

# Charting Your Own Course

Building representational capacity  
across the Australian seafood industry

## Participant workbook

*Anyone can hold the helm when the sea is calm*

# Charting Your Own Course

## Participants Workbook

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.

These resources can be found at [www.frdc.com.au](http://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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## Participant Workbook

Module 1: Introduction

*Anyone can hold the helm when the sea is calm*

# Acknowledgements

## Project Team

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The project team wishes to thank the Project Steering Group for their input into the development of these materials:

- Neil Stump - TSIC
- Ian Cartwright – Chair
- Mark Nikolai – Recfish Australia
- Emily Ogier – Institute for Marine and Antarctic Studies
- Robert Gott – Tasmanian Department of Primary Industries, Parks, Water & Environment
- Winston Harris – Queensland Seafood Industry Association
- Jill Briggs – Rural Training Initiatives
- Stan Lui – Australian Fisheries Management Authority

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## Module 1: Introduction

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## 1.1 Welcome to Charting Your Own Course

The purpose of this workshop is to build the effectiveness of your input into decision-making in the seafood industry.

For the purposes of this workshop, the **seafood industry** includes the: aquaculture; indigenous; recreational; and wild-catch sectors.

It aims to build representational capacity at the local and regional level and provide useful skills in understanding and representing industry as well as personal awareness.

## 1.2 Why are we here?

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

### **Case study: 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 on themselves to rejuvenate the Tasmanian Commercial Diver's Association. By putting forward 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. Although the effort of drumming up substantial industry support was an intense process, the end outcome was a big win for the industry.

## 1.3 We all see things differently

Human beings will never see things in exactly the same way - this is not the aim of work or life - instead the aim should be to understand and respect each other's views far better, so that we can find common ground, minimise conflict and maximise cooperation.

The work of industry representatives is primarily about communication – listening, interpreting and then working through the range of organisations and people to get decisions and action. The work of industry representatives is built on relationships.

As a starting point, it is important that we understand that people think differently and therefore see things differently. We often do not imagine that other people may see something quite differently to how we see the 'same' thing.

Relationships, in work and outside of work too, depend heavily on our being able to understand the other person's view, and what causes it to be different to our own.

In any area of choice, we all have preferences. They may be the same or different to others' choices. We see the choices in different ways. It is easy to imagine the potential for far greater differences in the way we see more complex situations - like our work, our responsibilities and our relationships.



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## Participant Workbook

Module 2: The seafood industry

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## **Module 2: The seafood industry**

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# **Understanding the Australian seafood sector**

## **Learning objectives**

To understand:

- To
- the purpose of industry and sector associations
- the processes that influence industry decision making are structured and complex
- what influences decision-making

## **2.1 Management of a public resource**

The Australian seafood industry incorporates a diversity of stakeholders and activities, geographic distribution, high number of species utilised, and by having both a natural resource management (NRM) and primary industries basis for management and development respectively.

The seafood industry operates in a business environment made more complex due to its dependence on access to publicly managed natural resources. These resources are managed for the benefit of the current and future community needs and expectations.

To service the complex needs of the seafood industry and its use of a public resource, government must play a central role. Various federal, state and territory fisheries management agencies have multiple overlapping and discrete jurisdictional arrangements to permit access by resource users.

Fishery managers must balance the needs of the community today regarding seafood and recreational and cultural benefits with expectations about sustainability of the resources and their future uses. Public policy judgements must also be made about the

competitive worth of non-fishing demands, such as maritime trade, oil and gas exploration, or marine exclusion zones. Added to this mix are uncertainties surrounding the effects of climate change and variability, that managers and industry must consider in their decision-making. Accurate, up-to-date information and scientific discovery are crucial to inform all these decisions by managers, fishery users and communities.

The pre-eminent role of the broader public and their regional communities in decisions about the fishery and aquaculture resources brings with it demands for strong science and effective, comprehensive dialogue. Science and awareness are inextricably embedded in the management and governance of fisheries.

As an industry representative, you must also balance all these complex issues in your decision making processes.

## **2.2 Overview of representation**

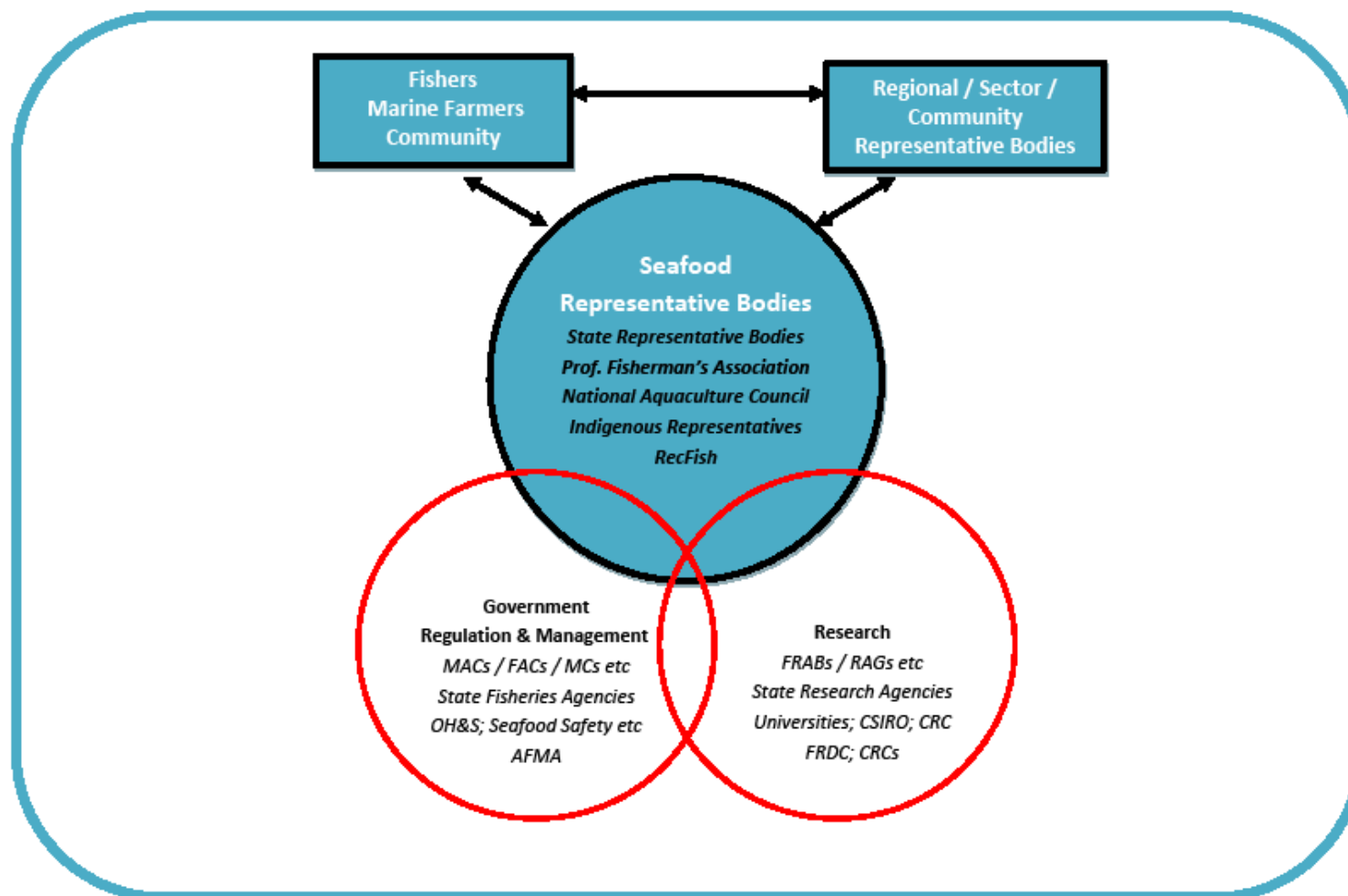
There are three key reasons for forming and supporting industry and sector associations, advisory committees and other representational bodies. They are to consider and influence:

- 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:

- industry associations
- advisory committees

Figure 1. Representational relationships with key industry stakeholders (refer to M2 - p3 for acronyms)



## 2.3 Advisory committees

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

Their key purpose is to provide advice to government and other agencies.

