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DEVELOPMENT CORPORATION

FINAL REPORT

National Seafood Industry Leadership Program 2015-2017

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December 2017

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National Seafood Industry Leadership Program 2015-2017 Final Report
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In submitting this report, the researcher has agreed to FRDC publishing this material in its edited form.

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 - Jo-Anne Ruscoe
 - Andrew Rowland
 - Bryan Skepper
 - Neil McDonald
- Program Staff
 - Chris Calogeras and Rina Cooper

Finally, Rural Training Initiatives sincerely thanks the participants/graduates of the NSILP 2015 – 2017 programs.

Jill Briggs
Managing Director
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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
QSI	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
TRL	Tasmanian Rock Lobster Council
TSIC	Tasmanian Seafood Industry Council
WAFIC	Western Australia Fishing Industry Council
WINSC	Women's Industry Network Seafood

Executive Summary

PRINCIPAL INVESTIGATOR: Ms Jill Briggs
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National Seafood Industry Leadership Program 2015 - 2017 successfully graduated its seventeenth group of participants under current funding arrangements. The National Seafood Industry Leadership Program (NSILP) 2017 has now concluded with applications being currently sought by the Rural Training Initiatives Pty. Ltd. (RTI P/L) to continue the program for another three years as part of the industry's new funding round with up to six programs being funded. This final report details the methods and outcomes from the NSILP 2015 - 2017 project.

NSILP 2015 – 2017 objectives were:

1. To update the current NSILP through a review and desktop research process.
2. To provide NSILP learning material reflecting the above updated program
3. To facilitate a NSILP application and selection process that results in a diverse cohort of program participants
4. To provide a professionally facilitated nine-day industry leadership program for the seafood community
5. To manage the support and development of fifteen (15) NSILP participants/graduates
6. To create strong networks and succession opportunities between the seafood community and the NSILP participants and graduates.

Fifty-three graduates (34 men and 19 women) from across the industry value chain successfully graduated from the NSILP 2015-2017. It should be noted that 54 participants commenced the NSILP during that period. The graduate number represented a 20% over-delivery of the project targets. The participants were reflective of the whole industry and were willing to take on new ideas and be challenged. During the three-year project three NSILP has attracted over 100 applicants and there were fifty-four (54) participant places available. This 100% over-subscription placed pressure on the program and was seen as a risk to the project. The risks identified included the loss of program reputation; the disengagement of valuable industry contributors and general dissatisfaction from program stakeholders. The application numbers were monitored to gain insight into whether 2015 over-subscription was an anomaly however in 2016 and 2017 over-subscription increased and in 2017 RTI P/L applied for a funding increase to address the project risk.

The NSILP has been designed in response to industry and leadership experience, stakeholder feedback and academic research. However, the underpinning principles have been developed from the concept that leadership understanding and knowledge cannot be developed under a duress model, whereby participants are put under physical and emotional duress. The NSILP model is to provide challenges and stretch-goals for individual participants and participant team to be delivered in a professionally facilitated environment of “support and enable” rather than break-them-down-build-them-up” duress model.

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 continue and increase the integration of graduates into existing

and future decision-making and leadership opportunities within and beyond the industry. The industry involvement has been the experience of the past NSILP graduates, many of whom have been encouraged to become involved in organisations and events at sectoral, local and national levels.

The project evaluation found that the participants and stakeholders consulted identified that the NSILP 2015-2017 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.

Through the evaluation the industry acknowledges that the project outcomes have been delivered at multiple levels for the Australian seafood industry.

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

- Greater confidence
- Improved skills
- 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
- Future planning and developing outcomes under pressure
- Broader perspective and thought processes,
- Wider understanding of the bigger picture for the people, businesses and policy impacts in the seafood community.

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, 10 guest speaker or panel sessions and over 20 participant organised stakeholder meetings.

A highlight of the program included the unique opportunity that the NSILP 2015 - 2017 offered participants to develop their networks across the industry value chain and beyond. Participants found the pressure to work together to deliver the annual NSILP Mission 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 an industry vision and mission.

The feedback about the program structure, delivery mechanisms, logistics and content was overwhelmingly positive. Participant diversity was identified as a strength of NSILP. However, a few respondents commented on the ability to keep raising the level of the capability of participants.

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

- Increased connection between NSILP graduate groups.
- Seeking means to ensure that all participants are well supported throughout the program.
- Ensuring that participants are made aware of the pressure of the program before commencement.
- More industry guest speakers; more field trips within each residential destination.
- An opportunity for participants to access the materials in an online format.
- Continual reviewing of the social media space and traditional media opportunities for the participants to raise their individual profiles.
- 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, and various industry organisations who provided workplace, companies and organisations for the participants to visit –Gold Coast Fishermen’s Association, Humptydoo Barramundi, Monsoon Aquatics, Northern Territory Seafood Council and NT Fisheries.

NSILP 2015-2017 has delivered highly valued 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.

Introduction

The initial work for a national leadership development program was commenced in 1999 by the Australian Fisheries Academy who received funding to develop a program to increase 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 Hahndorf, 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/ Rural Training Initiatives P/L has delivered the program since 2007.

More recently, the Fisheries Research and Development Corporation (FRDC) has set as a priority, 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 2015-2017 project was developed to align 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.

During the delivery of the NSILP 2015-2017 FRDC developed its 2015-2020 Research, Development and Extension Plan. The Plan details the areas of investment for the industry and provides direction regarding the leadership requirements for the Australia seafood industry. Relevant sections of that document state the following: -

"All sectors of Australian fishing and aquaculture need strong, effective, connected leadership to respond well to the challenges and opportunities before them...Having strong leadership capacity will generate strong fishing and aquaculture communities that are productive, profitable and resilient to change, therefore people development remains an important focus for RD&E...projects include the National Seafood Industry Leadership Program"

The above indicates the ongoing need and support for the NSILP

The NSILP commenced in 2000 and has a 235 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 2015-2017 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 2015-2017 Survey 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, stakeholders of the project have been surveyed as required under the project agreement. The program participants have had three opportunities, annually, to provide feedback.

