

(1) The secretary must call a special general meeting by giving each member of the association notice of the meeting within 14 days after—

(a) being directed to call the meeting by the management committee; or

(b) being given a written request signed by—

(i) at least 33% of the number of members of the management committee when the request is signed; or

(ii) at least the number of ordinary members of the association equal to double the number of members of the association on the management committee when the request is signed plus 1; or

(c) being given a written notice of an intention to appeal against the decision of the management committee—

(i) to reject an application for membership; or

(ii) to terminate a person's membership.

(2) A request mentioned in sub-rule (1)(b) must state—

(a) why the special general meeting is being called; and

(b) the business to be conducted at the meeting.

(3) A special general meeting must be held within 3 months after the secretary—

(a) is directed to call the meeting by the management committee; or

(b) is given the written request mentioned in subrule (1)(b); or

(c) is given the written notice of an intention to appeal mentioned in subrule (1)(c).

(4) If the secretary is unable or unwilling to call the special meeting, the president must call the meeting.

40 Proxies

(1) An instrument appointing a proxy must be in writing and be in the following or similar form—

[Name of association]:

I, of , being

a member of the association, appoint

of

as my proxy to vote for me on my behalf at the (annual) general

meeting of the association, to be held on the day of

20

and at any adjournment of the meeting.

Signed this day of 20 .

Signature

(2) The instrument appointing a proxy must—

(a) if the appointor is an individual—be signed by the appointor or the appointor's attorney properly authorised in writing; or

(b) if the appointor is a corporation—

(i) be under seal; or

(ii) be signed by a properly authorised officer or attorney of the corporation.

(3) A proxy may be a member of the association or another person.

(4) The instrument appointing a proxy is taken to confer authority to demand or join in demanding a secret ballot.

(5) Each instrument appointing a proxy must be given to the secretary before the start of the meeting or adjourned meeting at which the person named in the instrument proposes to vote.

(6) Unless otherwise instructed by the appointor, the proxy may vote as the proxy considers appropriate.

(7) If a member wants a proxy to vote for or against a resolution, the instrument appointing the proxy must be in the following or similar form—

[Name of association]:

I, of , being

a member of the association, appoint

of

as my proxy to vote for me on my behalf at the (annual) general meeting of the association, to be held on the day of

20

and at any adjournment of the meeting.

Signed this day of 20 .

Signature

This form is to be used *in favour of/*against [*strike out whichever is not wanted*] the following resolutions—

[List relevant resolutions]

41 Minutes of general meetings

(1) The secretary must ensure full and accurate minutes of all questions, matters, resolutions and other proceedings of each general meeting are entered in a minute book.

(2) To ensure the accuracy of the minutes—

(a) the minutes of each general meeting must be signed by the chairperson of the meeting, or the chairperson of the next general meeting, verifying their accuracy; and

(b) the minutes of each annual general meeting must be signed by the chairperson of the meeting, or the chairperson of the next meeting of the association that is a general meeting or annual general meeting, verifying their accuracy.

(3) If asked by a member of the association, the secretary must, within 28 days after the request is made—

(a) make the minute book for a particular general meeting available for inspection by the member at a mutually agreed time and place; and

(b) give the member copies of the minutes of the meeting.

(4) The association may require the member to pay the reasonable costs of providing copies of the minutes.

42 By-laws

(1) The management committee may make, amend or repeal by-laws, not inconsistent with these rules, for the internal management of the association.

(2) A by-law may be set aside by a vote of members at a general meeting of the association.

43 Alteration of rules

(1) Subject to the Act, these rules may be amended, repealed or added to by a special resolution carried at a general meeting.

(2) However an amendment, repeal or addition is valid only if it is registered by the chief executive.

44 Common seal

(1) The management committee must ensure the association has a common seal.

(2) The common seal must be—

(a) kept securely by the management committee; and

(b) used only under the authority of the management committee.

(3) Each instrument to which the seal is attached must be signed by a member of the management committee and countersigned by—

(a) the secretary; or

(b) another member of the management committee; or

(c) someone authorised by the management committee.

45 Funds and accounts

(1) The funds of the association must be kept in an account in the name of the association in a financial institution decided by the management committee.

(2) Records and accounts must be kept in the English language showing full and accurate particulars of the financial affairs of the association.

(3) All amounts must be deposited in the financial institution account as soon as practicable after receipt.

(4) A payment by the association of \$100 or more must be made by cheque or electronic funds transfer.

(5) If a payment of \$100 or more is made by cheque, the cheque must be signed by any 2 of the following—

(a) the president;

(b) the secretary;

(c) the treasurer;

(d) any 1 of 3 other members of the association who have been authorised by the management committee to sign cheques issued by the association.

(6) However, 1 of the persons who signs the cheque must be the president, the secretary or the treasurer.

(7) Cheques, other than cheques for wages, allowances or petty cash recoupment, must be crossed not negotiable.