Seafood sector bodies 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 and/or by an industry sector as a recommended representative. Their membership is often diverse, so as to gain the perspectives of key stakeholder groups, and can include industry, government, research, sector and/or 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.



## Which hat?

An important part of being a member on these types of bodies is to recognise your role on that body. Many bodies 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 below).

The body may be required to provide 'independent' advice to the relevant Minister. Under the terms of reference you may not be representing your particular sector, as such (i.e. not advocating for your sector) but be providing advice because you have expertise in a particular field.

When you have a role on any advisory or management body it is very important to be aware of your role – **you must know what hat you are wearing.**

## 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, 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 public servant is available to assist the record keeping and logistics of the committee.

## Funding for advisory committees

These are usually funded by Government or research agencies. Sometimes industry provides some funding.

## 2.4 Representational bodies and industry associations

Industry and sector associations are formed to ensure the interests of a sector or group are represented in public processes.

This includes in processes and issues that affect the ability of people to attend to their interests e.g. run a business profitably, manage the natural resources or ensure equitable access to a public resource.

### Purpose of industry associations

Generally speaking, there are four main purposes of an industry association:

- coordinating and representing the views and interests of the members
- making decisions
- getting action to happen
- advocacy

These can be seen in the statements from some seafood associations on the following page.

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

#### **South Australian Aquaculture Council ([www.seafoodsa.com.au](http://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](http://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](http://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 bycatch 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 *Associations Act* [State])

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.

## Funding for industry associations

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

- voluntary or compulsory industry levy
- 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)

**Activity:    Stick to the rules**



In your group, use the Model Constitution at the back of this guide to find the answers to the following:

What formal roles must be elected to the management committee?

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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??

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How can the members change the rules of the Association?

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## 2.5 How the industry structure 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 also linked in a set of “representational relationships” through which engagement and decisions take place.

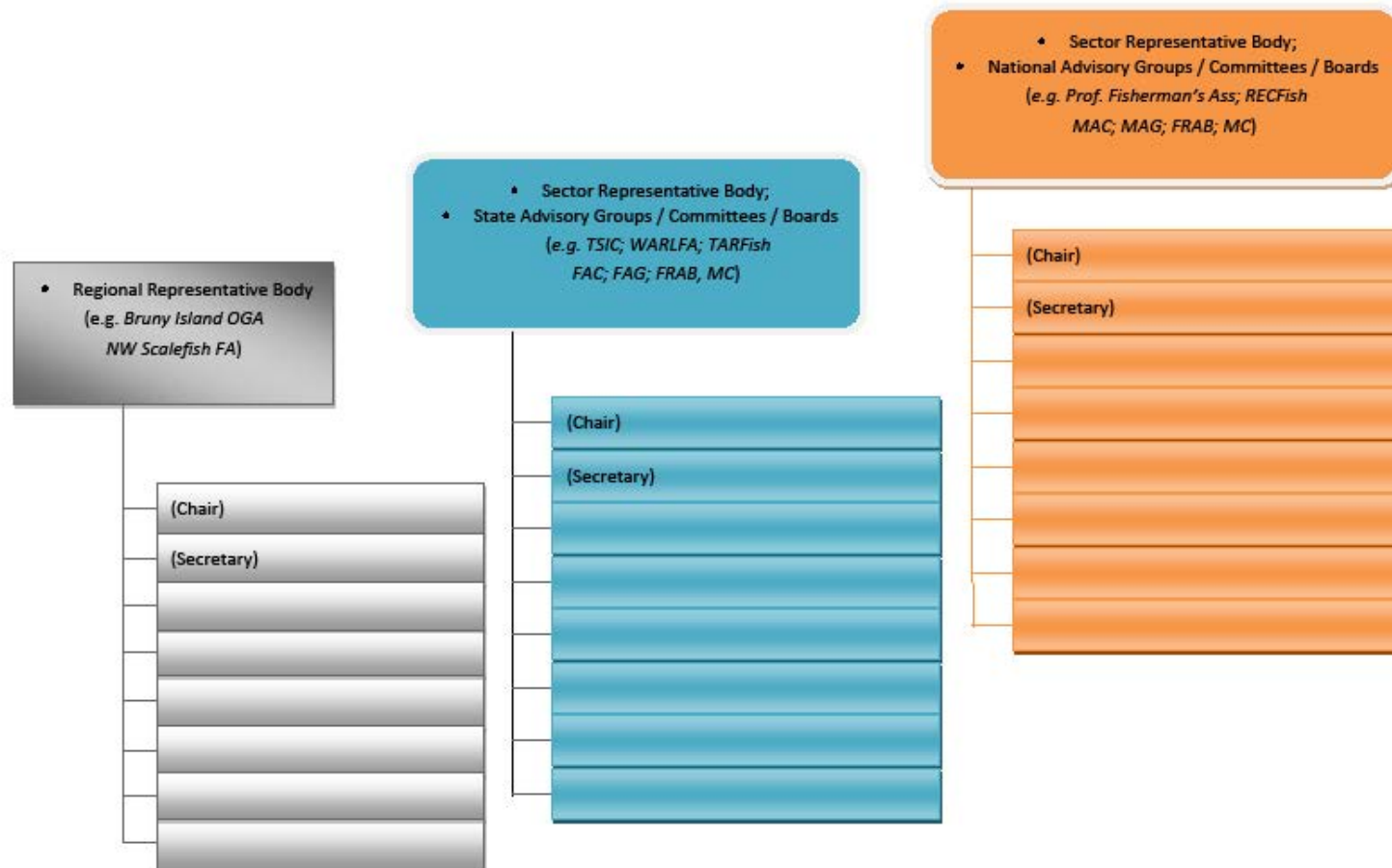
The structures of representation have developed to build the industry’s capacity to influence two key stakeholder groups: governments and research institutions.

Figure 2 below represents the basic structure of the seafood industry 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 (page 5).

In addition to geographical focus, 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
- whole of industry focus e.g. South Australia’s Seafood Council SA Ltd

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



### **Case study: Tasmanian Abalone Fishery – 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 to the Minister. Before setting the TAC, the Act stipulates that the Minister must consult with the relevant industry body - that is the Tasmanian Abalone Council. An advisory committee comprising of industry members, police, scientific representatives, community members and the relevant fishery manager from the Department also make recommendations directly to the Minister.

In practice, a co-management approach is taken and considerable effort is made to form consensus recommendations to the Minister. However, each group retains the prerogative (including the Department) to make representations to the Minister, or dissent from group recommendations. There is no 'vote' as such. When there are different views it is important that each rationale is properly recorded so that the Minister may understand the different views and the reasons.



## 2.6 Government

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, which includes Ministers.

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

- State based departments (the regulator) e.g.
  - South Australia Department of Primary Industry and Regions
  - Queensland Department of Primary Industry and Fisheries
  - Tasmanian Department of Primary Industries, Parks, Water and Environment
- 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 above, for the Australian fishing industry, advice to government and Ministers is often formally channelled through expertise based advisory committees or groups (e.g. MACs, FACs, MAGs, FAGs, etc).