From the above reviewing processes information gathered continues to highlight the over-subscription for the program and the increased need for the NSILP. Evidence of this need includes the ongoing annual attraction of a strong and over-subscribed pool of applicants; the positive support of the seafood community through the ongoing sponsorship of the Sydney Fish Market (SFM); the in-kind contributions provided by the industry businesses and organisations, guest speakers and dinner guests and the ongoing engagement with federal and state political organisations and businesses throughout the program nine (90 days of face-to-face program delivery).

Through the quarterly teleconference meetings of the NSILP Advisory Group (NSILP-AG) monitoring of industry and community needs occurs and then incorporated into 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. The NSILP-AG, through the Participant Selection Panel, were made aware of the disappointment felt through the industry due to the large number of people who were unsuccessful in their application to participate in the NSILP. The NSILP-AG discussed the opportunity to seek further funding for deliver to programs in an effort to address the industry and stakeholder need.

Based on the evidence gathered during the nine 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 survey the NSILP remains a highly valued FRDC project as indicated by a graduate in the project survey, "I think it's great! Don't mess with what works!"

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 perennial 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: - build social capital; access to resource; global market impacts; engagement with research and outcomes; 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 survey 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 2015-2017 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 54 participants and these graduates have clearly understood the need to enhance the decision-making processes within the seafood industry.

Objectives

The primary objective of the NSILP 2015-2017 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 of the six key objectives of the project and the milestone requirements of the project.

NSILP 2015 – 2017 objectives were:

1. To update the current NSILP through a review and desktop research process.
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3. To facilitate a NSILP application and selection process that results in a diverse cohort of program participants.
4. To provide a professionally facilitated nine-day industry leadership program for the seafood community.
5. To manage the support and development of fifteen (15) NSILP participants/graduates.
6. To create strong networks and succession opportunities between the seafood community and the NSILP participants and graduates.

Method

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

1. To update the current NSILP through a review and desktop research process.

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. The final NSILP 2010-2012 report incorporate the appropriate recommendations. And the final review of the NSILP project 2012-2014 highlighted further adjustments and these included: -

- Setting of themes for the guest speaker panel workshops
- Setting of criteria for selection of candidates and Terms of Reference for the Selection panel
- Consideration of location for Residential #1 annually
- Review of specific workshops that have attracted valuable feedback such as the mentoring (an in-kind component of the program), media and annual NSILP Mission

During this project cycle the review of other leadership activities within Australia has included examining leadership programs of a similar length of time; programs that attract similar capacity participants; significantly higher capacity participant programs; leading edge programs and regional leadership programs.

The review concepts were:

- what programs should be reviewed
- what program components should be considered and
- what adjustments to the NSILP, if any, should be made.

The programs reviewed were: -

- The Advanced Leadership Program – Women in Leadership Australia
- Alpine Valleys Community Leadership Program
- Community Landcare and Agriculture Leadership Program
- Emerging Communities Leadership Program
- Great Lakes Leadership Academy Emerging Leader Program

The rationale for selecting these programs was multi-faceted and included: -

- Length of program – Three programs were of approximate length to NSILP, one was significantly shorter – Emerging Communities Leadership Program and two were significantly longer – Alpine Valleys Community Leadership Program and The Advanced Leadership Program.
- Level of learning – Three programs were selected as the level of learning was understood to be of equal level to NSILP and one was higher – The Advanced Leadership Program and one was lower – Emerging Communities Leadership Program
- Participant numbers - Three programs provided learning for a similar number (approximately 18) and two programs had a larger intake – The Advance Leadership Program and Alpine Valleys Community Leadership Program
- Participant level of learning and experience – all programs were perceived to have

- applicants with a very wide range of existing knowledge
- Principal Investigators Knowledge – two programs were well-known to RTI P/L

As directed these concepts were reviewed and assessed: -

- Program content
- Program delivers
- Program costs
- Program resources
- Program Application processes and evaluation of applicants

Rural Training Initiatives developed a full-project survey designed to gather information from the NSILP Alumni and project stakeholders. The survey was delivered using an online application and respondents were reminded twice to complete the survey. The Alumni survey was distributed to 147 individuals and 40 graduates responded. The stakeholder survey was circulated to 108 individuals and 18 responded.

There were three (3) questions included in both the Alumni and stakeholder surveys to provide information about NSILP content. These questions were: -

Alumni

Question 6.1 What was the most valuable experience during the NSILP?

Question 6.2 What was the least valuable experience during the NSILP?

Question 9.1 How could we improve the NSILP 3 day x 3 residential program structure? Please provide your thoughts.

Stakeholders

Question 4.1 As a NSILP project stakeholder in your opinion what is the most valuable NSILP experience for program participants (e.g. face-to-face program days, industry panels, industry dinner, Mission Launch, mentoring)? Please specify.

Question 4.2 As a NSILP project stakeholder in your opinion what is the least valuable NSILP experience for program participants? Please specify.

Question 6.1 Could we do anything to improve the NSILP 3 day x 3 residential program structure? Please provide us with your thoughts.

(See Appendix 1 for further information)

2. To provide NSILP learning material reflecting the above updated program.

The content of the program was assessed against other like programs and details of the learning materials were reviewed at the commencement of the project by the facilitators and the project manager. The materials were then reviewed by a professional proof-reader and final scrutiny was undertaken by RTI P/L.

The content was assessed against five programs: -

- The Advanced Leadership Program – Women in Leadership Australia
- Alpine Valleys Community Leadership Program
- Community Landcare and Agriculture Leadership Program
- Emerging Communities Leadership Program
- Great Lakes Leadership Academy Emerging Leader Program

The NSILP content was reviewed against the content of the five programs: -

- Knowledge development

- Skill building
- Skill application
- Leadership Goals

The printed materials, in the light of the program content and details review, were upgraded regularly. Each year the formatting was scrutinized and adjusted. However, no major adjustment has occurred. Extra Materials are constantly updated and minor adjustment has been made to the workshop topics and information. In 2017 the materials were updated using a professional printing service. This provided the participants with professionally produced and bound learning materials for the first time in the history of the program. These materials were provided to participants at the first program residential with extra materials provided by the facilitators at each residential.

