



FINAL REPORT

# **National Seafood Industry Leadership Program 2012-2014**

**Jill Briggs**

**Rural Training Initiatives**

**December 2014**

FRDC Project No. 2012-401

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National Seafood Industry Leadership Program 2012-2014  
FRDC Project No. 2012-401  
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In submitting this report, the researcher has agreed to FRDC publishing this material in its edited form.

# Contents

1. Acknowledgments.....	5
2. Abbreviations.....	6
3. Executive Summary .....	7
4. Introduction.....	9
5. Objectives .....	11
6. Method .....	12
6.1 – Objective 1.....	12
6.2 – Objective 2.....	13
6.3 – Objective 3.....	13
6.4 – Objective 4.....	14
7. Results.....	15
7.1 – Objective 1.....	15
7.2 – Objective 2.....	15
7.2.1 – Development of program materials .....	15
7.2.2 – Program design and delivery .....	16
7.3 – Objective 3.....	23
7.4 – Objective 4.....	24
7.4.1 – Evaluation Results .....	24
8. Discussion.....	30
8.1 – Objective 1.....	30
8.2 – Objective 2.....	30
8.3 – Objective 3.....	32
8.4 – Objective 4.....	32
9. Conclusion .....	33
10. Implications .....	34
11. Recommendations.....	35
12. Extension and Adoption .....	36
13. Project materials developed.....	39
14. Appendices.....	40
Appendix 1 – Intellectual Property.....	41
Appendix 2 – Project Staff .....	42
Appendix 3 – Advisory Group Members .....	43
Appendix 4 – Program Materials.....	44
Appendix 4.1 – Program Booklets.....	44
Appendix 4.2 – Pre-program Materials .....	103
Appendix 5 – NSILP Mission Presentations .....	106
Appendix 5.1 – Mission 2014.....	106
Appendix 5.2 – Mission 2013.....	118
Appendix 5.3 – Mission 2012.....	159
Appendix 6 – Project People .....	165
Appendix 6.1 – Program Guests .....	165
Appendix 6.2 – Program Graduates.....	168
Appendix 7 – Media Materials .....	171
Appendix 7.1 – Media Release Templates .....	171
Appendix 7.2 – Social Media Activity Sample .....	172
Appendix 8 – Evaluation .....	173
Appendix 8.1 – Participant Program Evaluation .....	173
Appendix 8.2 – Full Project Stakeholder Evaluation .....	202

## List of Tables

Table 6.1 NSILP 2012-2014 Final Stakeholder Evaluation .....	15
Table 7.1 Annual NSILP Program Example.....	18
Table 7.2 Annual NSILP Vision, Mission and Strategies .....	20
Table 7.3 NSILP 2012-2014 Guest Speakers .....	21
Table 7.4 NSILP 2012-2014 Program Tours/Visits .....	22
Table 7.5 Guests Statistics – summary .....	24
Table 7.6 NSILP Project Staff .....	25
Table 7.7 NSILP 2012-2014 Participants statistics .....	26
Table 7.8 NSILP 2012-2014 Participant gender.....	26

# 1. Acknowledgments

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National Seafood Industry Leadership Program Major Sponsor - Sydney Fish Market

NSILP 2012 – 2014 Advisory Group -

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Program Staff

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Finally Rural Training Initiatives sincerely thanks the participants/graduates of the NSILP 2012 – 2014 programs.

Jill Briggs

Managing Director

Rural Training Initiatives P/L

## 2. Abbreviations

ABARES	Australian Bureau of Agricultural and Resource Economics and Sciences
AFMA	Australian Fisheries Management Authority
APFA	Australian Prawn Farmers Association
CFA	Commonwealth Fisheries Association
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DA	Department of Agriculture (previously DAFF)
DAFF	Department of Agriculture, Forestry and Fisheries
DAFFQLD	Department of Agriculture, Forestry and Fisheries, Queensland
FRDC	Fisheries Research and Development Corporation
NTSC	Northern Territory Seafood Council
NSILP	National Seafood Industry Leadership Program
QSIA	Queensland Seafood Industry Association
Recfishwest	Recreational Fishing Western Australia
RTI P/L	Rural Training Initiatives P/L
SFM	Sydney Fish Market
Seafood CRC	Seafood Cooperative Research Centre
TRLIC	Tasmanian Rock Lobster Council
TSIC	Tasmanian Seafood Industry Council
WAFIC	Western Australia Fishing Industry Council
WINSC	Women's Industry Network Seafood

# 3. Executive Summary

2012/401

National Seafood Industry Leadership Program

**PRINCIPAL INVESTIGATOR:** Ms Jill Briggs

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NSILP 2012 - 2014 successfully completed its fourteenth year of delivery under current funding arrangements. The program has now concluded with applications being currently sought by the RTI P/L to continue the program for another three years as part of the industry's new funding around. This final report details the methods and outcomes from the NSILP 2012 - 2014 project.

**NSILP 2012 – 2014 objectives were:**

1. To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report
2. To develop and deliver 9 days (3x3 day Residential) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.
3. To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.
4. To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.

Forty-three graduates (27 men and 16 women graduates) from across the industry value chain successfully graduated from the NSILP 2012-2014. It should be noted that 51 participants commenced the NSILP 2012, 2013 and 2014. The graduate number represented a 5% under-delivery of the project targets. The participants were reflective of the whole industry and were willing to take on new ideas and be challenged.

The graduates are well placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of this group, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry. This has been the experience of the past NSILP graduates, many of whom have been encouraged to become involved in organisations at sectoral, local and national levels.

Program evaluation found that the participants and stakeholders consulted identified that the NSILP 2012-2014 achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were extremely supportive of it and believed that it was a key strategic program for the industry's future development and leadership succession planning.

Program outcomes were perceived to have been delivered at multi-faceted levels of personal and industry.

At a **personal development level** the major outcomes, as identified by NSILP stakeholders, for participants were:

- Greater confidence
- Improved networks with peers and industry leaders
- Enhanced communication, public speaking and presentation skills
- Broader industry understanding, knowledge and differing viewpoints across sectors.

- Improved thinking patterns
- Effective working with people and on projects under pressure
- Improved time management
- Broader perspective and thought processes,
- Wider understanding of the bigger picture for our fisheries

**Industry benefits** identified by stakeholders were: - Better understanding of industry strategic direction; greater contribution and professionalism; willingness to step into leadership roles; motivation of others; more confidence to make a change and; a pool of enthusiastic graduates that have a good handle on the challenges that the industry faces and the skills to do something about.

The nine-day face-to-face annual programs included 29 skill development workshops, 13 industry-networking events and 10 guest speaker or panel sessions.

A highlight of the program included the unique opportunity that the NSILP 2012 - 2014 offered participants to develop their networks across the industry value chain and beyond. Participants found the pressure to work together to deliver their team presentation to stakeholders in Canberra stretched and challenged them. Despite these pressures participants nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

The feedback about the program structure, delivery mechanisms, logistics and content was overwhelmingly positive. Participant diversity was identified as a strength of NSILP. However comments about a higher level program that connects across other primary industries was a valuable comment for future program development.

The evaluation identified some improvement opportunities for potential consideration for future programs. These included:

- Increased connection back to individual business objectives and reporting back to the business on outcomes.
- Seeking means to improve wild harvest and indigenous participation
- Maybe a day with other industries, i.e. wine, beef, marketing
- More industry guest speakers. More field trips within each residential destination.
- A session in Parliament House question time is a must for the program.
- Reviewing the PR/Engagement strategy - both with the regional media/awareness of the course/value to grass roots industry
- Continuing to build on the successes of previous years and by trying to stay connected with one another and the industry

Particular mention should be made of the attraction of the financial and in-kind sponsorship provided by Sydney Fish Market, Gold Coast Tiger Prawns, Challenger Institute of Technology, Geraldton Fisheries Co-op, Western Australian Fishing Industry Council which added an considerably to the program finances.

NSILP 2012-2014 has delivered highly successful outcomes for industry and participants and comprehensively met its objectives. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development.

**KEYWORDS:** Leadership, fishing, seafood, indigenous, aquaculture, wild caught, recreational, industry, organisations, National Seafood Industry Leadership Program.



## 4. Introduction

The initial work for a national leadership development program was commenced by the Australian Fisheries Academy who received funding to develop a program for the increase of leadership capacity in the seafood industry in Australia. From this initial work a leadership program model was developed and the delivery of an advanced national seafood industry leadership program began in 2000. The initial seafood leadership program was held in Handorf, South Australia in 2000. Cheryl Phillips – Leading Industries/Change Industries, Jill Briggs – Rural Training Initiatives and Martin Smallridge – Seafood Council SA managed and facilitated the program based around cutting edge research regarding leadership.

More recently a priority of the Fisheries Research and Development Corporation (FRDC) is capacity building projects that support industry to determine and access the knowledge, abilities, skills, and resources to address their goals and challenges. In the process, these projects build capability and independence to meet future challenges and opportunities beyond the life of the project (FRDC 2013).

The NSILP 2012-2014 is aligned with the goals of the FRDC's People Development Program, namely the development of industry capability through 'increasing the capacity of industry organisations to represent the views of members' and 'enhance industry's ability to contribute to debate and policy development'. The ability to build leadership capability and enhance existing leadership capacity is a key focus for the Australian fishing and seafood industry organisations and businesses.

The NSILP commenced in 2000 and has a 196 NSILP Graduate Alumni that incorporates representatives of most industry sectors including individuals and organisations from indigenous, recreational, aquaculture and wild-caught sectors of the Australian seafood industry and community.