## 2.7 Research

Research into all aspects of the seafood industry and aquaculture takes place primarily through the major universities and research institutions, such as the Tasmanian Institute for Marine and Antarctic Studies.

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](http://www.frdc.com.au))
- Australian Seafood Cooperative Research Centre ([www.seafoodcrc.com](http://www.seafoodcrc.com))

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

As noted above, 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).

The industry makes a substantial contribution to research through direct and indirect levies or direct funding, so having your say is important – “user pays, users says”.

Once the research priorities are set, they are used to set funding priorities (e.g. the Fisheries Research and Development Corporation or the Australian Seafood Cooperative Research Centre).

Whatever your role, it is important to ask questions – particularly of researchers. If you don't understand an issue, it is likely that others also do not understand it. Always ask and get them to explain.

## 2.8 What influences decision making

Every representational bodies and industry association operates in a broad social and economic context.

There are many influences on how decisions actually get made. Each decision maker has a range of interests, processes and responsibilities they must take into account when making decisions.

For example, while an industry association is seeking the best outcome possible for its members, it has to take into account the context of each player in the system.

This can present a range of challenges for industry associations:

- the interests of competing stakeholder groups 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

Understanding and communicating back to the members, the constraints to an industry association's capacity to get an outcome is an important role for active members of any association.

Figure 3 maps some of the main stakeholders and current issues that may impact on how decisions are made.



## Activity: What influences my sector?

Figure 3 provides an example of some of the influences that impact your industry.

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

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Can you think of any other influences on decision-making in your sector? In the broader seafood industry?

Your sector

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Seafood industry

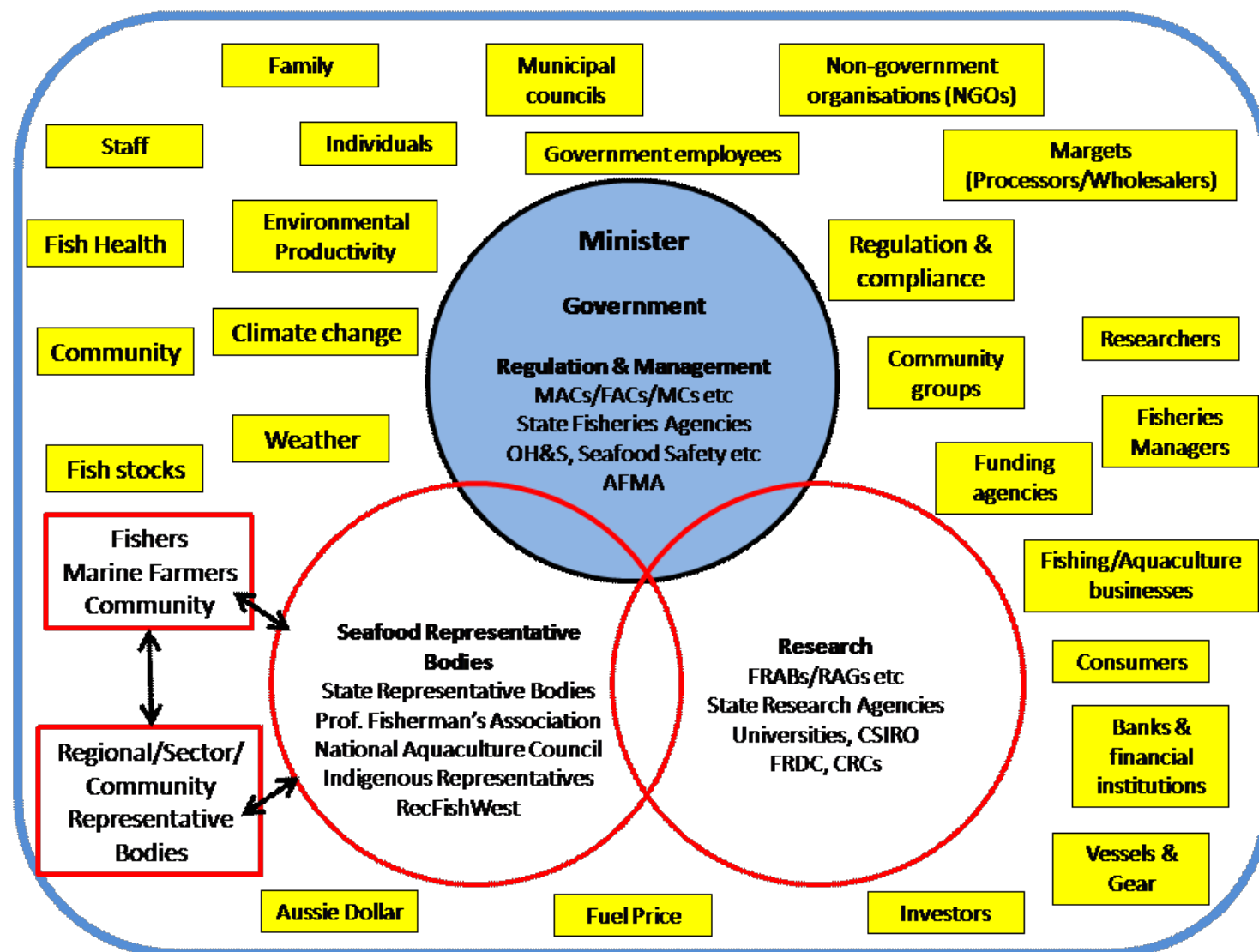
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Figure 3. The broader decision-making context for the seafood industry



## **2.9 Political and ministerial influence**

Industry associations 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 the industries, including the seafood industry. Advocacy and lobbying directly to Ministers is an important part of our political system.

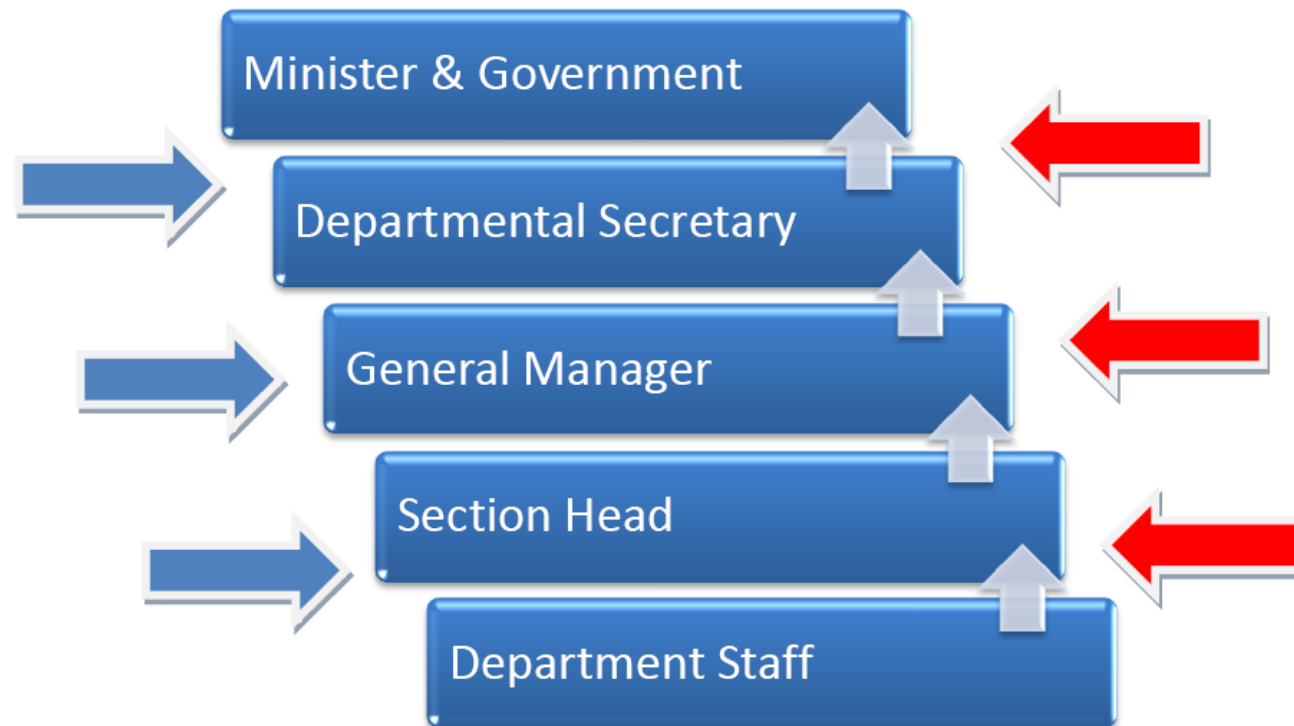
In addition to direct advice from their Departments, ministerial decision making can be significantly influenced by individuals, constituents, interest groups, industry interests, party policy and electoral pressures.