(8) A petty cash account must be kept on the imprest system, and the management committee must decide the amount of petty cash to be kept in the account.

(9) All expenditure must be approved or ratified at a management committee meeting.

46 General financial matters

(1) On behalf of the management committee, the treasurer must, as soon as practicable after the end date of each financial year, ensure a financial statement for its last reportable financial year is prepared.

(2) The income and property of the association must be used solely in promoting the association's objects and exercising the association's powers.

47 Documents

The management committee must ensure the safe custody of books, documents, instruments of title and securities of the association.

48 Financial year

The end date of the association's financial year is [*insert date*] in each year.

49 Distribution of surplus assets to another entity

(1) This rule applies if the association—

(a) is wound-up under part 10 of the Act; and

(b) has surplus assets.

(2) The surplus assets must not be distributed among the members of the association.

(3) The surplus assets must be given to another entity—

(a) having objects similar to the association's objects; and

(b) the rules of which prohibit the distribution of the entity's income and assets to its members.

(4) In this rule— *surplus assets* see section 92(3) of the Act.

Appendix 2:What happens at a meeting

Typical Agenda Items	What happens
Item 1: Opening the Meeting... the meeting begins after the Chairperson declares the meeting opened.	<p>The meeting is unable to begin until the Chairperson is satisfied that there is a quorum. This means that there are enough people in attendance, as specified in the association rules, to allow debates to be conducted and decisions to be voted upon.</p> <p>If a quorum cannot be declared within about 30 minutes of the meetings designated starting time, the meeting should be postponed until another time.</p> <p>If the Chairperson has not arrived to “take the chair” within 15 minutes after the meeting was due to begin, the meeting can elect another Chairperson from among the members present to act until the original Chairperson arrives.</p>
Item 2: Apologies... noting those unable to attend.	The Chairperson states the names of those members who formally notified that they were unable to attend the meeting.
Item 3: Review the agenda	Once the meeting begins, the Chairperson will ask if there are any other items for the agenda – this is the time to raise any important issues for discussion that couldn’t be put on the agenda in time for

	the meeting.
<p>Item 4: Minutes of the Previous Meeting ... the Chairperson “moves” or suggests that the minutes of the previous meeting be accepted or adopted.</p>	<p>The Chairperson “tables” the minutes of the previous meeting making them open as a topic of discussion. This usually means that the Chair asks if anyone has any amendments they think should be made to the draft minutes.</p> <p>If the members do not agree that the draft minutes are accurate, changes may be suggested. The Chairperson will ask the members to vote on those corrections (unless they are only minor things).</p> <p>At this point the Chairperson will ask the members to “adopt” the minutes, that is, agree that they are accurate as they were tabled or after any agreed amendments.</p> <p>Once everyone is happy that the Minutes are accurate, and they have been “adopted”, the Secretary will ensure they are filed securely after the meeting.</p> <p>It is not appropriate, at this stage, to indulge in debates on decisions that were made at the previous meeting.</p> <p>Anyone who wishes to alter a resolution made at previous meetings should wait until the same subject arises in the general business of the current meeting or raise it in the part called "Any Other</p>

	<p>Business".</p> <p>The most important advice about the minutes of a previous meeting is to make sure you read them before they are discussed at the next meeting.</p>
<p>Item 5: Business arising from Minutes of the Previous Meeting ...</p>	<p>Any reports, pieces of information or actions that were requested at the previous meeting are debated and a decision is made on the appropriate action to take in this item.</p> <p>Often the issues that need following up from the last meeting are already listed in the agenda.</p>
<p>Item 6: Correspondence ...</p> <p>letters that have been sent to or from the association since the last meeting are tabled and discussed, if the meeting wishes to do so.</p>	<p>Any letters, faxes or emails etc, which have been sent or received by the committee are discussed here.</p> <p>The Chairperson should summarise correspondence which cover similar issues, or which express similar opinions, and discuss them as a single issue.</p> <p>The Chairperson puts a motion (that is formally suggesting) that the meeting "receive the correspondence". This is an acknowledgment by the meeting that the correspondence as formally</p>

	<p>been noted and that it may now be discussed and acted upon, if necessary.</p>
<p>Item 7: Reports ...reports written for the meeting are tabled and discussed, if the meeting wishes to do so.</p>	<p>Reports and submissions that have been written for the meeting or include information relevant to the work of the meeting are tabled and discussed.</p> <p>A motion is required to be put that a report be received (see section below Resolution and motions for detail on this). This means that a discussion or debate may now take place on the contents, interpretation and recommendations of the report.</p> <p>Motions are able to be put for or against accepting any recommendations in the report or to ask the author to consider further issues or reconsider issues on the basis of particular information. A member of a meeting can even put forward a motion to change the wording of a report or submission.</p>
<p>Item 8: General Business ...items so listed in the agenda are discussed. The discussions usually begin with the Chairperson calling on someone to move a motion.</p>	<p>General business items are announced in order by the Chairperson and a discussion or debate follows each one.</p> <p>Motions that suggest methods of resolving issues are discussed and then a course of action is proposed and decided.</p> <p>Sometimes amendments to a motion are put forward. Only after the amendments are debated and agreed can the revised substantive motion be “moved” for discussion and decision. See section</p>