There was one specific question included in the Alumni survey to provide information about NSILP learning materials. This question was: -

Question 9.2 How could we improve the NSILP Learning Materials/Booklet? Please provide your thoughts.

3. *To facilitate a NSILP application and selection process that results in a diverse cohort of program participants.*

The application process annually involves many components and steps. These steps involve RTI P/L internal processes and communication with the whole seafood industry.

RTI P/L plans the application process, calendars events and activities and reviews materials to ensure that the application process can commence on the 1st of November each year.

The methodology for the planning includes the following: -

- database updated – this occurs throughout each year of the program.
- new processes annually – design new processes to ensure that the application is streamlined
- distribution processes reviewed annually – due to the nature of media and messaging in constant change the distribution is analysed specifically looking at uptake of application processes via various distribution methodology.
- specific focus of industry groups considered annually – connecting personally with industry organisation specifically and encourage participation.
- application reviewed and adjusted annually.

The methodology for the participant selection has been reviewed annually. The NSILP Advisory Group has looked at the process and provided input into the areas for consideration and adjustment. The selection elements reviewed include: -

- selection criteria development
- selection committee formation
- assessment process designed
- assessment undertaken

A review of the application and election processes was done through contact with facilitators of three (3) Australian leadership programs. Information was specifically sought on these following areas: -

- Program facilitators and/or program managers involvement in the participant selection?

- The methods are used to differentiate between and/or decide on participants.

4. *To provide a professionally facilitated nine-day industry leadership program for the seafood community.*

The NSILP has been facilitated professionally for the last three years and the project has been managed professionally. The facilitators have combined over 30 years of facilitation experience. Jill Briggs has completed her Masters of Management – Leadership – University of Southern Queensland and is currently participating in the Advance Leadership – Women in Leadership Australia. Chris Calogeras is completing his PhD focusing on action research. The broader RTI P/L team includes people who have degrees in research, doctorates in rural economics and aquaculture.

The NSILP continues to be a nine-day program. The nine days are delivered in the three 3-day blocks of workshops. The nine days are delivered across three geographical locations within Australia. These locations are identified by the program facilitators and discussed with the NSILP Advisory Group. The program, by moving Residential #1 provides capacity building through extension of the program into the regional location through industry tours, guest speaker sessions and networking activities.

The NSILP 2015-2017 graduate and stakeholder survey ask for specific feedback on the program improvement.

5. *To manage the support and development of fifteen (15) NSILP participants/graduates.*

The essential part of leadership development is to provide support. The NSILP project budget provides for support of the participants prior to commencing the program, throughout the program and after graduating. Support is provided in many forms. Additionally, Rural Training Initiatives provide in-kind support to graduates. This support includes Alumni activities, career and personal coaching, formal ongoing mentoring and development and delivery of supporting documents and references.

Support of NSILP participants is specifically focused around program residential logistics and leadership development. Support of NSILP graduates includes a formal process and in-kind activities. Development of NSILP participants occurs through the delivery of the three 3-day program. The program has been designed to enhance participants existing skills and knowledge. The facilitators also review the program content to ensure participants with low through to high awareness of leadership are able to participate fully. Key elements of the program are: -

- Workshop Sessions – skill building and knowledge sharing
- Speaker Sessions – individual and panel addresses
- Industry Tours – location specific
- Networking Events – Morning and afternoon teas, lunches and dinners
- Annual participant industry Mission

Development of NSILP graduates remains the responsibility of their workplace, company and/or the industry. However, RTI P/L facilitators and staff make themselves available to graduates in many capacities including addressing industry gatherings, chairing meetings, references and general coaching and formal mentoring.

6. *To create strong networks and succession opportunities between the seafood community and the NSILP participants and graduates.*

Strong networks are developed through many activities within the program. The program elements that are specifically designed to build networks are: -

- Annual Industry Mission developed and delivered by participants.
- Two personalised Media Releases for each participant to distribute to their media connections
- One participant developed media release
- A series of industry networking events supported by a networking workshop

Succession opportunities throughout the program are provided through the participant opportunity to consider their personal leadership opportunities within their workplace and industry organisation. The Leadership Learning Plan, completed by all participants, assists the participants to focus on their industry involvement and requests them to set an industry involvement goal and then develop a plan to achieve the goal.

Additionally, through the program guest speaker schedule, participants are exposed to the leadership opportunities. Leadership is the theme for four guest speakers during Residential #1 and is incorporated into the theme for Residential #3 panel and guest speakers addresses.

Graduates of the NSILP have been included in networking opportunities these include the guest speaker sessions, the guest speaker panels, the program industry events including dinners and lunches. Graduates are also included in the network (unfunded) activities through an online Alumni 'closed' group that is moderated by RTI P/L and a regular Alumni newsletter, developed, published and distributed by RTI P/L.

Results

The results section has been designed to outline and/or list the activities undertaken to deliver the six program objectives.

1. *To update the current NSILP through a review and desktop research process.*

The review methodology ensured that RTI P/L was able to understand content, delivery, cost and resources provided by five leadership programs.

Table 1 – Program Content

Program Name	Advanced Leadership Program – Women in Leadership Australia	Alpine Valleys Community Leadership Program	Community Landcare & Agriculture Leadership Program	Emerging Communities Leadership Program	Great Lakes Leadership Academy Emerging Leader Program
Program Content	<ul style="list-style-type: none"> - Mindful Leadership - Presence and Communication - Building Resilience - Foundation of Empowered Teams - Building High Performance Teams - Strategic Leadership and Innovation - Leading Change and Career Focus 	<ul style="list-style-type: none"> - Personalities - Teams - Strategic Thinking - Understanding Power - Developing a Vision - Understanding Your Journey - Mapping Your Future Leadership 	<ul style="list-style-type: none"> -Team Building -Leadership Theories and application -Resilient Leadership -Effective Networking -Values and Belief -Developing a Vision -Questioning Skills -Community Development Theory -Public Speaking -Industry Trends -Conflict Resolution -Leading Communities -Pathways for further Education -Personal Leadership Plans 	<ul style="list-style-type: none"> - Leadership skills, capacity and confidence - Networks in government, business and community sectors - Group community project - Mentoring 	<ul style="list-style-type: none"> - Personalities - Leadership plan - Theories and practical application – life balance - personalities in teams and understanding power - managing conflict - lobbying and community outcomes - teams and collaboration - meetings and project work - team behaviour, negotiation and strategic thinking - community project work