It's 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.

Figure 4. 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



## **Summary: Structure of the Seafood Sector**

- Each sector organises a system of relationships and representation that allows fishers and growers to have a say and influence the important decisions and issues that affect their sector and the industry as a whole.
- Industry seeks to influence government (regulators); 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.

## Handouts and Additional Information

## **What are Terms of Reference?**

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This document is a set of building blocks that help flesh out the “model rules” for an association (its Constitution).

It is provided by the Queensland State Government for the Animal Welfare Advisory Committee.

Most industry associations are governed by Terms of Reference that probably look a lot like this.

This particular document can be found online at  
[http://www.daff.qld.gov.au/ 27\\_9754.htm](http://www.daff.qld.gov.au/27_9754.htm)

# **Queensland Department of Agriculture, Fisheries and Forestry**

## **Animal Welfare Advisory Committee – Terms of Reference**

### **1. Definitions**

'ACPA' shall mean *Animal Care and Protection Act 2001*.

'AWAC' shall mean Animal Welfare Advisory Committee in Queensland.

'DEEDI' shall mean the Department of Employment, Economic Development and Innovation.

'BQ' shall mean Biosecurity Queensland (a service of DEEDI).

'Minister' shall mean the Minister for Primary Industries, Fisheries and Rural and Regional Queensland.

'Member' shall mean a person appointed to AWAC.

'Animal' means an animal, as defined under the ACPA.

'Animal welfare' means those matters which relate to animals and come within the scope of the ACPA.

### **2. About AWAC**

The ACPA (section 211) allows the Minister to establish an AWAC to advise him on animal welfare issues.

In March 2004, the Cabinet approved the appointment of the AWAC members. Its first meeting was held in August 2004.

### **3. Purpose**

AWAC will provide advice to the Minister to improve the welfare of animals in Queensland by providing advice to the Minister on animal welfare and ethics legislation, policy, strategies and programs.

AWAC will take into consideration other relevant matters such as good practice, national and international trends, practicalities, public opinion, scientific knowledge and animal ethics.

Issues considered by AWAC can be referred to it by the Minister, DEEDI, other government departments, animal welfare organisations and agencies, industry, individuals or AWAC members.

## **4. Membership**

AWAC will consist of up to nine members including an independent chairperson, all of whom will have a genuine commitment to enhancing animal welfare.

The General Manager, Animal Biosecurity and Welfare, or his or her delegate, will be an ex-officio member of AWAC with full voting rights.

Members are appointed to act in their own right as individuals and do not represent the organisations or sector by which they are employed or participate in.

## **5. Recruitment**

The Minister will invite stakeholder and other relevant organisations to nominate two persons to be considered for membership and/or chair of AWAC.

BQ will establish an advisory group to short-list nominations for the Minister's consideration, taking into account the expertise of nominees, and the need for equity and balance.

Categories of experience and/or expertise may include:

- animal welfare science
- veterinary science
- biological science
- biotechnology
- ethics
- community advocacy
- public communication
- animal welfare
- companion animals
- production livestock
- other animal industry

Upon formal acceptance by the selected nominees, relevant parties will be informed.

### **Induction of new members**

As a form of induction, prior to their first meeting, new members will be provided with a copy of AWAC terms of reference and minutes of the last three meetings.

### **Replacing members**

A membership vacancy will be temporarily replaced by a BQ nominee, then filled in the next round of replacements.

If a member is consistently unable to attend meetings, the Minister may request an explanation and, if appropriate, remove the member from AWAC. If this happens the procedure for recruitment will be followed.

## **6. Term of appointment**

The term of appointment of AWAC members is four years. Half the members will be replaced every two years. An outgoing member may be renominated.

## **7. Confidentiality**

When appointed to AWAC, members will sign an agreement indicating acceptance of certain terms and conditions, including confidentiality. Members should appreciate that AWAC will from time to time deal with sensitive matters of a confidential nature. The confidentiality of such information should be respected by all members.

## **8. Conflict of interest**

If a member becomes aware of a potential conflict of interest, he or she must immediately advise the Chairperson and, if appropriate, leave the meeting whilst the matter is discussed and not participate in any decision-making related to the issue.

## **9. Business operations**

In the absence of the Chairperson at any AWAC meeting, the members present will appoint one of their numbers to preside at that meeting.

Issues being considered will normally be determined by agreement. However, if this is not possible a vote will be taken, determined by majority. If required, the Chairperson will have a second or casting vote.

A quorum consists of at least five members. A quorum is required at meetings when issues of significance are being considered or when a decision is made.

AWAC may establish working groups or seek wider consultation to assist in carrying out its purpose. BQ can provide technical and/or expert contributions to assist AWAC if required.

At least three meetings will be held each calendar year.

BQ will provide secretarial and executive support services to AWAC.

An agenda will be prepared for meetings with relevant issues papers and posted to members two weeks prior to meetings. Matters will be considered and decided in accordance with the agenda.

Issues will be prioritised according to a process agreed to by members.

## **10. Minutes**

Minutes of the meeting will be forwarded to members within two weeks of a meeting. Members absent from meetings will be sent copies of papers and minutes. The minutes will identify responsibilities and time lines for action items. Minutes for each meeting will be confirmed at the following meeting.

## **11. Reporting**

AWAC will provide an annual report to the Minister by 1 June for each calendar year that includes:

- overview by Chairperson
- AWAC terms of reference
- list of issues considered and outcomes achieved
- membership details

## **12. Nominating organisations**

- AgForce
- Animal Liberation (Queensland)
- Animal Welfare League Queensland
- Animals Australia
- Australian Livestock and Property Agents' Association
- Australian Lot Feeders' Association
- Australian Meat Industry Council
- Australian Veterinary Association
- Canine Control Council
- Chicken Meat Council
- Department of Communities
- Department of Employment, Economic Development and Innovation
- Department of Environment and Resource Management
- Growcom
- Pet Industry Association of Australia
- Pork Queensland Incorporated
- Queensland Chicken Growers' Association
- Queensland Dairy Farmers' Organisation
- Queensland Egg Farmers' Association
- Queensland Farmers' Federation
- Queensland Livestock Agents' Association
- Queensland Livestock Exporters' Association
- Queensland Pork Producers' Organisation
- RSPCA Queensland Inc
- TLG Lawyers
- The University of Queensland

Any other organisation deemed appropriate or requested by the Minister.

## What is in a constitution?

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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 industry 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](http://www.fairtrading.qld.gov.au)



## Model rules of the Association

### 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 members 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 committee is 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) a 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 subrule (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.