The NSILP 2012-2014 is designed and delivered in response to a number of industry consultations. Throughout the history of the NSILP review and consultations have been undertaken and during the delivery of the NSILP 2012-2014 evaluation and consultation has occurred both formally through hard and electronic data gathering activities and informally through face-to-face and virtual conversations.

Under the management of Rural Training Initiatives P/L and guided by the project advisory group and FRDC, NSILP 2012-2014 has evaluated and consulted with the stakeholders of the project and the wider community has occurred as detailed in the project. This detail outlines that program participants should have three opportunities annually to provide feedback. Secondly the program should be evaluated through a wider stakeholder review.

From the above reviewing processes information gathered continues to highlight the need for the NSILP. Evidence of this need includes the ongoing annual attraction of a strong pool of applicants; the positive support of the seafood community through the ongoing sponsorship of the Sydney Fish Market (SFM); the in-kind 'tour' contributions provided by the industry businesses and organisations, guest speakers and dinner guests and the ongoing engagement with federal and state political organisations and business throughout the program 9 days of face-to-face program delivery.

Through the quarterly teleconference meetings of the NSILP Advisory Group (NSILP-AG) industry consultation and ensuring industry and community needs are met by the program content and delivery. Meetings are structured to ensure that current industry issues are discussed and input opportunities are provided regarding the content of the NSILP.

Based on the evidence gathered during the 10 formal evaluation activities, the informal industry consultation that occurs during the numerous NSILP industry networking events, the industry consultation with the NSILP Advisory Group and the final report stakeholder evaluation the NSILP remains a highly valued FRDC project as indicated by stakeholder 9 mentioned in the evaluation survey "I love it just as it is".

Fishers are facing the very real crisis of declining access to fishing resources. Regular industry updates supplied by the NSILP-AG suggests that social licence to operate is also a constant pressure on all sectors of the industry. Investing in leadership, and the associated networks and cross stakeholder understanding, is seen as vitally important for all sectors to be able to contribute to the national conversation, drive change and address challenges. Specific issues which challenge the industry and where leadership is continually required are: - social licence to

operate; access to resource; global market impacts; engagement with research and outcomes and policy and future directions regarding co-management of stock and resources; understanding the supply and value chains and end user of the seafood productions and effective communication with relevant sections of the chains.

The NSILP has had considerable support from industry throughout the years from sponsorship of key events and in-kind contribution of guest speaker's costs and time. These areas of support and the ongoing funding have built a leadership program with significant reputation throughout and beyond the industry. The end-of-project stakeholder evaluation has highlighted the ongoing importance of the program.

The following FRDC People Development Program Investment Priorities have been partially addressed through this project: -

- Enhance industry leadership within, and across, all sector
- Build industry capacity to drive change to achieve goals
  - strengthen governance and representational capabilities of industry organisations
  - increase the capacity of industry organisations to represent the views of members
  - enhance industry's ability to contribute to debate and policy development
  - build industry committee member competence and confidence
- identify and build skills for business profitability and sustainability

The NSILP project has responded to the identified impediments to individuals taking on representational and leadership roles at local and sector levels and has specifically developed tools that will skill individuals through learning, mentoring and industry leadership community building to overcome obstacles to success. The NSILP has addressed the essential need to grow the leadership capacity through graduating and these graduates have clearly understood the need to enhance the decision-making processes within the seafood industry.

## 5. Objectives

The primary objective of the NSILP 2012-2014 was to increase the leadership capability of the seafood industry and community, with specific focus on the key FRDC stakeholder groups. This was achieved by delivery on the four key objectives of the project and the milestone requirements of the project.

The four key NSILP 2012 – 2014 objectives were: -

1. To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report
2. To develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.
3. To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.
4. To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report

## 6. Method

The method section has been designed to outline and/or list the activities undertaken to deliver on the four program objectives.

*6.1 Objective 1 - To deliver project objective 1, to revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report, the following activity was undertaken.*

FRDC contracted a project (FRDC 2008/310 – Future Leaders – Taking Stock) to gain an objective understanding of the leadership program developed and delivered to the seafood/fishing industry. The key objective relevant to the NSILP going forward was to “undertake a critique of the previous *Advance in Seafood Leadership Development Program* to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.”

The review provided two industry data sets, an online survey and facilitated workshop. The online survey provided the following information to the National Seafood Industry Leadership Program: -

- *Focus on networking* - networking as the number one strength of the program. The program must keep its momentum when dealing with networking.
- *Ongoing support* - graduates want continued support both during and after the programs completion.
- *Participants* - selection of participants was highlighted as an issue both by graduates and sponsors as was the issue of participant diversity and participant ability.
- *Benefits for sponsors* - realistic and long term expectations for sponsors need to be generated.

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

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

At the conclusion of the FRDC Project 2009-310 considerable adjustments were made to the NSILP three-year project as a direct result of a twelve-month evaluation. This evaluation was undertaken through stakeholder questionnaires.

- Retain nine days of learning – the adjusted three-day residential has been embedded into the NSILP program with the full day spent at the Sydney Fish Market including a market tour and cooking class (one of the industry networking events).
- To continue the information provision of internal and external mentoring. The first is an internal mentoring opportunity in which a participant chooses another program participant to form a mentoring relationship. The participants are provided with three mentoring learning activities during the program. The second opportunity is a supported external mentoring process whereby the participant completes a needs analysis and then sources a mentor. The mentor and mentoree then have an opportunity to attend mentoring online workshops; are supplied with mentoring materials and; are supported through phone and email conversations. This component of the program has been well received and is now offered by Rural Training Initiatives as an in-kind contribution to the NSILP.

- Annual Mission – The annual NSILP Mission is a group activity that is derived from group values and visioning exercises with the end point being a six-month industry project with a number of strategies. The strategies are delivered through strategy groups that are formed through the participants selecting a strategy that matches passion. The annual mission provides two opportunities – an industry outcome and a leadership experience.
- Regional Location – Each two years the NSILP will be relocated in a “new” regional fishing location. This provides the program with the opportunity to build it’s profile across the nation and indirectly build capacity in the regional centre through putting money into a local economy; encourage industry to engage through guest speaking and attending networking activities.

Due to the continuation of delivery contract between FRDC and Rural Training Initiatives P/L the review of the NSILP 2010-2012 was undertaken using two methods. Firstly reviewing the final NSILP 2010-2012 report and incorporating the appropriate recommendations outlined in that report and secondly reconnecting via an email communication with a randomly selected group of graduates from the 2010-2012 cohort and seeking confirmation that the proposed adjustments were valid and appropriate from a stakeholder perspective.

*6.2 Objective 2 - To deliver project objective 2, to develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions, the following activity was undertake.*

Activities undertaken to develop and deliver the NSILP 2012-2014 annually included:

- Connect three times with the vegetable industry informed via a project communication plan – industry sector representative organisations; state seafood councils/boards; state and federal government agencies and departments; seafood/fishing companies and businesses; research bodies and individuals.
- Undertake communication activities that provided industry and registering individuals with an understanding of NSILP aims and the anticipated industry, NSILP annual team and individual outcomes.
- Refine program outputs via regular conversations with the NSILP advisory group.
- Develop and deliver a nine-day program with quality materials and logistics via face-to-face training.
- Undertake evaluation, via both written and verbal methods, using a varied evaluation form that requested feedback on logistics, topics, delivery, outcomes and project staff.
- Deliver annually a nationally significant mission and strategies through co-operation of all NSILP participants, which focuses on an essential and relevant industry-wide and inclusive issue.
- Enhance participants’ leadership skills in the workplace or organisation through the implementation of the abovementioned nationally significant mission, mission strategies and participant’s personal leadership learning plan.
- Connect participants with industry stakeholders and national organisations through the mentoring process and industry panel sessions and program industry networking activities.
- Build an industry profile for NSILP participants via industry functions (dinners and lunches) and media releases.
- Connect participants with current national and global issues through the guest speakers at each residential.

*6.3 Objective 3 - To deliver project objective 3, to graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry, the following activity was undertaken.*

- Activities undertaken to ensure individuals from a broad cross section of industry are encouraged and supported to develop their leadership potential included:
- Communicate with industry organisations across Australia including sector and state organisations and individuals to ensure inclusion.
- Identify missing population cohorts from the program e.g. indigenous, women and grass roots industry members.
- Communicate directly with above sectors via specific organisations and individuals.
- Manage the selection process through the development of selection criteria process that matched application criteria.

- Ensure delivery and support incorporates effective management of all participants through the appreciation that individuals learn differently and consequently require specific support.
- Identify specific methods of connecting with individual participants who are remote using email, text and predominantly telephone.
- Provide a cross-section of the industry as speakers and dinner guests.
- Provide ongoing email, written and phone support.
- Ensure program mission guidance was delivered through program materials and learning, mentoring and facilitator staff.

Activities undertaken to encourage cross-sectoral understanding within the seafood/fishing industry/community included:

- Recruit participants from all parts of the industry value chain.
- Develop group mission around an industry issue of significance and working in strategy teams.
- Undertake whole group activities throughout the program’s face-to-face delivery.
- Include industry tours (e.g. Sydney Fish Market, Parliament) to expose participants to new experiences and perspectives.
- Implement in-program mentoring with mentor and mentoree difference established as a success factor.
- Source program guest speakers from a variety of sectors.
- Ensure program dinner and lunch guests represent diversity of the industry.

*6.4 Objective 4 - To deliver project objective 4, to evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report, the following activity was undertaken.*

A mixture of quantitative and qualitative evaluation techniques were used to undertake the program evaluation which involved both participants and program key stakeholders.