Table 2 – Program Delivery

Program Name	Advanced Leadership Program – Women in Leadership Australia	Alpine Valleys Community Leadership Program	Community Landcare & Agriculture Leadership Program	Emerging Communities Leadership Program	Great Lakes Leadership Academy Emerging Leader Program
Program Delivery	Executive Coaching x 6 hours Face-to-Face x 8 days (4 x 2 day residential)	Three x 1 ½ day residential – 1 regional; 1 state capital; 1 national capital 20 x 1 day sessions –	Five (5) face-to-face days - 9.00am – 4.00pm One 2-day face-to-face field trip – 9.00am – 5.00pm	Seven (7) face-to-face program days – 9.30am – 3.30pm Five (5) program community events – 3 hours duration	Three 4-day sessions

	Online Webinar x 8 x 1 hour Mentoring x 8 x 1 hour Out-of-Session work (approximately) 80 hours	each day has 4 guest speakers.			
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Table 3 – Program Cost

Program Name	Advanced Leadership Program – Women in Leadership Australia	Alpine Valleys Community Leadership Program	Community Landcare & Agriculture Leadership Program	Emerging Communities Leadership Program	Great Lakes Leadership Academy Emerging Leader Program
Program Cost	\$24,000.00/participant. Additionally, participants pay for accommodation, travel and (recently) printing of materials.	From Free to full fee for service of \$5000.00 Program costs can be of provided by community businesses/organisations sponsorship or workplace payment. Additionally, participants pay for travel and accommodation most meal costs.	\$500.00 participant fees (funded by Landcare funds) Additionally, participants pay for travel and accommodation most meal costs through self-catering/ participant catering.	Free Additionally, participants pay for travel and most meal costs through self-catering/ participant catering.	\$3,500 (\$US) which includes meals, accommodation and materials. Additionally, participants pay for travel.

Table 4 – Program Resources

Program Name	Advanced Leadership Program – Women in Leadership Australia	Alpine Valleys Community Leadership Program	Community Landcare & Agriculture Leadership Program	Emerging Communities Leadership Program	Great Lakes Leadership Academy Emerging Leader Program
Program Resources	Facilitated face-to-face and webinar sessions Coaching sessions provided by trained coach Program learning information and some additional resources 1 facilitator for all face-to-face sessions 1 facilitator for all webinars 1 coach for all the participant 1 hour coaching sessions.	Facilitated Residentials Program Co-ordinator organises and manages 20 day sessions. Participants manage the days and the catering. A program (hard copy) folder with materials for each session. Paid and unpaid guest speakers.	Program Co-ordinator to manage the program Two professional facilitators and program co-ordinator for all face-to-face sessions A program (hard-copy) folder with materials for each day.	Program Co-ordinator to manage the program One professional facilitators and administration assistance for all face-to-face sessions. Limited Resources Participants are provided with a limited program folder Mentors are provided with a 4-page document	A three-member facilitator team that rotate responsibilities and sessions

Additionally, it should be noted that the delivery of the learning is different across the programs. Face-to-face remains an essential part of the learning events provided to all participants across the five programs reviewed. The input from participants of the Advanced Leadership Program indicated that some participants were pleased with the webinar learning events however all spoke of the importance of these being additional events and not to be seen as valuable as or replaceable for the 6 days of face-to-face days. The abovementioned webinars were delivered in various ways depending on the program facilitator style and the conversational webinar (participants chatting with the facilitator) was seen as less valuable than the lecture style. This information should guide RTI P/L when considering future NSILP learning events.

In contrast, the Emerging Communities Leadership Program had a lower ratio of face-to-face learning events and a high proportion of the participant learning happened through mentoring between participants and selected industry/community leaders. The feedback regarding the Emerging Communities Leadership Program mentoring, not dissimilar to the feedback from the Advanced Leadership Program, suggested that more guidance was required to assist those mentoring. Key areas highlight for further support included: - a clearer purpose; further information about the level of mentoring; the basics - how to mentor. The value of this information is that although the mentoring activity for RTI P/L is an in-kind contribution towards the project there should be some simple elements woven into NSILP adjustments to the 2018 mentoring element.

Thirdly, the element of “action learning” is woven into all of the programs. The Advanced Leadership Program and the Community Landcare and Agriculture Leadership Program both encourage individuals to pursue projects. There are no elements of building a leadership team or team outcomes in either of these programs. One participant from the Community Landcare and Agriculture Leadership Program mentioned that this suited him well. He noted that he was an introvert and found it more comfortable to pursue an individual concept but also stated that he was aware that the outcomes would have been more significant for the stakeholders if there had have been a group/team project(s). Interestingly the highest learning level program reviewed, The Advanced Leadership Program was completely focused on individual outcomes. Some learning was focused on workplace management processes but no group activities. One of the participants remarked that this was a missing element “30 amazing women leaders and no group actionable outcomes...seems self-indulgent and a missed opportunity”. The NSILP has been developed to include a team activity. This element is to ensure that opportunities of leverage, change and action are incorporated into the participants leadership learning and experiences. However, as can be seen in the evaluation the project, although challenging the annual NSILP Mission provides participants with first-hand experience of the difficulties and opportunities when working together.

In relation to selection of participants, the advice received from one program manager (who works across four leadership programs funded by four different stakeholders including Alpine Valleys Community Leadership Program) was ambiguous but included: -

- One funder insists on the program manager doing all the work while another funder excludes the program manager and all project staff from the process. It was suggested that this was directly related to the capacity of the funding organisation.
- One funder understands the breadth of the cohort required so ensures that the project main facilitator is part of the selection process while another is hamstrung by industry politics and wants to prevent the facilitator from taking any perceived biases into the

- program delivery.
- Writing – online applications are seen as the fairest way of selecting participants. That video provides opportunities for those who have the skills and confidence to support an application. Face-to-face interviewing is never used due to the cost. One organisation (with a large budget) does phone interviews but the organisation carry's those costs not the project.
 - Alumni members are included in the selection panel for one project and this is seen as a skill building exercise but also an opportunity for “fresh eyes” annually.