# Charting Your Own Course

Building representational capacity  
across the Australian seafood industry

## Participant Workbook

Module 3: Membership and Representation

*Anyone can hold the helm when the sea is calm*

# Acknowledgements

## Project Team

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- Winston Harris – Queensland Seafood Industry Association
- Jill Briggs – Rural Training Initiatives
- Stan Lui – Australian Fisheries Management Authority

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**Australian Government**  
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## **Module 3: Membership and Representation**

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# Membership and Representation

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## Learning objectives

To better understand:

- the responsibilities associated with being an active industry representative.
- membership consultation.
- effective ways of engaging with industry members.

### 3.1 Focusing on industry issues

Industry 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 is there to listen to, understand and represent sector issues through the chain of representation discussed in Module 1.

An important point to keep in mind is that “industry issues” are not necessarily the same things as individual issues raised by individual members.

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 representation is communication. Further, this communication goes two ways - it involves:

1. influencing others to agree with your sector's position or stance
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

There are many issues and drivers of change outside the industry that impact on the seafood industry's capacity to run their businesses. These include such things as Government policy, legislation, regulation, public expectations, competing interests, market conditions or any other potential impacts on industry members.

An industry 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.

As an Advisory Committee member, your purpose is to provide advice to a decision maker. 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.

## Activity: Whose interests are being served?



Consider an important issue in your sector of the seafood industry. Consider what member's interests are and what the interests of the sector as a whole are.

Issue:

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What do members think?

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What is the outcome the industry organisation requires?

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What are the differences (if any) between these purposes?

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How can any differences be reconciled?

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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 industry 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 industry associations to find out information they need or get questions answered.

Similarly, if a sector's position was not supported by a decision maker and you didn't get your sector's way in a decision ensure this is communicated back to members, explaining why this didn't happen.

### **3.4 Making decisions and getting action to happen**

Industry associations are key decision makers on behalf of their industry and 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.

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.

Closely linked to decision-making is ensuring action takes place.

This may involve an association in overseeing research or other kinds of projects; rolling out new standards; making sure members have access to workshops and training on important new issues and so on.

### 3.5 Advocacy and getting action to happen

Another dimension to “getting action to happen” is advocacy.

According to the Oxford Dictionary “advocacy” is getting public support for a particular cause or policy.

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 governments, Ministers or private actors.

Advocacy can also be directed towards changing public opinion to support and 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, effective representation of your members will be a crucial responsibility. For that reason, the decision to advocate, as well as the position being advocated, must always be identified and agreed on by the members, through the processes of the industry association.



### 3.6 Practical steps in engaging with industry members

Most industry sectors are well organised with a system of relationships that reach through the levels of the industry:

- regional and similar local groupings
- state associations and state-based, cross-industry bodies
- national industry organisations and industry sector organisations.

Some associations employ Executive Officers or project staff to assist with the process of communication and consultation. Nevertheless the role of the committee members remains essential to

good consultation,  
communication and  
representation.

The most common way for  
members, at each level, to be  
consulted and for issues to be  
raised, is through the  
association meetings.

#### **Understanding your member's views**

Go out into the 'real world' and talk to industry members.

Brainstorm with association members.

Try 'poster boarding' in cooperatives, fish markets, tea-rooms or offices where ideas can be posted and reviewed by members on a regular basis.

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.

Here is an example of how representation typically works:

- 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.

## Activity: Decision-making



Think about each of the following situation and record what the issues are and who might also have an interest in this matter. Trace the decision-making pathway for this issues 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: Cut in fish quota

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.

What are the main issues for the industry?

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Who might also have an interest in this matter?

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How might this decision be made?

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What sticking points do you think might occur?

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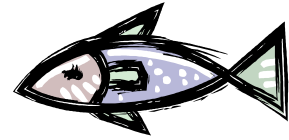
Now, draw the decision-making pathway for this issue right up the industry chain.

## Summary: Membership and representation

- Industry associations are membership-based groups designed to 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 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 representative your industry association, for example on a Management Advisory Committee (MAC), you must 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.

## Activity: Who's making the decisions?



Module 2 –Figure 2 shows the different levels of representation that you are likely to find in your sector.

Where do you see yourself currently sitting in that diagram?

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Where would you like to be next year?

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Where would you like to be in 5 years time?

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# Charting Your Own Course

Building representational capacity  
across the Australian seafood industry

## Participant Workbook

Module 4: Communicating effectively

*Anyone can hold the helm when the sea is calm*

# Acknowledgements

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## **Module 4: Communicating effectively**

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# Communicating effectively

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## Learning objectives

To:

- recognise effective communication
- become more aware of yourself when you communicate
- understand verbal and non-verbal communication

### 4.1 What is effective communication?

Effective communication:

- is two way
- is respectful of others
- involves active listening
- uses feedback
- 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

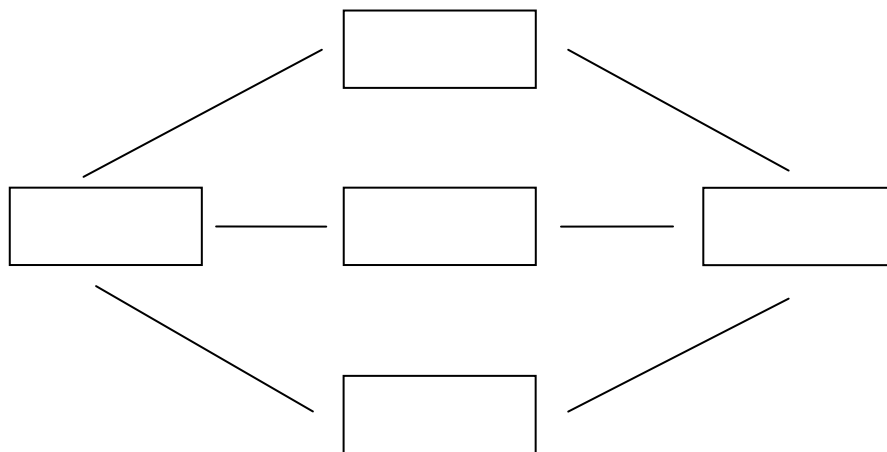
appropriate listening, questioning and feedback skills as they collect and organise information. Those who have well developed interpersonal and communication skills are more likely to achieve outcomes that are satisfying to everyone.

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.

### 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**.

## 4.2 Understanding yourself in communication

Building trust in your relationships through good 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 and build trust will assist your ability to represent your members, and get outcomes.

Understanding the process of how people interact is important for developing your ability to build productive relationships. There are two important dimensions of our “self”:

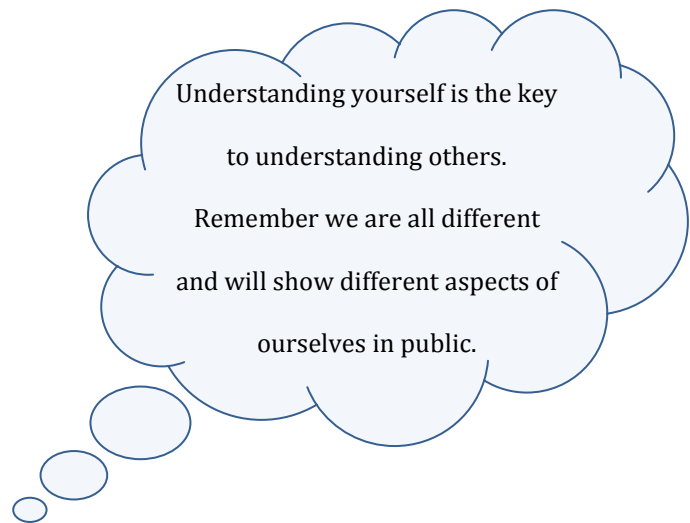
- aspects of our behaviour and style that are known (or not known) to ourselves
- aspects of our behaviour and style known (or not known) to others

Becoming more aware of this gives us the chance to develop our communication skills.