Participants were provided with evaluation questionnaires at the conclusion of each residential. These questionnaires evaluated program content and structure; program facilitation; speakers; logistics (including venue); participant reactions to the program; the changes participants intended to make at an industry, business and personal level; and participants’ leadership learnings.

To gather further data about program outcomes, improvement opportunities and industry perceptions of the program an online questionnaire was developed and delivered to 35 NSILP stakeholders during November 2014 with 20 responses received. Responses were provided by following stakeholders: -

Table 6.1 – NSILP 2012-2014 Final Stakeholder Evaluation.

<b>Stakeholder Group</b>	<b>No.</b>
NSILP 2012-2014 Graduate	7
Employer of NSILP 2012-2014 Graduate	2
NSILP 2012-2014 Program Guest	4
NSILP 2012 – 2014 Guest Speaker	3
NSILP 2012 -2014 Program Sponsor	2
NSILP 2012 – 2014 Program Funder	2

Data from the interviews were examined and analysed and key themes identified to inform the final project report and add to the recommendations.

# 7. Results

## 7.1 – Objective 1- To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report.

Results of the review process and continued evaluation of the NSILP by the program manager and project incorporated into the deliver of the NSILP2012-2014 were: -

- To continue to develop the informal alumni amongst all leadership and capacity building FRDC funded recipients, including Nuffield Foundation and Scholars, Australian Rural Leadership Program, NSILP and travel and conference delegates. AFFECT is the cross industry alumni managed by Rural Training Initiatives P/L.
- The project will be enhanced through the ongoing development of a corporate style to all materials. A revised and sponsor-review style will be applied to all pre-course, course and post course materials.
- Regional location and venues for Residential #1 for the program annually. Appropriate venue for Residential #2 in Sydney and Residential #3 in Canberra.
- Participants will continue to be informally supported for twelve months following the program. Many participants remain connected and support well beyond 12 months. As a case in point Rural Training Initiatives provided support for a 2000 graduate.
- The Mission each year is developed into a program resource document that contains an outline of Mission Strategies delivered for the seafood industry. This resource provides an understanding of the outcomes achieved by individuals and teams during the each year.

## 7.2 – Objective 2 - To develop and deliver 9 days (3x3 day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.

### 7.2.1. Development of program materials

(see Appendix 4 for full details of booklet materials and samples of workshop materials).

#### Pre-Program

Prior to the first residential commencing a minimum of fifteen (15) NSILP 2012-2014 documents were produced annually. These documents included:

- Pre-course material included a number of emailed documents and PDF's
- A letter of invitation to industry
- Two information releases
- Program photo banner
- Dinner invitation
- Informal communication to NSILP Advisory Group
- Letter of participation
- Selection process
- Communication with NSILP Advisory Group

#### Program

Program booklets and accompanying materials and facilitation information was developed and produced for the program and for each of the residential sessions. These documents were:

- Residential 1 (2012 Fremantle; 2013 Fremantle; 2014 Gold Coast) –
  - Participant Workshop Folder and Materials
  - Participant and Guest Speaker Profiles
  - Media Release
  - Participant Roles and Responsibilities Brief
  - Industry Dinner Guest List
  - Guest Information Packages
  - Previous year Mission Launch Materials

- Residential 2 (2012 -, 2013 and 2014 Sydney)
  - Participant Workshop Folder and Materials
  - Guest Speaker Profiles
  - Media Release
  - Further Reading Materials
  - Participant Roles and Responsibilities Brief
  - Participant Briefing Pack
  - Industry Dinner Guest List
  - Guest Information Packages
- Residential 3 (2012, 2013 and 2014 Canberra)
  - Participant Workshop Folder and Materials
  - Guest Speaker Profiles
  - Guest Information Packages
  - Graduation Dinner Guest List
  - Graduation Certificates
  - Press Release

### Post-Program Communication

Post-program materials were two fold – one thank you and promotional material sent to all individuals connected to the program (such as speakers and sponsors) and two provisions of further information for graduates. The documents included:

- Information and photos of course provided to all graduates
- Guest speaker letter of thanks
- Dinner guest letter of thanks
- Mission Launch letter of thanks
- General media release for the general media
- Media release for all participants with graduation photo attached
- Final “exit letter” for each participant
- Alumni induction information

### *7.2.2 - Program design and delivery*

The program was developed using adult learning principles, focusing on experiential learning. It was underpinned by Chatham House Rule that allows participants and guests to freely share opinions, insights and leadership experiences and encourages free discussion.

The program consisted of three, three-day residentials held in Fremantle and Gold Coast (Residential 1), Sydney (to provide opportunity to visit Sydney Fish Market) and Canberra (refer next page for program overview). The program included a mixture of:

- Interactive presentations and training from the program facilitators on a range of topics drawing from a variety of theories including leadership, communication, management and personal development;
- Guest speakers and industry panels;
- Individual work and reflection;
- Group discussion;
- Introduction to, and connection via, social media;
- Networking tasks including the group being required to organise, host and present at industry dinners at each residential;
- Group activities, simulation exercises and role plays, including the provision of feedback;
- Development of an individual leadership learning plan;
- Identification of a mentor and development of a plan;
- A self-directed, action learning group project to develop an industry vision, mission and strategies;
- Tours of various industry sites;
- Observation of the Federal upper and lower houses of Parliament in Canberra;
- Meetings with politicians, industry leaders and government in Canberra;



- Individual formal presentations to industry leaders on the annual NSILP participant’s vision, mission and strategies in Canberra; and
- An official graduation dinner in Canberra.

The program was developed to include some flexibility to enable modification by the participants during the residential based on their interest and needs. The topics covered and the time devoted to exploring them was changed as the focus for their leadership development became clear. Materials were also prepared to support the program delivery. Workshops were designed to be interactive which allowed the participants to draw on their own experiences and relate them to the program topics.

Table 7.1 – Annual NSILP Program Example.

**NSILP 2014—Program Outline**

1-3 April 2014—Surfers Paradise			8-10 July 2014—Sydney			23-25 September 2014—Canberra		
Knowing Leadership			Experiencing Leadership			Implementing Leadership		
Day 1	Day 2	Day 3	Day 4	Day 5 SFM Day	Day 6	Day 7	Day 8	Day 9
	Industry Tour		Re-connection & Strategy Update	Market Tour				
Purpose of the Program	Reviewing Day 1	Understanding Days 1&2	Handling Conflict	Reviewing Day 4	The Media and Our Messages	Meetings in Canberra Organised by Participants	Looking Forward	ORID & Day 7 & 8
Identifying Leadership	Building Teams	Leadership Theories and Practice	Teams and Leadership	Understanding Our Industry Panel	Power and Behaviour		Taking the Next Step	Lobbying and Changes
Communication I	Industry Panel and Q&A	Meetings	Strategies—Work and Research	Strategies — New Knowledge Incorporation	Strategies—Next Steps	Mission Launch and Strategy Presentation Preparation	Industry Panel	Leading the Industry
Learning and Leadership	Developing a Mission	Mission Proposal		The Media—SFM Case Studies	Canberra Briefing		Parliament Question Time	Mission Launch and Networking Afternoon Tea
Communication II	Mission and Strategy Plan	Briefing, Debrief and Close				Team Dinner	Strategy Presentation Preparation	Final Session and Dinner Briefing
Personalities	Networking		Team Dinner	Industry Dinner		Team Dinner	Graduation Dinner	
Team Dinner Briefing—Vision	Industry Dinner							

Leadership Learning Plan

At the conclusion of the residential one, participants were required to develop a leadership learning plan to be implemented over the remainder of the program. They were asked to identify the leadership skill/behaviour they could realistically commit to and develop further by the conclusion of the NSILP in the areas of:

- Personal
- Workplace/Business
- Industry

They were also asked to identify two people who could support them with their commitment:

- One NSILP participant (Internal Mentor)
- One other person (Optional External Mentor)

- Rural Training Initiatives provided coaching to the participants outside the residential via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant’s development was documented.

All the participants set significant development goals in the learning plans that included:

- Develop a thinking logic for the business
- Build knowledge about the industry
- Being a motivator
- Communication skills
- Build relationships with farmers
- Commitment
- Body language and reflection time
- Collaborative processes
- Mentoring roles within the business
- Conflict management
- Develop strategy building processes
- Build opportunities between workplace and leadership
- Checks and balances for goals, priorities and outcomes
- Develop team talent and coaching procedures
- Develop political nous
- Find allies to work on the big issues

The NSILP program has been designed at a Certificate V and VI level. Participants are encouraged to seek further assistance from Rural Training Initiatives P/L to gain Recognition of Prior Learning.

#### Self-directed group project to develop and present an industry mission and strategies

A feature of the program was a self-directed group learning project where the group was required to work together, and reach decisions independently, to develop a vision, mission and strategies for the future of the Australian seafood community/industry.

The facilitators provided the group with “ground rules” and support in how to work together via the tools, theories and processes discussed in the program and by encouraging open dialogue and reflection. However it was up to the group to work together to make the decisions about how the group conducted itself to undertake the project as well as undertaking the project itself (i.e. the group worked “on” the project as well as “in” the project). The following group leadership observations made by the NSILP facilitators:

- the roles participants took on at different stages (e.g. leader, facilitator, mentor, questioner, supporter, driver, motivator, completer-finisher, technical expert);
- stages of team development (forming, norming, storming, performing, adjourning)
- interpersonal dynamics;
- personality and leadership styles;
- self-awareness leading to behaviour change;
- the development of sub-groups within the group;
- task and relationship conflict;
- creativity and generation of new ideas;
- identification of unhelpful and destructive behaviours;
- development of interdependence;
- individuals and the group navigating a pressure environment;
- personal and group capability being developed through individuals being encouraged to go out of their comfort zones and challenge themselves (in a supportive environment);
- influence and negotiation;
- individuals making the choice to compromise and put their own agendas aside for the good of the group;
- building trust and providing constructive feedback;
- skills in communicating a message powerfully and effectively;
- personal and group empowerment;
- meeting and decision-making processes and consensus building;
- developing a team strategy;
- facilitation styles;
- awareness of the need for the group to present a professional and cohesive image to the industry and to conduct itself accordingly; and

- what individuals were prepared to take on to get the whole team over the line.