	below (Resolution and motions) for more detail on resolutions and motions.
<p>Item 9: Any other Business</p> <p>...when all items on the agenda have been debated, the Chairperson may call for items not listed in General Business.</p>	<p>It is at this point, that members are able to raise issues they feel are important, but were not listed on the agenda.</p> <p>No extremely important or complex issues should be raised unannounced during this part of the meeting.</p> <p>If an urgent matter must be dealt with by the meeting, the Chairperson should be informed before the meeting begins so a revised agenda can then be drafted.</p> <p>If the Chairperson feels that any of the issues brought up for discussion are too complex or troublesome, he may call for the topic to be discussed at a subsequent meeting (This could be a special meeting to discuss just that matter, or at the next scheduled general meeting)..</p>
Close of Meeting	<p>Once all the issues have been discussed, the Chairperson advises members of the date and time of the next meeting.</p> <p>The Chairperson should formally “declare the meeting closed”. This means that discussions are no longer recorded, decisions cannot be made and the formal rules of discussion and points of order no longer apply... good manners do though!</p>

Resolutions and Motions

How resolutions work

Proposing the resolution

A resolution must be “proposed” formally by one person, and then formally “seconded” by another. You will actually hear people say “Mr. Chair I propose the resolution” and someone else will say “I second the proposal” and these two statements will be recorded in the minutes (meeting records).

Wording the resolution

A resolution is usually worded in a formal way and in three parts.

- **Part 1:** The person proposing the resolution will say some like:
“The meeting of the Oysters Tasmania Association, meeting on (give date) notes that...”
and then they list the **main issues** that everyone is concerned about, for example:
“the risk of POMS, the devastating effects it could have on the livelihoods of our members...”, etc.
- **Part 2:** The second part of the resolution will then **list the points that show your understanding** of the issue and its causes, for example:
“...believing: that the something and that the something...”, etc.
- **Part 3:** The third part lists exactly what your organisation **has decided to do or what its policy should be on the issue**, for example:
“...therefore resolves: to actively participate in research trials on bio-security measures to use all means possible to ensure rules for XXXX are monitored and enforced by Marine Farming Branch...”, etc.

Everyone must agree

Amendments may need to be made to resolutions, and these need to be accepted by everyone present.

If there is not total agreement on an amendment, a vote should be held and the chairperson should record the votes of those for, and those against, the amendment, as well as those abstaining.

If a majority supports the amendment it stands and the original section of the resolution falls away.

Writing the minutes

The following information should be included:

- Nature of meeting, date, time, venue
- Names of those present
- Names of visitors
- Apologies
- Summaries of decisions and discussions. This includes actions and who has taken responsibility for those actions.

Unless you are a professional minute taker, the minutes are best recorded on your computer as you go. Once you have done it one or two times, the minutes of the previous meeting can be used as a template for subsequent meetings and you will get very efficient at taking them.

Importantly, finalise the draft minutes as soon as possible after the meeting – the next day is best and with a week at the most. This will make it much easier for you to remember what your notes actually meant!

Once you have the draft minutes complete, send them to the Chair for comment and approval to be distributed to the committee.

It is highly recommended that you make up a 1-2 page 'actions list' showing all of the actions from the meeting, who is responsible for that action and the due date. Over time, a consolidated actions list can be developed listing new actions from each meeting and any carry over actions from previous meetings. This is a really efficient way for everyone to keep track of what your organisation has decided to do and whether the action has been completed.

The minutes should be written neatly in a special minute book or file; avoid jotting down minutes on scraps of paper. The book or file should be kept safely and always available for consultation at any time.

Meeting rules

There are a number of “points” that people use in meetings to ensure that the meetings run smoothly. Often members use these points to assist the chairperson.

The following “points” are often called meeting rules or procedures. They have been developed to help meeting be meetings more efficient and effective.

Formal meeting rules like these should not be over-used just for the sake of it, but they are useful when meeting participants are getting off track or behaving badly.

The following are the most common procedural points you might come across:

Point of Order

A request for a “point of order” should be used when a member feels that the meeting procedure is not being stuck to and s/he wants the meeting to return to the correct procedure or order.

For example, when an individual is speaking totally off the point, another member might ask “on a point of order will the speaker please stick to the agenda”.

Out of Order

When an individual is not sticking to meeting procedure, being rude, interjecting or misbehaving in some way, the chairperson might rule him/her out of order.

If a person is ruled out of order, they should apologise to the relevant person and the meeting, and retract any abusive statements. Further their comments are not recognized in the minutes as reasonable contributions to the discussion.

The Chair can ask a person to leave the meeting if the person continues to act “out of order”.