## Self-awareness window\*

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.

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\* This model was developed in 1955 by Joseph Luft and Harry Ingham. It is known as the "Johari Window".

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

**Figure 1. Self awareness window – four areas of knowledge**

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

**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.



## 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.

<b>Open</b>	
<b>Hidden</b>	

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.

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

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

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## 4.3 Verbal communication

### Effective Verbal Messages

Effective verbal 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 we use matter**

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

“you’re stupid” instead of “I don’t agree with you”.

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

#### **Get to the point**

Sending effective messages requires that we state our point of view on the topic being discussed as briefly and succinctly as possible.

Listening to a rambling, unorganised speaker is tedious and discouraging and the point of what they are saying can easily get lost or forgotten - why would someone continue to listen when there is no interchange?

## **Don't waste YOUR opportunity to speak effectively.**

Choose your words with the intent 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.

## **How we say it matters too**

In some cases, it is not *what* you say; it's *how* you say it:

- **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.

For example, if you shout, people may stop listening.

- **Timing and pace.** Your ability to be a good speaker and communicate interest and involvement is impacted by timing and pace.

For example if you gabble on too quickly people may stop listening.

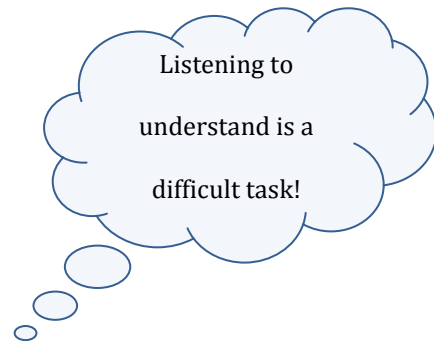
## Receiving Messages

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

## Questioning

Asking good questions is a useful way to reduce the “interference barriers” in our communication.

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

Open-ended questions are ones which 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.

Open-ended questions	Closed questions (Yes or No answer)
<b>What can you tell me</b> about your experience with turtle excluders?	Are turtle excluders good?
<b>What kinds of</b> skills do you think are important for the seafood industry?	Do we need more skills in the industry?
<b>How</b> do you think we could get heard by government better?	Are we listened to by Government enough?

## Activity: Open and closed questions



Question	Open/ closed
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?	

Quick activity: Open-ended questions



Work in pairs to turn these closed questions into open-ended questions:

Open-ended questions	Closed questions (Yes or No answer)
	Did you ring everyone like you said you would?
	Have we finished this discussion?
	Is it time to go home yet?





## Activity: 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.					

When you are finished, add up your score in each column.  
Score the columns by multiplying with the following ratings:

Not at all\_\_\_\_\_1  
Rarely\_\_\_\_\_2  
Some times\_\_\_\_\_3  
Often\_\_\_\_\_4  
Very Often\_\_\_\_\_5

Add up the columns to get your total score \_\_\_\_\_

## Score Interpretation

Score	Comment
<b>56-75</b>	Excellent! 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.
<b>36-55</b>	You're a capable communicator, but you sometimes experience communication problems. 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.
<b>15-35</b>	You need to keep working on your communication skills. You are not expressing yourself clearly, and you may not be receiving messages correctly either. The good news is that, by paying attention to communication, you can be much more effective at work, and enjoy much better working relationships!

**Three things I will do that can help me improve my communication skills:**

**1:** \_\_\_\_\_

**2:** \_\_\_\_\_

**3:** \_\_\_\_\_

## 4.4 Non-verbal communication - Body language

### The six universal facial expressions

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

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

**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

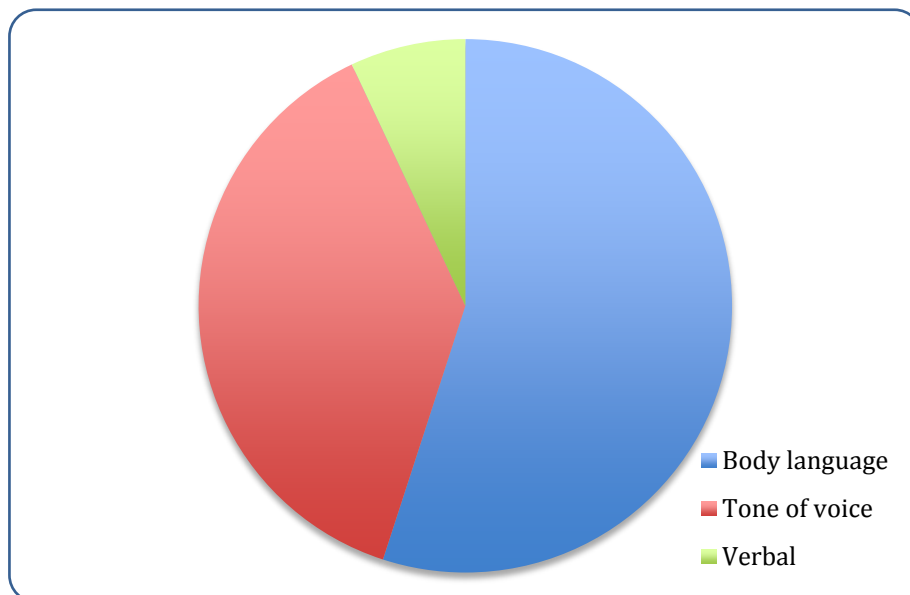
**93% of how we communicate is non-verbal:**

- 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.

**Figure 2. How we communicate**



## 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.

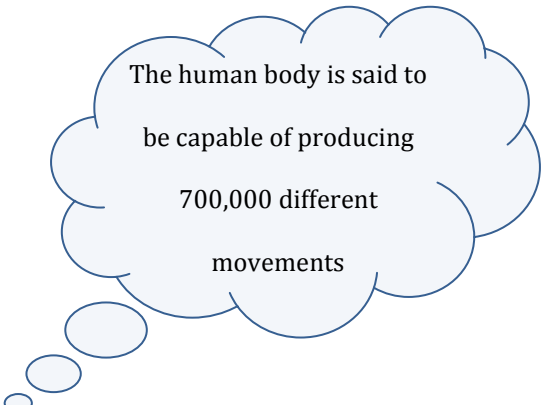
There are a number of factors to consider when reading body language:

- **Context**

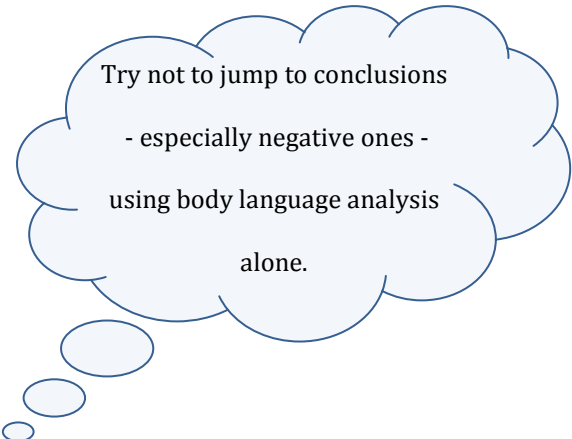
Body language in a certain situation might not mean the same in another.

For example, some:

- rubbing their eye might have an irritation, rather than being tired - or disbelieving, or upset
- 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.

## 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?

- **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?
- **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.



## 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

# Charting Your Own Course

Building representational capacity  
across the Australian seafood industry

## Participant Workbook

Module 5: Influencing and building relationships

*Anyone can hold the helm when the sea is calm*

# Acknowledgements

## Project Team

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## **Module 5: Influencing and building relationships**

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# Influencing and building relationships

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## Learning Objectives

To

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

Acting as a representative is about making change, and that means influencing people. Influencing has three 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
- 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.