The final element uncovered during the review was the inclusion of networking activities was also significant in its absence and inclusion in the five programs. The networking activities included delivered by the five programs were “catch-up for drinks” organised by the participants with no input from the program managers through to bring and share meals co-ordinated by the program manager. Guest speakers were considered networking events and some programs involved no guest speakers whereas others designed a program with majority face-to-face activities being provided by a high approximately eighty (80) guest speakers. It is difficult to understand the significance of the differing approaches provided by the programs however comments included “it (no networking events) should have been provided with a or perhaps a more detailed program framework so that the participants could have slotted in additional activities to ensure as many opportunities could be maximised” – Advanced Leadership Program participant. On the other end of the scale “it was lovely to catch-up over a meal but it would have been useful to understand where it (the community dinner) the sat in the program and participant experiences” Emerging Communities Leadership Program. NSILP management continue understand the complexities of levels of experience and competency within the participant group and attempt to support the many facets of the networking opportunities.

The project survey of graduates informs us also about the relevance of the 12 general areas participant knowledge development covered during the NSILP Figure 1 provides the responses to the question “Tick the leadership skills and knowledge you developed during the NSILP.”

Networking, communication and team building are the categories that attracted a high number of responses. Leadership theories, personalities, meeting processes, power and behaviours, mentoring and lobbying attracted a moderate number of responses while media, handling conflict and industry information received a lower number of responses.

Answered: 40 Skipped: 0

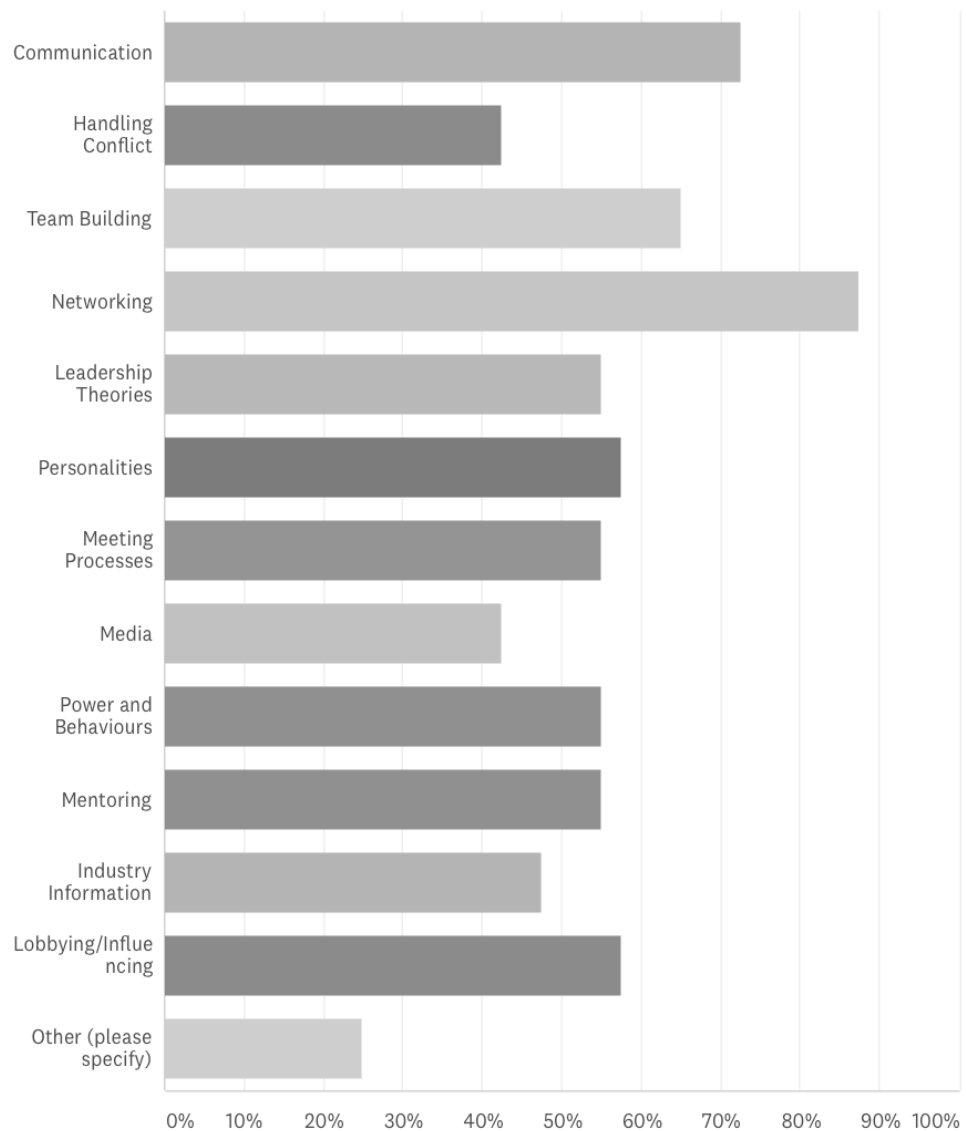


Figure 1 – NSILP Skills/Knowledge Developed

It should be noted that all areas attracted responses which indicates that areas are providing participants with knowledge and skill enhancement. Additionally, each of the twelve knowledge/skills areas reflected in these responses are covered by a number of program elements. For example, Power and Behaviours although covered by a workshop during the program is also covered during program event debriefing workshops and during activities such as Mission and Strategy workshops. Another example illustrating the multi-layered nature of the program is given by one of the “other” responses to this question, “Structure, processes and developing the Vision and Mission” were skills developed by the individual and these skills could be incorporated into a number of the other categories. (See Appendix 4 for further detail)

Through the NSILP 2015-2017 Project Survey (the Survey), graduates were asked two questions (Question 6.1 and 6.2) in relation to the most valuable and least valuable NSILP experience. These questions were designed specifically to provide information about the program content.