The self-directed group process enabled different participants to step up at different times to take on a leadership role for the group. The leadership role shifted so that the group practised “shared” or “distributed” leadership that meant that the leadership role was not in the hands of one individual. Whenever the group was struggling to progress, it was very powerful to observe someone in the group stepping up when needed to play the role the group needed to shift and move forward.

This method allowed the group to experience and put into action a different model of leadership to the traditional hierarchical model commonly found in businesses and industry organisations.

#### Development of vision, mission and strategies

At Residential 1 the group was asked to discuss and agree upon:

- What is the NSILP seafood community/industry vision?
- For the purpose of the NSILP, you are to develop a mission statement that the group will scope, develop and deliver by Canberra – Residential 3.
- What is the NSILP Six-Month Mission?
- Draft up a general plan of action for delivering the NSILP Team Mission.

The group was required to present its vision and mission at each industry dinner. It was also required to present the vision, mission and strategies as a whole team, involving individual presentations, to the industry at a formal presentation (Mission Launch) session in Canberra.

The vision and mission of the NSILP 2012, 2013 and 2014 groups that were presented to the national industry were:

Table 7.2 – Annual NSILP Vision, Mission and Strategies

Year	Vision	Mission	Strategies
2012	a sustainable seafood industry recognised for its professionalism, innovation and integrity.	to showcase the seafood industry and it’s champions – tell their story	<ol style="list-style-type: none"> <li>1. Identify industry champions</li> <li>2. Profile industry sectors</li> <li>3. Develop media plan</li> <li>4. Identify funding opportunities</li> </ol>
2013	A united seafood community, publicly valued, sustainable and world leading.	To connect the seafood community	<p>Group 1: Produce logo and slogan &amp; Investigate champion for the seafood community</p> <p>Group 2: Design and produce poster linking together different parts of the seafood community</p> <p>Group 3: Run a survey throughout the seafood community</p> <p>Group 4: Provided an overview and organisational role</p>
2014	We, the Australian seafood community, are stewards of the aqua-environment. United, we ensure a sustainable supply of quality seafood.	To enhance the seafood community’s reputation, through education, promotion and improving relationships.	<ul style="list-style-type: none"> <li>• Educational resources</li> <li>• Children’s books</li> <li>• Cookbook</li> <li>• Video and QR codes</li> <li>• Infographics</li> </ul>

Each year all strategy concepts were worked on and developed up into a presentation (refer Appendix 5 for annual NSILP Mission presentations) and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

#### Mentoring program

During the NSILP program participants were encouraged to identify a mentor to assist them in their leadership development – this was not a program requirement and was voluntary. Participants were invited to inform Rural Training Initiatives who their mentor was and the Project Manager contacted the mentor to provide them with context and background of the program and to offer support. Both mentor and mentee were provided with a

mentoring package by email that outlined a process to ensure this relationship is productive for both parties. The Project Manger continues to keep in contact with mentor and mentee periodically. This contact takes the form of a quarterly email mentoring newsletter with extra materials to assist in the mentoring process and one-on-one phone call conversations as required.

### Guest speakers, meetings and tours

Fifty-one (51) guest speakers featured in the NSILP 2012-2014 project. Topics covered during the program ranged from, 'How to make the most of your leadership learning experience', through to 'understanding the importance of the indigenous sector' Economics and Markets'. A complete list of topics addressed were as follows:

Table 7.3 – NSILP 2012-2014 Guest Speakers

Topic	Speaker	Organisation	Residential
2014			
NSILP Backgrounding	John Mayze	DAFF QLD	1
NSILP Backgrounding	Tony Charles	Australian Prawn Farms	1
Leadership	Helen Jenkins	APFA	1
Leadership	Stephan Schnierer	Southern Cross University	1
Leadership	Warren Lewis	Australian Prawn Farmers Assoc	1
Wholesale Market	Gus Dannoun Stephanie Williams	SFM	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Malcolm Poole	Recreational Fishing Alliance - NSW	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc.	2
Media	Louise Shaw	SFM	2
Federal Politics	Sen. The Hon. Richard Colbeck		3
Future Focus	James Findlay	AFMA	3
Future Focus	Clive Perryman	TRLC	3
Future Focus	Ewan Colquhoun	Ridge Partners	3
Future Focus	Jim Geltch	Nuffield Australia	3
Working with Decision-makers	Brad Warren	Oceanwatch	3
Graduation Address	Bryan Skepper	SFM	3
Graduation Address	Crispian Ashby	FRDC	
2013			
NSILP Backgrounding	Ellen Smith	Recfishwest	1
NSILP Backgrounding	Dylan Skinns	Austral Fisheries	1
Leadership	Bill Passey	Australian Bay Seafoods	1
Leadership	Dan Machin	Dan Machin and Assoc	1
Leadership	Arno Verboon	Fremantle Octopus	1
Wholesale Market	Gus Dannoun	Sydney Fish Market	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc	2
The Seafood Value Chain	Will Bruncker	Jojo Seafoods	2
Media	Louise Shaw	Sydney Fish Market	2
Future Focus	Patrick Hone	FRDC	3
Future Focus	Melanie Young	Young Guns	3
Future Focus	Bo Carnie	NT Fishers/IRG	3
Working with Decision-makers	Brad Warren	Oceanwatch	3
Politics	Paul Pak-Poy	DAFF	3
Graduation Address	Patrick Hone	FRDC	3
Graduation Address	Bryan Skepper	SFM	3
2012			
NSILP Backgrounding	Andrew Rowland	Recfishwest	1

NSILP Backgrounding	Patrick Hone	FRDC	1
Leadership	Arno Verboon	Fremantle Octopus	1
Leadership	Dan Machin	Dan Machin and Assoc	1
Leadership	Damien Bell	Bellbuoy Seafoods	1
The Big Picture	Peter Jeans	SFM	1
Wholesale Market	Gus Dannoun	SFM	2
The Seafood Value Chain	Brad Warren	Oceanwatch	2
The Seafood Value Chain	Harry Peters	Seafood Importers Assoc	2
The Seafood Value Chain	Wayne Hulme	Jojo Seafoods	2
Media	Louise Shaw	SFM	2
Future Focus	Patrick Hone	SFM	3
Future Focus	Trixie Maddon	CFA	3
Future Focus	Ilona Stobuzski	DAFF	3
Working with Decision-makers	Sen. Nigel Scullion		3
Graduation Address	Patrick Hone	FRDC	3
Graduation Address	Bryan Skepper	SFM	3

Guest speakers were all supplied with briefing documents and were supported prior to their address. Participants who were assigned the task of managing the guest speaker workshops during the program also attended to the needs of the speakers.

Tours are a key part of the program to enable participants to understand the working of the whole industry value chain.

Table 7.4 – NSILP 2012-2014 Program Tours/Visits

Tour	Organisation	Residential
2014		
Prawn Farm	Gold Coast Prawns	1
Wholesale Market	Sydney Fish Market	2
Retail Outlet	Dimitri Hari	2
Parliament House Visit	Rural Training Initiatives	3
2013		
Live Packhouse	Geraldton Fisherman's Co-op	1
Training facility	Challenger TAFE	1
Wholesale market	Sydney Fish Market	2
Retail Outlet	Dimitri Hari	2
Parliament House Visit	Rural Training Initiatives	3
2012		
Live Packhouse	Geraldton Fishermen's Co-op	1
Wholesale Market	Sydney Fish Market	2
Parliament House Visit	Rural Training Initiatives	3

Annually, at the end of the second residential in Sydney, the program facilitators advised the group that the final Canberra residential included time for self-organised meetings with key stakeholders. Participants were briefed that, whilst the purpose of the meetings would be self-determined, it was an opportunity to discuss their mission and strategies with key people, further build their network, raise the NSILP participants profile and discuss industry issues. During the second and third residencials some of the participants identified key people and organisations they wanted to meet with and scheduled a time. Once in Canberra one of the participants took responsibility for co-ordinating the meeting day program and the group decided who would meet with which stakeholder. Participants were responsible for managing, chairing and following-up the meetings.

Canberra Stakeholder Meetings sought by participants includes requests with these organisations /individuals: -

- Federal relevant Members of Parliament and Senators
- Government organisations including: -
  - AFMA

- FRDC
- Department of Agriculture (previously known as Department of Agriculture, Fisheries and Forestry)
- ABARES
- Agrifood Skills Council
- CSIRO
- Industry Associations – Fisheries and others

Industry dinners

For participants to be provided with leadership experience and industry networking opportunities, an industry dinner was planned and managed at each of the three residentially annually. At the recommendation of graduates, significant diversity at these dinners occurred. Guests were sourced through personal contacts and industry networks. Invited guests included seafood community/industry personnel and organisations; local, state and federal politicians; leading business owners and operators; and government agencies.

Guests who attended the networking events were provided with a hard-copy invitation and during the event received the program guest information pack that included participant contact details, program overview and an expression of interest.

The dinners were designed to provide the NSILP participants with various responsibilities e.g. table hosts, formal presenters, logistics, special guest hosts, venue liaison and chair. Table rotations form part of the evening to facilitate networking. The NSILP participants also present the annual NSILP mission and vision to guests at each dinner and two participants also delivered a profile on their business and role in the industry.