## **5.1 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 your understanding of 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 how they feel. Let them know that you understand and respect their point of view and that their perspective is valid.

### **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 hearing a new perspective. Talk with them about the differences in your perspectives.

#### **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.



## 5.2 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 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.

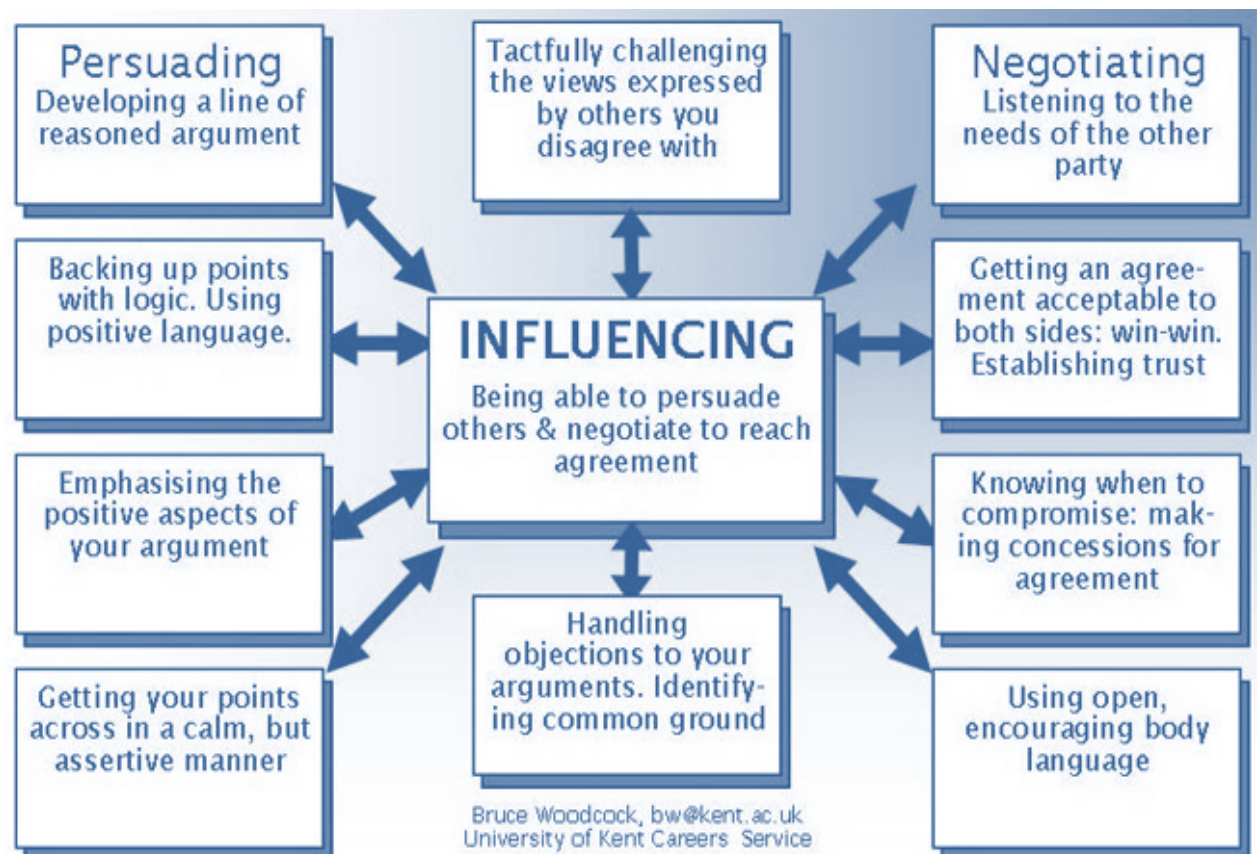
### **Compromise**

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.



## 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 can't compromise and interests where you can 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.

Influencing is about bringing people along with you. It is important to know which people you need to “bring along” with you.

## Activity: Lost at Sea



You are adrift on a fishing vessel working offshore on a seamount.

As a consequence of a fire of unknown origin, much of the vessel and its contents have been destroyed. The vessel is now slowly sinking.

Your location is unclear because of the destruction of critical navigational equipment and because you and the crew were distracted trying to bring the fire under control. Your best estimate is that you are approximately one thousand miles south-southwest of the nearest land.

Below is a list of fifteen items that are intact and undamaged after the fire. In addition to these articles, you have a serviceable, rubber life raft with oars large enough to carry yourself, the crew, and all the items listed below. The total contents of all survivors' pockets are a package of cigarettes, several books of matches, and five one-dollar coins.

Your task is to rank the fifteen items below in terms of their importance to your survival. Place the number 1 by the most important item, the number 2 by the second most important, and so on.

Individual Rank	Item	Group Rank
	Sextant	
	Shaving Mirror	
	10 litre can of water	
	Mosquito netting	
	One case of army rations	
	Maps of the Pacific Ocean	
	Seat cushion (flotation	
	5L can of oil-gas mixture	
	Small transistor radio	
	Shark repellent	
	4m <sup>2</sup> of opaque plastic	
	1 bottle Bundaberg rum	
	Fifteen feet of nylon rope	
	Two boxes of chocolate	
	Fishing Kit	

## 5.3 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.

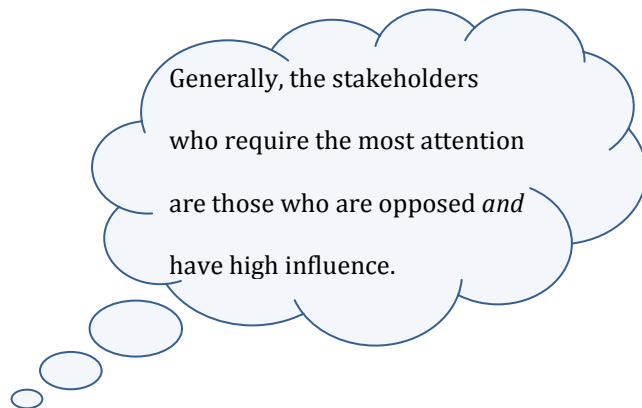
Identify and list the potential stakeholders who, again, are those affected by, or can influence, the outcome you are seeking. These may be individuals, or groups, or some combination of the two.

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 summarise 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.

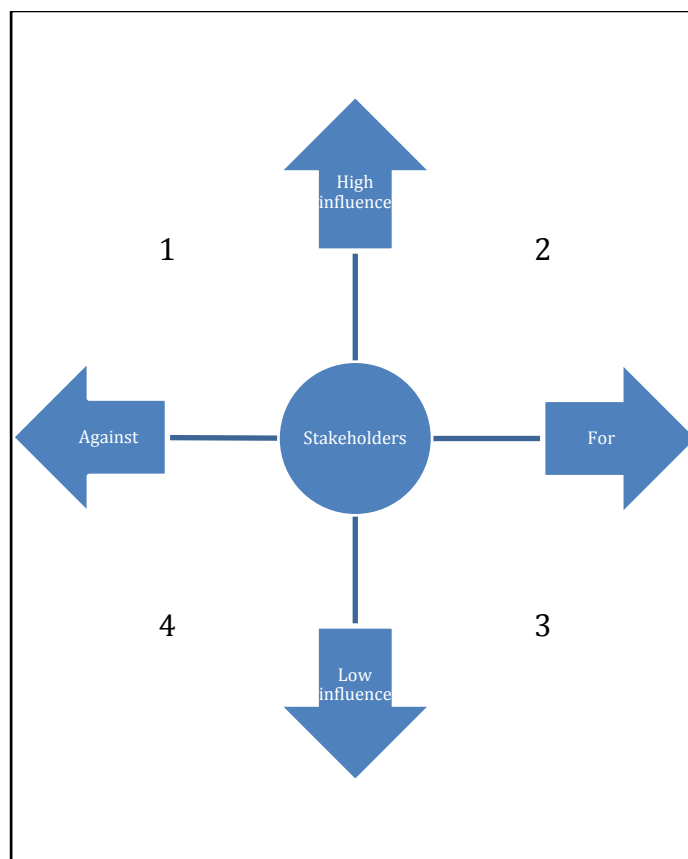
You need to plan strategies for approaching and involving each significant stakeholder or stakeholder group. This might take the form of obtaining more information for example, or involving the stakeholder in the planning for the change.