In relation to the most valuable part of the program, graduate's comments include: -

- Meeting and working with a diverse group of passionate people with skills and talents and working towards a common goal.
- learning about the industries
- having the ability to step up and operate out of my comfort zone
- The field trips with roles and responsibilities, parliament house
- being challenged to improve skills and change some behaviours
- understanding my role in the industry
- exposure to, through tours, speakers and meeting, industry/sectoral leaders and federal politicians and learning about the industry
- mentoring within and beyond the participant group.
- the whole experience of NSILP

“The program as a whole. There are many stand outs but collectively the whole program. It is really only after you complete it that you realise, reflect and let out that huge breath you have been holding onto.” QLD Graduate

In relation to the least valuable part of the program, graduate's comments include: -

- 15 respondents stated “nothing”
- some of the games and physical activities
- Parliament Question Time due to the behaviour of the politicians
- mentoring and support and a feeling of isolation within the group
- modern PC leftist indoctrination that is superimposed over a legitimate exercise or lecture during the project.
- travelling was a bit of a drama when work was extremely busy
- some program components, group projects, the theories, the topics, the games and physical activities

Graduates were asked one question (Question 9.1) in the Survey in relation to the 3-day x 3 residential program structure. The question asked, “How could we improve the NSILP 3 day x 3 residential program structure?”. Responses to this question include: -

- No change you appear to have the recipe right.
- Adjusted residentials - longer residentials; Two x 4-day or 5-day residentials which may reduce costs; Graduation dinner 3 months after final residential; A 1-day refresher for graduates annually.

Project Stakeholders were asked two questions (Question 4.1 and 4.2) in the Survey in relation to the most valuable and least valuable NSILP experience. These questions were designed specifically to provide information about the program content. The stakeholders have significantly less knowledge about the NSILP details however their insights were useful and included: -

- the mentoring aspect to the NSILP is extremely rewarding and have had similar feedback from the participants as well.
- Working with peers on projects
- I have only attended the dinners, which are excellent networking opportunities, however consider that face to face days would also be very beneficial
- The development of self-confidence and the networking opportunities provided by NSILP
- the internal deliberations and team workshops on creating a vision was great

- face-to-face program days - especially where this involves interaction with industry and government leaders, networking and dinner, development of confidence and the team project work.

“I feel it's difficult to answer having not seen all aspects of the program. From the outside, I believe the 'package' is very positively received, and challenges participants in different ways during the process. I feel it is valuable to give participants insights to the various different cultures and organisations within our industry, including the politics and Canberra side of things.” Stakeholder

The question seeking responses regarding the least valuable aspect of the program (4.2) drew no clear responses from stakeholders

Stakeholders were asked one question (Question 6.1) in the Survey in relation to the three-day x 3 residential program structure. The question asked, “How could we improve the NSILP 3 day x 3 residential program structure?”. The most valuable responses were focused on the consequences of the program structure and the impact on “grass-roots” fishers and the costs of being away from a small business.

(see Appendix 4 for full details of the survey)

2. To provide NSILP learning material reflecting the above updated program.

Through the review, RTI P/L has determined that the content of the NSILP reflected current content of highly regarded, well attended, industry and community supported leadership programs.

The program content includes: -

- Workshop Materials
- Extra Materials
- Additional Residential Materials

These materials are all provided in hardcopy format and during the three-year project have been distributed at the commencement of each residential as Residential Booklets. For the NSILP 2017 all workshop materials were provided to the participants in the commencement of Residential #1 in a complete folder.

Workshop Materials include learning material that cover key learning areas: -

- | | |
|---|------------------------|
| - Identifying Leadership | - Teams and Leadership |
| - Communication – Effective Communication | - Strategies |
| - Communication – Speaking in Public | - Handling Conflict |
| - Personalities | - Media and Messages |
| - Building Teams | - Power and Behaviours |
| - Developing a Mission | - Mentoring |
| - Networking | - Future Vision |
| - Leadership Theories and Practice | - Strategic Thinking |
| - Meetings | - Decision-makers |
| | - Leading the Industry |

Extra Materials include learning material that cover key learning areas: -

- Participation Contract
- The Chatham House Rule

- Complaints Process
- Roles and Responsibilities
- Supporting Papers
 - o Leadership
 - o Communication
 - o Public Speaking
 - o Leadership Knowledge
 - o Personalities
 - o Teams
 - o Networking
 - o Meetings
 - o Teams
 - o Strategy and Strategising
 - o Conflict
 - o Media and Messages
 - o Power
 - o Mentoring Information
 - o Working with Decision-Makers
 - o Mentoring

Additional Residential Materials include learning material that cover key learning areas: -

- Roles and Responsibilities
- Guest Profiles
- Guest Lists
- Name tags

RTI P/L continues to review the materials developed for the program and 2018 will see a revised material package which will incorporate online materials and hard-copy folders. (see Appendix 5 for NSILP Program Materials)

The NSILP graduates were asked one (1) question (Question 9.2) in the Survey in relation to learning materials. The graduate's comments included: -

NSILP Alumni provided

- No change required
- Too long ago and therefore I can't remember or comment.
- Provide some of the materials on an iPad or similar device
- An electronic version or part electronic version or online but to be aware that some will access and others won't.
- Mapping the learning against the national competencies

Additionally, it should be noted that the production of the learning materials during the NSILP 2015-2017 Project has been modified and are now professionally produced. These materials are heavy and over 200 pages.

3. To facilitate a NSILP application and selection process that results in a diverse cohort of program participants.

RTI P/L, with the guidance of the Advisory Group and assistance from the Selection Sub-Committee, designed a participant selection process which has been revised annually to ensure that, where possible, a diverse cohort has been delivered. It should be noted that participants, through the residential feedback, mention the importance of the diverse cohort. (See FRDC 2014-407 Project Milestone Reports).

The application and selection process has been developed through reviewing of selection processes of other programs. The NSILP selection process over the three years of the project has adhered to the following principles.