The dinners were highly successful and well attended, providing NSILP participants and the guests excellent networking opportunities. The Canberra dinner was particularly well attended with key industry organisation and business figures along with government representatives and graduates from past programs supporting the graduates.

A total of 177 guests attended dinners throughout the program, 43 in Fremantle (x 2 dinners), 10 on the Gold Coast (x 1 dinner) 44 in Sydney (x 3 dinners) and 80 in Canberra (x 3 dinners) (refer to Appendix 6 – Project People for guest and participant lists).

Table 7.5 - Guest Statistics – summary

<b>Guest Profile – NSILP 2012-2014</b>	<b>Residential #1</b>	<b>Residential #2</b>	<b>Residential #3</b>
Politicians and/or staff	2	1	7
Training Organisations	8	1	2
Industry Organisations	16	7	8
Industry Businesses/Companies	8	8	14
Government Agencies/Departments	6	9	29
NSILP Graduates	11	19	19

The result of the industry dinners and guest speakers and industry tours is that the participants have developed an extensive network throughout the industry value chain and beyond, from fishers to federal policy development. At a sector level graduates now have more awareness and understanding of the complexities of the supply chain, global market, policy environment, and future issues. This knowledge and information will be transferred through to participants’ workplaces and sectors, and value will be further added if participants are actively encouraged, and provided with opportunities, to share their knowledge.

Logistics

All logistics were managed (note - not delivered) by Rural Training Initiatives. There were significant teams of people who assisted in ensuring that NSILP was delivered without major incident. The participants were solely responsible for managing transport and accommodation with Rural Training Initiatives providing suggestions. Venues were booked by Rural Training Initiatives but management of venues remained with the venue.

Sydney Fish Market was an excellent venue due to the location of the market with access to boardroom meeting venue.

Aligning one of the residentials (Residential #1) with a regional seafood industry location is a valuable opportunity to connect with regional/sector industry businesses and organisations.

Guest speakers are an essential industry connection and diversity exercise for the participants. Sourcing of speakers will be easier as the pool of graduates continues to understand that this is an essential role of leadership – to engage with the current participants.

### Sponsorship

Sponsors were an important element of NSILP with sponsorship providing in excess of \$30,000 of real and in-kind contributions. SFM continues to be the program sponsor with sponsorship requirements and benefits included. SFM has strongly aligned themselves with the program, are highly engaged with it and have developed significant ownership. This is reflected by their expression of interest in providing ongoing sponsorship for the NSILP 2015-2017. In-kind contribution includes speaker's time, travel and preparation and delivery would be well in excess of \$6000.00. Tour of facilities and use of venues are generally provided free-of-charge and has been valued at \$4500.00.

Sponsorship of the participants, through industry associations, state organisations, employers and personal business operations, is a vital part of the program. Through these financial commitments, organisations, in many cases monitor the leadership journey of the participant.

### Out-of-program coaching and support

The Project Manager provided significant support, via email and phone, to participants throughout the duration of the program as well as post-program. Between each residential a minimum of three contacts per participant were made. With some participants this can be considerably higher if need is identified. The implementation of the internal mentoring system assisted this internal communication and many participants mentioned the positive nature of these relationships.

Contact is maintained with participants to provide encouragement and support for the group's progress on the mission and vision; to check in with progress on each participant's individual leadership learning plan; to keep in touch with personal issues being experienced by participants (e.g. health, work stress, family life); to pass on key program information and to support participants during the formal program mentoring process.

Rural Training Initiatives endeavours to keep connected with participants in all program years after they graduate to keep providing support and encouragement, pass on key industry information and to maintain the NSILP network and relationships.

### Publicity and media coverage

The NSILP participants were encouraged to develop skills in engaging with the media. The Project Manger supported their ability to do this by providing participants with a media press release template after twice during the NSILP where participants could insert their own quotes and photos (refer to Appendix 7). Media coverage during the program was most effective coming from within industry organisations – state industry organisations and regional newspapers covered the program (refer to Appendix 7 for Social Media Activity).

### Program reporting

Program reporting was undertaken as required and milestone reports were delivered to FRDC throughout the year.

### Budget information

The program was delivered on time and to budget.

### Project staffing

Project staffing has remained consistent over the past two years of program delivery and the team works very well together.

Table 7.6 - NSILP Project Staff

Name	Role
Jill Briggs	Project Manager – Managing Director, Rural Training Initiatives
Chris Calogeras	Program Co-facilitator
Rina Cooper	Administration Officer

The project team management was straightforward through effective delegation by the Project Manager and consistent communication between all staff. Feedback from participants and industry stakeholders about the project team was overwhelming positive.

7.3 – Objective 3 - To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.

Recruitment for the program was undertaken through media releases and with support from industry organisations that posted information about the program on their websites and in industry newsletters (refer to Appendix 4.2 Program Materials).

Forty-three (43) applications were received for NSILP 2012-2014 – sixteen (16) women and twenty-seven (27) men. There were a multiple number of applications from across the industry value chain.

Pre-program preparation was managed via email, phone calls and direct mailing. All applicants received a letter of receipt of application and a personal call from the Program Manager to indicate success of application, with many expressing gratitude for the call. There should be an on-going review of postal addresses to ensure that information is accurate and current.

Forty-three (43) individuals participated in, and graduated from, the NSILP 2012-2014 (refer to Appendices 6.2). The NSILP 2012-2014 participants were reflective of the whole industry and each annual group of participants were an intelligent and engaged, willing to take on new ideas and be challenged.

Table 7.7 – NSILP 2012-2014 Participants statistics

SECTOR	Numbers	
Producers	Wild catch 12	Aquaculture 7
Post harvest	12	
Industry representation	4	
Govt / policy	4	
Research	5	
Recreational	3	
Extension / education	6	
Indigenous	1	

N.B. In the above statistics participants can be included more than once due to the nature of business/workplace structure and complexities

Table 7.8 – NSILP 2012-2014 Participant gender

	Numbers
MALES	27
FEMALES	16

7.4 – Objective 4 - To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.

#### 7.4.1 Evaluation Results

The evaluation found that the participants and stakeholders consulted identified that the NSILP program achieved significant outcomes for participants, their businesses and the industry. They spoke very highly of the program, were supportive of the NSILP. They identified that the skills gained by participating in this industry leadership program were beneficial at all levels of the industry/community.

#### Program Outcomes

Program outcomes were perceived to have been delivered at both personal and industry levels.

At a **personal development level** the major outcomes for participants were identified as:

- Increased confidence,
- Improved public speaking and communication skills including an ability to present their ideas effectively,
- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities,
- Enhanced work practices, improved time management, development of people skills and mentoring and organisational skills



- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network,
- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others,
- Enhanced negotiation skills, assertive skills, listening and team building, and
- Understanding how to get the most out of myself.

The **industry outcomes** delivered by NSILP were significant and valuable. They included:

- Broader industry understanding,
- Improved thinking patterns,
- Enhanced working effectively with people and projects under pressure,
- Increased knowledge and better contacts/networks,
- Understanding of a broader perspective and thought processes,
- Understanding of differing viewpoints within the sector,
- Wider understanding of other sectors of the industry and worldliness,
- Increased project management skills,
- Understanding of the bigger picture for our fisheries and they role they can play in improving it into the future.

The development of a graduate group that has more involvement and increased participation in the industry including participating in decision-making bodies at a local, state and national level; participating in industry events and sharing ideas for industry improvement.

Below is a combination of the final report stakeholder evaluation dot points and evidence gathered through NSILP participant program evaluation (boxed).

Stakeholders spoke of observing NSILP graduates develop and transform during the program. They identified a number of personal development outcomes in participants including:

- Increased confidence.

*“The workshops increased my confidence and motivation being to communicate well and apply for every opportunity possible”; “give everything go and be confident”; “I have a little more confidence”; “I believe in myself more and that I can do it”; “I believe that I can and have a go and get out of my comfort zone”. Participant Feedback*

- Improved public speaking and communication skills including an ability to present their ideas effectively.

*‘Obviously public speaking not my strongest trait, so definitely pushed me’; “I enjoy getting a bit of an adrenalin rush from the public speaking, I also enjoyed learning a bit more about all of the other participants”; and “public speaking always pushes the boundaries”. Participant Feedback*

- Increased leadership skills and recognition by others (peers and industry organisations) of their leadership abilities.

*‘I will now be able to continue to network and build relationships and earn respect’; “ I will be leading an industry organisations”; and “growing leadership skills further in the workplace and community”. Participant Feedback*

- Enhanced work practices, improved time management, development of people skills and mentoring and organisational skills.

*“I will be able to work on enabling others because it gives them more control and motivation through consciously planning to communicate with other to enable”; “I now listen more carefully, develop robust agendas before each of my meetings with purpose”; “By listening before thinking and reviewing my position my workplace has*

*improved”; “I now am utilising new skills – ability to listen more and take on others thoughts – better.” Participant Feedback*

- Improved ability to build networks and an increased knowledge of, and connection with, an influential industry (and beyond) network

*“I work on my communication so I have become better at talking to industry members so my opinion doesn’t get overlooked”; “I am taking every opportunity I can to meet new people and talk.” Participant Feedback*

- Improved ability to work successfully with others through new knowledge, tools and processes and greater understanding of themselves and others

*“I understand the improve of engaging government departments more”; “I now have greater experience across the sector and working with government to drive Aboriginal engagement.” Participant Feedback*

- Enhanced negotiation skills, assertive skills, listening and team building

*“Through working with my mentor I understood that to have a voice the message is important but to have a voice is important”; “I have more leadership traits that I thought and that I can be a leader in more ways than just managing people.” Participant Feedback*

- Understanding how to get the most out of self

*“I am now able to reflect and need to listen to others”; “I understand the need to cut out the ‘black and white’ philosophy and be more confident and better prepared.” Participant Feedback*

At the conclusion of the NSILP 2012-2014 project the stakeholders who evaluated the value of the program provided the following insight into the ‘ongoing changes/improvements to the NSILP2012-2014 graduate(s) AFTER graduation.’