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 8 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 1. 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.

## Activity: Raising the stakes

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

Consider a project that you want to progress, list the stakeholders in the table below.

It may help to list them in rough order of importance. These can be anyone who will influence, either positively or negatively the outcome.

Stakeholder	Influence Rating	Strategy to engage them	More info required?

Next, rate the stakeholders based on where you think they fall in Figure 2, (see previous page). 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.

## 5.4 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 organisations, 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
<b>Purpose</b>	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
<b>Location &amp; orientation</b>	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.
<b>Players</b>	Key contacts are relatively nondiscretionary; decided by task and organisational 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.
<b>Network attributes</b>	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.

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 organisations 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.

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

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

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

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.

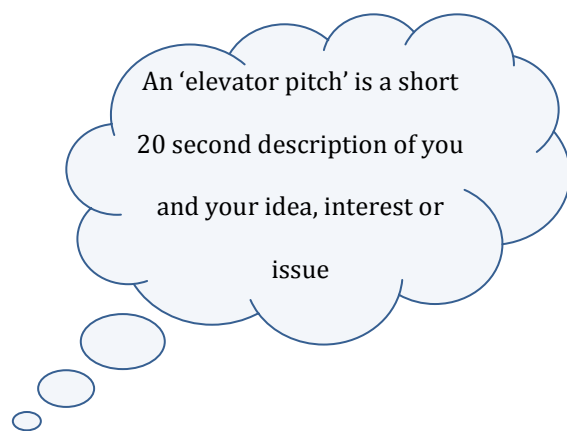
## Maintaining your networks

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.

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.

**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.*

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



## **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.

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## Participant Workbook

Module 6: Effective meetings

*Anyone can hold the helm when the sea is calm*

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## **Module 6: Effective meetings**

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# Effective meetings

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## 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 - sometimes lots of 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 include:

- 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 organisations?
- 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, analyse 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 organisation'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**

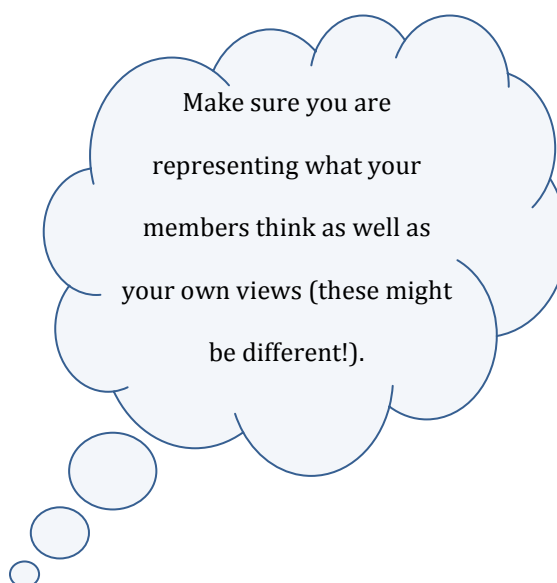
Be involved in the discussion.

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 few important things**

**a**

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.**



## 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 after a meeting 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.

## Handouts and Additional Information

## Handout 1

### Additional information: Details on what happens at a meeting

Typical Agenda Items	What happens
<b>Item 1: Opening the Meeting...</b> 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>

<p><b>Item 2: Apologies...</b>noting those unable to attend.</p>	<p>The Chairperson states the names of those members who formally notified that they were unable to attend the meeting.</p>
<p><b>Item 3: Review the agenda</b></p>	<p>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>
<p><b>Item 4: Minutes of the Previous Meeting ...</b> 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 Business".</p> <p>The most important advice about the minutes of a previous meeting is to <b>make sure you read them before they are discussed at the next meeting.</b></p>
<b>Item 5: Business arising from Minutes of the Previous Meeting ...</b>	<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>
<b>Item 6: Correspondence ...</b>  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>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><b>Item 7: Reports</b> ...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 Handout 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><b>Item 8: General Business</b> ...items so listed in the agenda are discussed. The discussion usually begins 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 Handout for</p>

	more detail on resolutions and motions.
<p><b>Item 9: Any other Business</b></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>



## Additional information: Meeting information

### 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.

## Additional information: Other meeting procedures

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 meetings be 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 recognised 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”.

## Additional information: Meeting information

### How to write the minutes of the meeting

It is essential that minutes are recorded accurately. This is not only a record of agreed actions but accurate minutes also prevent arguments about previous decisions.

Minutes are also a guide for the Secretary and Chairperson when drawing up the agenda for the next meeting.

Minutes help the organisation to learn from its past failures and successes. This is done when the Secretary reflects on the minutes of the past year when drawing up an annual report.

There are three aspects to taking good minutes:

### Listening

This is a very important skill to develop. You must not only listen to what is being said but you have to ensure that you understand as well.

### Taking notes

Write down only the main points and the decisions taken. It is impossible to write down everything that is being said. Always try to identify the main points- you don't need detail.

### Pay special attention to recording decisions and actions.

If necessary, ask for the decisions to be repeated. Do not hesitate to stop the meeting if you are not clear about any decisions or issues being discussed.

## 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.

# Charting Your Own Course

Building representational capacity  
across the Australian seafood industry

## Participant Workbook

Module 7: Charting your own course: next steps

*Anyone can hold the helm when the sea is calm*

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## Project Team

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## Disclaimer

This training material has been prepared with the assistance of industry sources and by reference to current knowledge. However members of the project team accept no responsibility for any consequence of oversight, misinterpretation or error in the material.

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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## **Module 7: Charting your own course: next steps**

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## Charting your own course: next steps

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This workshop 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.

You will have seen and discussed other people's point of view and issues. Our differences can be great but our similarities are always greater.

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 yourself in the single principle so that your behaviour is  
wholesome and effective.

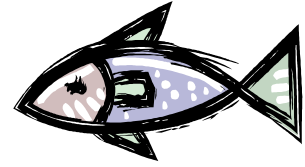
If you do that, you will earn respect and be a powerful influence.

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'**



## Activity: Where to from here

Look back over the work we have done today, and jot down your answers to the following:

What were three stand-out things you heard or learnt today?

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How can you use these in your work, relationships or for getting involved in an industry representative body?

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---

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What might help you to do this? E.g. further reading/research, attending courses, coaching, mentoring.

---

## **7.1 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.

With the right environment in place and development of relationships, what then?

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

- what is the necessary investment in time and people?
- what is our present and potential position?
- what is the projected impact of this change?
- what is its projected return on investment for the effort?
- what is the opportunity / cost?

## **7.2 Follow up contact**

Each participant will be contacted by telephone to follow up the learning's from the workshop and discuss their future focus in the industry.

The discussion will include the following topics:

- goal setting
- exploration of new ideas and concepts
- identification and support for ongoing skills development

## 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](http://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](http://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/](http://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](http://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.