- The seafood industry is comprised of many sectors from the small regional producers/catchers to recreational alliances and focused indigenous organisations. There are small family businesses through to national full-integrated businesses; service providers, retailers, importers, government and non-government agencies.
- All of these sectors, businesses and organisations are made up of people with varying skills but all have a level of interest and many have a deep, generational connection to the seafood of Australia.

It has therefore been the focus of the NSILP Advisory Group Participant Selection Panel to understand the complexities of the industry and select a cohort that incorporates the diversity of the industry in the 18 selected participants. Annually the selection panel consider the applications and the diversity requirement. Graduates continue to provide us with feedback that the richness of the cohort provides deep understanding to the industry that they are wanting to lead.

The NSILP selection process over the three years of the project have followed these

principles: -

- Selection of participants by NSILP Advisory Group
- Selected participants to be confirmed by Fisheries Research and Development Corporation
- Consideration of the following: -
 - o Richness of cohort
 - o Individual merit
 - o Response to application criteria/questions

(see Appendix 6 for the NSILP 2015-2017 Participant Selection Process)

NSILP 2015, 2016 and 2017 Graduates covered significant diversity Table 5 provides details regarding gender, state, sector and industry leadership experience.

Table 5 – Richness of Cohort

Category	2015 Participant Numbers	2016 Participant Numbers	2017 Participant Numbers
Gender	Female 8; Male 10	Female 3; Male 13	Female 8; Male 9
State	TAS 4; VIC 3; NSW 4; QLD/TS 1; NT 0; WA 2; SA 2; ACT 1; International 1.	TAS 4; VIC 3; NSW 3; QLD/TS 0; NT 2; WA 3; SA 0; ACT 0; International 1.	TAS 1; VIC 2; NSW 4; QLD/TS 6; NT 0; WA 2; SA 0; ACT 1; International 1.
Sector	Wildcatch 6; Aquaculture 4; Recreational 1; Indigenous 1; Service 5; Retail 1.	Wildcatch 6; Aquaculture 2; Recreational 0; Indigenous 2; Service 4; Retail 2.	Wildcatch 4; Aquaculture 3; Recreational 1; Indigenous 3; Service 4; Retail 2.
Experience	Low 4; Medium 12; High 2.	Low 4; Medium 10; High 2.	Low 4; Medium 10; High 3.

Table 6 – Project Cohort Richness Percentages

Gender	Female 37% Male 63%
State	Tasmania 18%; Victoria 16%; New South Wales 21%; Queensland/Torres Strait 14%; Northern Territory 4%; Western Australia 14%; South Australian 4%; Australian Capital Territory 4%; International 6%.
Sector	Wildcatch 31%; Aquaculture 18%; Recreational 4%; Indigenous 12%; Service 25%; Retail 10%.

Experience	Low 24%; Medium 63%; High 14%
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(see Appendix 7 for Participant List)

As a result of the success of the NSILP 2015-2017 project, and the increased applicant numbers annually, RTI P/L has further revised the selection process for NSILP 2018. The full project survey asked respondents to provide feedback about how program application and general information is transmitted and along which communication channels information is received.

The most effective means of transmitting the importance of the program to potential participants remain through the Alumni – graduates telling friends, work colleagues and their wider industry networks to apply and get involved. Industry organisations also play an important role of encouraging their members to apply and in the provision of support including financial. Graduates also spoke of the information moving through the email channel as an efficient and effective method of contacting people about the program. The final question (7.3) asked participants to provide improvements to the communication process and many suggested that the current methods work effectively (60%). Many mentioned specific current methods were acknowledge – email and social media.

Areas to improve that were mentioned by graduates included: -

- Updating of the website
- videos of graduates endorsing the program
- A newsletter including stories of participant and graduate success.

(See Appendix 4 for full details)

The stakeholders were also asked communication questions (questions 5.1, 5.2 and 5.3). Information provided confirms the sentiments expressed by the NSILP Alumni. Highlighting that industry organisations and networks encourage individuals to apply and participant. The sense from the stakeholders was that email and group emails were an effective way of communicating about the project and program with 94% indicating that this channel is effective.

4. To provide a professionally facilitated nine-day industry leadership program for the seafood community.

The NSILP has been professionally facilitated throughout the three years of the project. Annually a nine-day program has been researched, developed and delivered.

The management and facilitation of the program has been undertaken by RTI P/L people. All of the team members have held roles and responsibilities matched to the skills and knowledge required. The team has been: -

- Jill Briggs – NSILP Principal Investigator - Managing Director, Rural Training Initiatives P/L. Jill has qualifications on facilitation, leadership, adult learning and company directorship.
- Chris Calogeras – NSILP Staff – Director C-Aid. Chris has seafood industry and community experience and knowledge and has a Master’s in Business Management.
- Rina Cooper – NSILP Staff – Manager Cooper Business Solutions. Rina brings knowledge of primary industries into the program and has qualifications in Business Administration and project management.

The NSILP is nine days of face-to-face workshops and events. The project has been delivered on a 12-monthly cycle of work. For the nine-day program to be professionally delivered for the Australian seafood industry the twelve-month work schedule is outlined in Table 5.

Table 7 – NSILP Twelve Month Work Schedule

Month	NSILP Program Work	
October	review databases; design course materials; commence participant recruitment;	connect with year NSILP Graduates; connect with seafood industry and NSILP Alumni.
November	venue quoting and venue booking; continue participant recruitment;	connect with NSILP Alumni; Advisory Group Meeting.
December	finalise venues; final draft of materials proof and printing proof commenced;	participant recruitment; reporting; connect with seafood industry and NSILP Alumni
January	collate applicants; form NSILP Participant Selection Sub-Committee; selection participants;	print NSILP materials; organisation of NSILP events; connect with industry and NSILP Alumni
February	support participants; print program materials; connect with guest speakers; finalise program logistics;	planning with all project staff; connect with NSILP Alumni; Advisory Group meeting.
March	final planning meeting with program facilitators; support participants;	facilitating residential; connect with seafood industry and NSILP Alumni
April	support participants; print program materials; connect with guest speakers;	finalise program logistics; planning with all project staff; connect with NSILP Alumni
May	collate evaluations;	connect with seafood industry and NSILP Alumni
June	support participants; print program materials; connect with guest speakers; finalise program logistics;	planning with all project staff; final planning meeting with program facilitators; facilitate residential; connect with NSILP Alumni connect with NSILP Alumni; Advisory Group meeting.
July	collate evaluations;	connect with seafood industry and NSILP Alumni
August	connect with NSILP Alumni	
September	Support participants; print program materials; connect with guest speakers; finalise program logistics; planning with all project staff;	final planning meeting with program facilitators; facilitate residential; connect with NSILP Alumni connect with NSILP Alumni; Advisory Group meeting.
October	support graduates;	connect with seafood industry and NSILP Alumni

It should be noted that although the program involves nine face-to-face days for participants there are also regular coaching communications and small strategy group work to be completed between the residential.