- better understanding of strategic direction and leadership
- shared vision for the industry, understanding perspectives from other sectors
- better communication and leadership energy
- putting forward ideas and greater contributions better networking skills
- broader optimistic vision and strategic thinking
- higher level critical thinking
- self improvement and promotion
- lifting the bar in my workplace.
- motivating others and providing more "pats on back" to work colleagues for doing things well.

At the conclusion of the NSILP 2012-2014 project the stakeholders provided the following insight into the ‘graduates demonstrated benefits to industry (business/ organisations)’

- Conducting a strategic plan for our association and personal business
- Improved leadership strength

*“That to be a leader and change-maker I need to be accountable, proactive and disciplined and that I actually do want to be a leader”; “I am capable – but leadership is still about assisting others” Participant Feedback*

- Expands our contact with future industry leaders/representatives
- Not afraid to say yes to hard or new situations
- Creating a legacy and increasing capacity
- Leadership coming through from younger people within the business

*“Communicate better at meetings and step back and think to ensure I get my views across for better understanding of meetings and personalities.” Participant Feedback*

- Decisions and statements determined by facts
- More highly skilled employees

*“I am now able at work to direct staff and mentor staff.” Participant Feedback*

- Most of our staff has been involved with the program over the years. They have improved their networks, but more importantly have expanded their view of the industry
- Graduates are change-ready - much more meaningful business discussions with graduates

*“It is a great program and exposes you to the bigger picture, challenging and fulfilling.” Participant Feedback*

- Increased performance of staff and greater understanding of the industry

*“In my business I am now creating viable projects”; “I feel more confident about myself and am taking on more roles to challenge myself by being confident with assistance from my boss.” Participant Feedback*

- Improved ability to engage with decision makers and constituents

*“I now get the whole industry picture”; “I am more positive and try and influence decisions in the board meetings.” Participant Feedback*

- Better relationships within the industry
- Passing on experience and knowledge

*“I am helping to grow the business and helping staff grow in their roles” Participant Feedback*

- Better management skills.

The NSILP 2012-2014 Stakeholder evaluation provided the following information regarding the benefits to the Australian seafood industry/community of the NSILP 2012-2014.

- A pool of enthusiastic folk that have a good handle on the challenges that the industry faces and the skills to do something about it.
- Succession, capacity, networks, strategic thinkers, improved public
- Succession planning, fresh ideas, promotion, network building, education, motivation
- Public having a more transparent understanding of where our seafood comes from and how it's managed.
- Excellent component of succession planning for industry representatives. Helps fill the gap of the industry not having a peak-body to articulate the public forum industry issues, concerns, initiatives etc.
- Personal development, increased profit, better decision making and commercial outcomes
- More professionalism
- Networks created across sectors
- a group of motivated people who operate in the seafood industry /community with enhanced skills
- Developing a pool of passionate and dedicated individuals and assisting them to put their hands up..
- Improved communications. Improved networks
- Great cohesion and collaboration, bringing together such a diverse bunch.
- too many to list

The NSILP 2012-2014 Stakeholder evaluation provided the following information regarding the highlights of the NSILP2012-2014.

- The three staff that we have put through
- Capacity of participants and growth
- Strategy launch, networking and team building
- The program is the general highlight - a great fan of the project
- Meeting people with similar passion and drive towards the seafood industry.

- Seeing the graduates present their projects.
- 45+ graduates re-enter the seafood industry with a fantastic skillset not learnt 'on the job'.
- Increased knowledge, networks confidence among emerging industry leaders.
- Young potential leaders being exposed to decision makers is a great dynamic. The young people learn from the present leaders, but the interactions can also energise the older more world weary leaders with new ideas and passion for the industry
- Meeting and influencing those who see a future in the industry. Impressed by the forward positive actions taken and progress made over the 3 years.
- The outlook of the facilitators
- Being involved!
- Meeting a diverse group of people and working together to achieve outcomes.

The NSILP 2012-2014 graduates, through the final program evaluation, were asked to consider how the following year of the NSILP might be improved. Below are the graduates' ideas listed by year.

### **2014 Graduates**

- keep pushing people out of their comfort zones, it can be uncomfortable at times but the feeling is awesome afterwards.
- Jill and Chris
- Team bonding
- Diversity
- It's hard to think of improvements because it's such a well oiled machine with seriously excellent facilitators. It's intense, challenging and incredibly. Maybe the huge folder could become more digital and we could start to use apps for the training - maybe even have a module on social media
- Do the same you are doing now and have a wide range of participants
- Diversity of people in the room - getting people to think outside the world they are currently in and through developing the shared vision / mission and strategies recognising the common values and issues.
- Provide more time outside of the scheduled activities to allow people to do their own thing rather than always have to be in the group.
- The ratio of men to women was fantastic this year and really brought a good dynamic to the group. Also, NSILP 2015 should start to bring in more future leaders from the environment sector. MSC was a great start and to really help create an Australian Seafood Community we need to bring in those members that are not included yet.
- Please continue to ensure the diversity of participants

### **2013 Graduates**

- Participants need to work hard and together things will happen.
- Can't fault the program.
- Provide a diverse mix of people again
- Jill and Chris
- Keep the pressure high
- Put them under pressure and offer a 4<sup>th</sup> Residential.
- Everything is in place
- Don't change anything
- Provide plenty of + inspirational examples and experiential learning
- Good participants, structure works very well and it is worthwhile.
- Don't change a thing!
- Timing of Residentials – away from peak sales times – Easter, Melbourne Cup

### **2012 Graduates**

- Develop a code of ethics/conduct for external communications with and beyond the group as a condition of acceptance to the program
- Good industry panels and access to politicians;
- Protect what you have achieved Jill and Chris.
- Communication, more information and evaluation of possible participants

- before confirming their place in the program.
- A contract to finish.
- More one-on-one time however it is a very full program.
- It is already excellent. It is essential that everyone spend time together outside of the “program hours” to develop relationships – e.g. team dinners without any agendas.
- Set them the a compulsory activity to build a link with willing past participants
- Good participants and good facilitators.
- I would like to see a bit more facilitation for evening meals to occur even though it is busy.
- Jill Briggs
- Follow-up people who have pulled out
- Traps of social media
- Commitment from participants
- Passion for your industry
- To be open-minded, listen to others opinions and understand others are as passionate as ones-self but may perceive/see things in a different way.
- I feel that the program ran very well and that guidance about what the previous years have done could be provided sooner.
- I loved Both Jill and Chris’s teaching styles.

The NSILP 2012-2014 Project stakeholder evaluation also asked ‘How might future National Seafood Industry Leadership Programs be improved?’ Below were the responses received.

- I love it as is
- Graduates connection back to individual business objectives and reporting back to the business on outcomes in a more formal sense as a signed off objective of the program
- Seek means to improve wild harvest and indigenous participation
- Maybe a day with other industries, i.e. wine, beef, marketing.
- Include a philanthropy angle... do a good deed for no reward or kudos.
- More industry guest speakers. More field trips within each residential destination.
- The Parliament House question time is a must for the program.
- Support during the course for all types of participants a diverse group is laudable but it must be monitored.
- Some stronger screening (references) for candidates might be an option.
- More wild capture professional fishers should be encouraged to empower them to lead their own industry.
- A finished visions/ideas that has been actioned.
- It’s very good.
- Review the PR/Engagement strategy - both with the regional media/awareness of the course/value to grass roots industry.
- Where to from here? What is the next development program for the graduates?
- Continue to build on the successes of previous years.
- A "post-grad" 6 month follow up and report session against goals could be included
- Hard to improve on this
- Can't think of a way to improve something so great
- More consolidation of networking after the program

A highlight of the program included the unique opportunity that the NSILP offered participants to develop their knowledge across the industry value chain and beyond. Participants found the pressure to work together to deliver a team presentation to stakeholders in Canberra stretched and challenged them and took them well out of their comfort zone. They learnt about needing to compromise, how to support others who were not as engaged as them to deliver and to let go of their own agendas for the benefit of the group achieving its outcome. They also found that “putting yourself and your opinion out there” as a leader to peers and others was stressful but the benefits were profound. Despite the pressures involved participants also nominated, as a highlight, their experience of a diverse team from across the industry working together successfully to develop and present its mission and vision.

# 8. Discussion

The discussion section of the report will be sectioned according to the NSILP 2012-2014 objectives.

## 8.1 Objective 1 - To revise National Seafood Industry Leadership Program in response to NSILP 2009-2011 program final report.

The NSILP 2012-2014 was delivered with improvements included as a direct result of the review process. These were: -

- An alumni which connects at industry events including Seafood Directions, NSILP industry dinners. AFFECT (Rural Training Initiatives graduate Alumni social media close group) keeps graduates including other industries and other programs (including ARLP and Nuffield) in connection.
  - The corporate branding of all project materials occurred at the commencement of the 2012 NSILP and all further materials have been branded accordingly. The branding should be reconsidered when finances allow however the current branding is still satisfactory. It should be noted that whenever one of the major partners, FRDC or SFM, rebrand then a total rebranding of NSILP has to be undertaken this occurred as a result of the unbudgeted FRDC rebrand.
  - Locations for Sydney and Canberra are locked in for Residentials 2 and 3 however venues continue to be reviewed as a direct result of budget requirements and stakeholder feedback. Residential #1 has 'regional' raises some complexities and the following elements have had to be considered during the project: -
    - Cost of travel for participants
    - Cost of accommodation for participants
    - Availability of workshop and industry dinner venues
    - A well-developed seafood industry/community presence to ensure a worthwhile tour and industry involvement
  - Participants will continue to be informally supported for twelve months following the program. The graduates, and even a small number of the participants who have withdrawn, have been supported in the following: -
    - AFFECT Alumni online conversations and information sharing
    - Mentoring online webinar, email support, e-letter and information sharing
    - Connection with the industry and NSILP Alumni through social events and activities
    - References – character and business; Advise – verbal and written; Paper and document review.
- It should also be noted that Rural Training Initiatives provided coaching to the participants outside the residentials via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.
- The NSILP Participant Mission each year is developed into a program resource document that contains an outline of Mission Strategies delivered for the seafood industry. This resource provides an understanding of the outcomes achieved by individuals and teams during the each year.
    - The resource has been developed annually however the passing of this information to the following year participants is dependent on each year's group.
    - NSILP Graduates from 2013 still await a response from FRDC regarding the storing annually of the NSILP Mission information.

## 8.2 Objective 2 - To develop and deliver 9 days (3 x 3-day Residentials) of leadership learning and experience in three locations within Australia. The nine days of the program to include skills sessions and industry knowledge exchange sessions.

### *Leadership Learning Plan*

Annually, at the conclusion of the program, NSILP participants were to have developed and delivered on a personal leadership learning plan. They were asked to identify the leadership skill/behaviour they could realistically commit to and develop further by the conclusion of the NSILP in the areas of:

- Personal
- Workplace/Business
- Industry

Rural Training Initiatives provided coaching to the participants outside the residentials via phone and email to support them to implement their leadership development plan. Participants were asked at each residential to keep informally reporting to the group on their progress. Notes were taken at each of the sessions and the participant's development was documented.

Participant identification of personal leadership learning goals was valuable as these targets provided a focal point for participants in areas of self-identified need. Progress was measured at the end of the program during the "Taking the Next Step" workshop and participants considered successes and peer-reviewed their leadership growth with two other participants. The plans were also used by the Project Manager as a reference during support contact outside the residentials. Combining the learning plans with the implementation of the team vision and then mission and a group strategy focus on leadership growth was maintained throughout the course. Particular emphasis was placed on three essential leadership areas – communication, relationships/mentors and managing change (personal, project and industry).

#### Annual NSILP Mission

The benefits of the annual NSILP Mission to the seafood industry at a decision-making level are far reaching and of high value. The participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well placed to ensure positive change occurs for industry and are all poised to take on new opportunities.

At Residential #1 the group was asked to discuss and agree upon:

- What is the NSILP seafood industry vision?
- For the purpose of the NSILP, you are to develop a mission statement that the NSILP will scope, develop and deliver by Residential #3. What is the NSILP Six-Month Mission?
- Draft up a general plan of action for delivering the NSILP Mission.

At Residential #2 the NSILP group was provided with self-managed time to further the Mission and in Canberra (Residential #3) the NSILP group presented the Mission to the seafood industry.

The Mission involved smaller strategy groups forming and delivering on components of the Mission and resulted in the graduates gaining a deeper understanding of leadership through the process of self-managing and leading others towards a goal.

The self-directed Mission process enabled different participants to step up at different times to take on a leadership role for the group. The leadership role shifted so that the group practised "shared" or "distributed" leadership, which meant that the leadership role was not in the hands of one individual. Whenever the group was struggling to progress, it was very powerful to observe someone in the group stepping up when needed to play the role the group needed to shift and move forward.

#### Guests, Guest Speakers, Tours and Meetings

The diversity of the industry was reflected in the topics and people involved in the 'events' that were organised and delivered throughout the project by Rural Training Initiatives P/L. Guests who attended the industry dinners were selected from the extensive and continually updated industry database.

Likewise the speakers who provided addresses to the NSILP participants were selected to represent a wide industry/community perspective. However it should be noted the speakers were also limited by speaker availability and accessibility. Industry tours developed and managed by Rural Training Initiatives P/L are a key part of the program to enable participants to understand the working of the whole industry value chain.

Rural Training Initiatives P/L believes that the meetings with stakeholder organisations in Canberra were vital for leadership development, industry profile raising and team leadership skill enhancement. Whilst the purpose of the meetings was determined by the team annually, it was an opportunity to discuss their mission and strategies with key people.

Guests who attended the above program events were provided with a hard-copy invitation and during the event received the program guest information pack that included participant contact details, program overview and an expression of interest.

### **8.3 Objective 3 - To graduate a minimum of 15 new leaders per annum. These leaders are to reflect diversity of the industry and if possible include all sectors of the industry.**

Although this objective was under-delivered by to graduates it must be noted that 2012 had a higher withdrawal of participants than in any previous year. It should also be considered that 2013 participant intake was 16, two participants lower than in any of the five previous years. It is believed that these two factors impacted negatively on the delivery of the objective.

Recruitment for the program was undertaken through media releases and with support from industry organisations that posted information about the program on their websites and in industry newsletters. Sixty-three (63) applications were received for NSILP 2012-2014 – twenty-three (23) women and forty (40) men. There were a multiple number of applications from across the industry value chain.

Pre-program preparation was managed via email, phone calls and direct mailing. All applicants received a letter of receipt of application and a personal call from the Program Manager to indicate success of application, with many expressing gratitude for the call.

Forty-three (43) participants graduated from the NSILP 2012-2014 programs .The NSILP 2012-2014 graduates were reflective of the whole industry and were an intelligent and engaged group, willing to take on new ideas and be challenged.

The program continues to attract a well-balanced gender split, a strong value-chain representation and although a broad definition of ‘wildcatch’ is applied this sector of the industry is well represented. When considering wildcatch participants there has been some discussion about increasing the participation of this sub-sector in future programs.

#### **Social Media Engagement**

Social media has been a major feature of the NSILP 2012-2014. The major social media platforms used in the program are Twitter, Facebook, LinkedIn and YouTube. Research undertaken by the program facilitators has shown that participants’ social media use varies e.g. someone may use LinkedIn but not Facebook and vice versa. Therefore it is important to have a presence on a range of platforms to ensure that participant needs are met.

Facebook is the major social media platform used by the NSILP program to engage with participants and followers during the residential. NSILP also uses the Twitter handle @NSILPOZ and this is referred to constantly throughout the program. Participants are encouraged to use Twitter and Facebook to connect with each other, keep in touch, share their experiences and new information, and broaden their networks.

Due to the above activity by the conclusion of the program annually many participants had embraced social media and were more aware of the power of the communication medium.

The program manager, Jill Briggs is an experienced social media user and a major part of her role was to communicate with the program’s participants and followers about what is happening during the program. Jill played a role of social media content curator by posting relevant industry information, leadership opportunities, and encouraging connections on the various platforms.

### **8.4 Objective 4 - To evaluate the program via residential participant evaluation processes and a final review delivered to FRDC via the project final report.**

Discussion of the evaluation is included in the section 11. Recommendations.





## 9. Conclusion

The NSILP 2012-2014 has delivered highly successful outcomes for industry, organisation and participants and comprehensively met its objectives. It is recognised, valued and supported by key industry stakeholders and has a reputation as a quality program that is key to the industry's leadership capability development and succession planning.

The benefits to the seafood industry and wider community at a decision-making level are far reaching and of high value. Annually, participants developed capability, skills and knowledge in understanding the challenges of working constructively with industry organisations, committees and boards. At a whole-of-industry level the benefits include a confident group of individuals who are able to work as a team to achieve outcomes for the industry. The graduates are well-placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Having made the investment in the development of the three groups of graduates, the industry has a responsibility to integrate them into existing and future decision-making and leadership opportunities within and beyond the industry.

The NSILP 2012-2014 project content and processes continues to align very well with the industry's new strategic direction, as outlined in the Australian vegetable industry Strategic Investment plan 2012-2017:

The three years of investment in leadership development has seen considerable success of the NSILP and a genuine commitment from industry through its significant support of participants. It is hoped that the seafood industry will continue to invest in leadership and succession planning as these provide the foundation for personnel and stakeholders from all sectors to successfully work together to realise the industry's vision.

# 10. Implications

The implications of the successful delivery of the NSILP 2012-2014 for the Australia seafood industry/community are considerable. The effects on the seafood industry/community permeate all levels. The levels clearly identified by graduates, employers and industry organisations are personal, business and industry.

The positive benefits have been outlined in detail in the evaluation and discussion sections of the report. The following section will consolidate the implications.

Through the activities that were undertaken during the NSILP, participants developed a vision for the industry and then a six-month mission from which a number of strategies were planned and implemented. The result of this action not only provided further knowledge for the individual and the whole group but, assisted the participants to more fully understand the complexity and vastness of the industry in which they operate. The consequence is that no graduate exits the program without experiencing and understanding that the industry is multi-faceted and therefore leadership should take these facets into account.

The learning activities/workshops of the NSILP assisted in enhancing the skill set of each participant. The positive outcomes for the individual, workplace and industry were that all graduates have brought back into their industry increased capability. To ensure there was further benefit for the individual, the workplace and the industry participants were encouraged to develop leadership targets for the six-month program. These targets were discussed and supported by the facilitators during the program.

The NSILP 2012-2014 networking activities were carefully designed to positively impact at a number of levels for the industry. Firstly the events were designed to provide the participants with a new network of informed and established leaders. Secondly, the events are designed to provide the guests with an introduction process to the future leaders of the seafood industry/community.

The tours during the program were focused primarily on the NSILP Sydney residential. Residential #2 benefitted the industry through the development of industry knowledge by all the participants. Approximately 80% of the participants had not visited Sydney Fish Market, had not seen the raw product on the selling floor. It is also valuable that participants witnessed that end-users connect with seafood product is through consumption only.

Strategically the positive implications to the industry are unlimited. The graduates are now more confident and connected in such a way that to *not* integrate them into the existing and future organisations within and beyond the industry would be neglectful and an inappropriate use of FRDC resources.

Specifically the benefits to the industry are:

- Self-knowledge – the graduates have a higher level of understanding of how they operate with others and in a team – they have analysed this and now have clear personal strategies to be more effective when working with others
- Teams – they understand that leadership and great outcomes happen from the endeavour of many not one and that groups provide a multitude of skills that all need to be harnessed and contributing
- Communication – that there are many styles but that speaking up clearly and with succinct messages is essential for management of issues and organisations. They also know that the most important leadership skill to master is communication.
- Meetings – all of the graduates have a refined understanding of meetings and personalities that attend all meetings and strategies to manage these personalities. The net benefit also for industry is that they know that it is not only the chairs responsibility to manage the meeting is it the meetings responsibility also.

- The benefit to industry from NSILP is that the industry has had numerous opportunities to network and have clearly seen the leadership capacity of the individuals in a number of environments.

# 11. Recommendations

The project will need to develop a number of concepts to provide further enhancement as outlined in the evaluation of the stakeholders and program participants.

Recommendation 1 - Specifically it is seen as the NSILP Manager's responsibility to continue to develop the informal alumni amongst the NSILP graduates. This will continue to function on an opportunity-basis where NSILP graduates may come together. NSILP graduates will continue to join AFFECT, the cross industry alumni managed by Rural Training Initiatives P/L.

Recommendation 2 - Further logistics need to be considered including the scouting for a regional venue for the future NSILP. Residential #2 2015 will trial a new venue with the co-operation of SIMS and FRDC.

Recommendation 3 – That Rural Training Initiatives P/L should continue to provide mentoring support for mentors and mentees on an as-needs basis in a in-kind capacity.

Recommendation 4 – It is seen that a future outcome of the project is to enhance the contribution made by program guests through the active integration of graduates into positions of responsibility within the industry.

Recommendation 5 – Rural Training Initiatives will continue, where possible, to track graduates leadership activities and roles.

Recommendation 6 – Sydney Fish Market is seen as an essential program sponsor and Rural Training Initiatives will work towards securing ongoing SFM sponsorship and management of that sponsorship, with assistance from the NSILP Advisory Group, into the next funding round.

Recommendation 7 - Participants will continue to be informally supported for twelve months following the program. Post-graduation support will occur in electronic and written formats.

Recommendation 8 – That Rural Training Initiatives continues to develop process to ensure that participants are well briefed and resourced to ensure that program is a positive and challenging experience. This resourcing will include quasi-legal style documents regarding participation and graduation.

Recommendation 9 – The participant selection process requires further strengthening and this should include a more rigorous and document selection plan process. The participant selection process should remain mindful of the requirement to ensure participants reflect the diversity of the seafood industry/community.

Recommendation 10 – That although the program should remain delivered face-to-face the investigation of virtual documents or apps could be explored over the next three years of NSILP funding.

Recommendation 11 – Some stakeholders expressed the under-utilisation of the graduate group/alumni. The NSILP-13 Think Tank provided a model of how to get graduates together annually to think and explore new ideas for the industry. It is recommended that this concept be explored as a regular event on the industry calendar.

Recommendation 12 – That Rural Training Initiatives reviews and continues to improve methods of communicating with the industry regarding the outcomes and outputs from the NSILP.

Recommendation 13 – There is a perceived conflict between participants delivering concrete Mission outputs and ensure individual and team leadership development for the NSILP participants. It is recommended that Rural Training Initiatives continues to facilitate the annual Mission to ensure that all participants understand both the work expected and the anticipated personal growth.

Finally, it valuable to note that the NSILP 2012-2014 is a well-regarded FRDC project which skills the industry for the future.

## 12. Extension and Adoption

The objectives for extending and adopting the NSILP 2012-2014 were to for the project manager and the participants to extend the activities and successes of the project via various mediums, throughout the seafood industry/ community and for participants, with the guidance of the program facilitators to extend their leadership skills and industry knowledge through developing and delivering the annual NSILP Mission. This extension and adoption has occurred with great success.

The target audiences of the extension of this project included all sectors of the seafood industry/community and include the following stakeholders:

- Federal and state governments
- Industry organisations
- Seafood community such as sector representatives bodies
- Interested individuals

The methods used to extend the information, outcomes and outputs from the NSILP 2012-2014 project included the following: -

- Media releases
- Social media postings
- Hard-copy postages
- Email lists
- Workshops
- Industry events
- Industry publications

Planning for the extension of the NSILP required a Communication Action Plan comprehensively covered the areas required to deliver on the objectives.

Stakeholder	What Information?	When?	How? (Format/Medium)	Who is responsible?
FRDC	Media Releases	On release	Electronic	Jill Briggs and Staff
	Project Updates – via milestone reports	On Release	Electronic	Jill Briggs and Staff
	Project Research Tools - draft	During Development	Electronic	Jill Briggs and Staff
	Advisory Group communication	As per meeting	Electronic	Jill Briggs
FRDC – Program Manager	Media Releases	Draft release Final	Electronic Electronic	RTI and FRDC
	Milestone Reports	Final Draft for records	Electronic	Jill Briggs
	Final Report	Draft Final Copy	Electronic As per signed agreement	RTI and FRDC
	Other			
FRDC – Project Advisory Group	Media Releases	At meeting	Electronic	Jill Briggs Advisory Group
	Project Documents	At meeting	Electronic	Jill Briggs Advisory Group
	Project Updates – abridged Milestone Reports	At meeting	Electronic	Jill Briggs Advisory Group
Industry Stakeholders	Media Releases	On release To distribute to industry organisations	Electronic and Hard Copy  Electronic	Jill Briggs
	Application Information	On release to distribute as required	Electronic	Jill Briggs
	Participant Individualised Press Releases	On release	Electronic and Hard copy	Jill Briggs
	Program Updates	On release	Electronic and Social Media	Jill Briggs
	Annual NSILP Mission	On release	Electronic and hard copy and Social Media	Jill Briggs

This communication action plan was delivered annually in full. Further to these actions Rural Training Initiatives delivered other communication to the industry including: -

- Mentoring information and teleconferences
- Presentations at industry conferences
- Social connections with participants and stakeholders across Australia
- Social Media communication with participants and graduates.

Media coverage was “patchy” however the industry is supportive and covers the program and graduates generously. Specifically the following has been tracked

#### Media

- FRDC publication FISH covers the program annually.
- State Organisations cover the program irregularly with TSIC magazine covering the program annually.
- Internal communications occur in some of the state and federal agencies
- Individual media spots have occurred throughout the program but is completely dependent on how willing the participant is to release the personal media release generated by Rural Training Initiatives
- Organisations and companies that are active on Social Media regularly share and like/favourite and share across the platforms
- Social media coverage was significant with two main platforms used, paid and unpaid communications, by Rural Training Initiatives.
  - Facebook is used in three ways – Rural Training Initiatives business page is used to broadcast information about the program and generate interest with a number of paid postings to increase traffic and interest about the program; AFFECT facebook group to encourage graduates to discuss the program and raise the profile of the participants and; A closed annual facebook group to talk and communicate with the participants during the program.
  - Twitter is also used specifically to highlight the activity of the each of the Residentials – this is similar to a live stream of information for people to follow the action of the participants during the 9 days of face-to-face delivery.
- Social Media data delivered during the program is: -
  - Facebook – provided approximately 6000 activities around the NSILP annually – these include likes, shares and reposting of information on Rural Training Initiatives facebook page
  - Twitter account @NSILPOZ posted approximately 70 tweets annually about NSILP

The objectives for extending and adopting the NSILP 2012-2014 were to for the project manager and the participants to extend the activities and successes of the project via various mediums, Rural Training Initiatives P/L has delivered strong outcomes for extension of the NSILP 2012-2014.



## **13. Project materials developed**

The project has developed a significant amount of outputs below is a list of the outputs and the vast majority of these outputs are found in the appendix section.

# 14. Appendices

## **Appendix 1- Intellectual Property**

FRDC are the legal owners of FDC Project No 2012/401 National Seafood Industry Leadership Program materials. Reproduction of the materials should be addressed through FRDC in consultation with Rural Training Initiatives P/L.

## **Appendix 2 - Project Staff**

Jill Briggs – Rural Training Initiatives P/L - Managing Director – Principal Investigator

Chris Calogeras – Rural Training Initiatives P/L Co-Facilitator, C-AID

Rina Cooper – Rural Training Initiatives P/L – Administrations Officer

### **Appendix 3 - Advisory Group Members**

Jill Briggs – Principal Investigator – Managing Director, Rural Training Initiatives

Jo-Anne Ruscoe - Program Manager, Fisheries Research and Development Corporation

Neil MacDonald - Principal, NMAC (SA) Pty Ltd

Bob Pennington (retired) - *Abalone* Industry Association of SA Inc.

Louise Shaw (retired) – Communications Manager – Sydney Fish Market

Andrew Rowland – Chief Executive Office, Recfishwest

Bryan Skepper – Managing Director – Sydney Fish Market