Throughout the program, participants were regularly asked to assess the level of facilitation provided during the program. Over three years participants provided comments in response to the statement “The facilitators were well prepared and facilitated my understanding of the NSILP information” and Please rate the program facilitators. Over the three years participants have rated the program facilitators 47 ‘excellent’ and 13 ‘very good’. The facilitator team has never received a score lower than very good.

Comments include “Amazing, perfect, haven’t had better, good fun – normal people, approachable and great fun, really engaging and supportive”

5. *To manage the support and development of fifteen (15) NSILP participants/graduates.*

As indicated in Table 5 there is regular support for the participants in the program. The program design ensures that the participants have support regularly before, during and after the NSILP. The support has been carefully considered and for each participant they will be supported at a minimum of four levels during their time in the program.

The support is provided by: -

- An application nominator – someone who is known to the applicant and who can sign the application form. The unwritten expectation is that the nominator will know the applicant and will provide encouragement during the application process. Each nominator is then added to the project database and they are included in a number of program events including the annual Mission Launch and Graduation Dinner
- Internal Mentor – each participant is partnered with another program participant during Residential #1. It is anticipated that mentoring pairs will spend time connecting with each other. It is suggested by the program facilitators that five (5) connections occur across the six months of the program. The purpose is for the mentoring connections to be focused on the NSILP Leadership Learning Plan.
- External Mentor – two weeks after the conclusion of Residential #2 each participant is encouraged to seek out a mentor from beyond their known network. This arrangement is referred to as the “external mentor”. This mentoring relationship is supported through a mentoring manual and a group teleconference. It is anticipated that the relationship will continue for 12 months, supporting the participant beyond graduation and assisting the graduate to continue to challenge themselves. The mentor will also be connected to the program through program events including the annual Mission Launch and Graduation Dinner
- Program Facilitator – throughout the NSILP the Program Manager spends time supporting the participants. This occurs through regular emails and individual phone coaching sessions. This support occurs at regular and scheduled intervals throughout the six months.
- Administration Office – the support provided is purely around logistics. Assisting with additional information regarding accommodation and venues, program events and invitees, materials and participant agreements.

Development of the participants is integrated into the support processes. However, the program has been developed to ensure that participants develop at a number of levels throughout the six months. It should also be noted that although much of the information is theoretically-based the sessions are generally practically based. The development of each participant is very dependent on the individuals attitude throughout NSILP. NSILP is not a vocational- or university-based experience, it is planned for everyone to stretch themselves, set their own goals and develop strategies and plans to achieve an outcome within the group but also individually.

The development is based primarily on two essential activities the Leadership Learning Plan and the group Mission. The former is a participant identified plan that asks each NSILP participant to set a leadership goal for their personal life, workplace role and industry involvement. This allows for those participants who are motivated intrinsically to set themselves challenges. The Mission is for those participants who are motivated by a blend of intrinsically and extrinsically or purely extrinsically to set goals and be rewarded and recognised by others.

Annually the project is targeted to graduate 15 participants. Over the course of the NSILP 2015-2017 project 53 graduates have exited the NSILP, this is a significant over-delivery of

the project target. Participant who withdrawal has been due to personal reasons. (see Appendix 7 for the NSILP Graduates)

Through the Survey program graduates were asked a series questions about how they had transformed (developed) during the NSILP. These responses help illuminate how supported they were during the program and therefore how they then developed.

Questions 4.1, 4.2 and 4.3 asked the graduates to assess their level of leadership transformation. From the responses, it is clear that the majority of graduates assessed their level of leadership as underdeveloped or areas to improve (90%) on entering the NSILP. Three graduates indicated that they believed they had well developed and one respondent thought the leadership concept was rubbish (10%).

Graduates comments include: -

- NSILP provide a perfect platform for confidence building and overall leadership theory
- I had done a couple of courses of which one was the pre-cursor course to NSILP
- Recognised good leadership, but didn't feel experienced enough or confident enough, to take on leadership roles (or recognise the leadership qualities I already possessed)
- My leadership skills were developed but not to the degree they were after completing the course

“I was completely unaware that I was a leader. NSILP helped me acknowledge and understand my leadership skill and style. As much as the theory learning was interesting I believe it was the feedback from other participants in the feedback “circles” and most importantly the mentoring that Jill and Chris provided constantly.

Responses to Questions 4.2 and 4.3 show that graduates were transformed by the NSILP experience. All the written responses indicated that the program had provided a transformational process for all graduates (100%). These changes were ranged from implementing ideas within a local sporting club in a small seafood community through to chair industry organisations (local, state and national). More subtle transformations have seen graduates take on new responsibilities in existing roles through to being able to understand and seeing the bigger picture and understanding how to influence and affect.

A selection of the responses is below (see Appendix 4 for all the responses)

- The NSILP gave me confidence in my own ability to be able to engage with stakeholders and share my ideas. It has helped me in numerous roles since the program.
- I have used it in my family life and business. Also, to look and research how things can be done differently
- Understanding my own flaws, working with and supporting a team to achieve the set goal
- I have used my leadership skills to drive SFM's safety management program to all site stakeholders and extended my positive safety culture out into the seafood Industry. In acknowledgement for my efforts, I was awarded the Leadership in safety Award in 2015 by SafeWork NSW (formerly WorkCover NSW)
- Meeting process improvements, Chair of SETFIA, team building
- I use them all the time, in the industry meetings that last 4 days about 4 times a year. I also use them internally and when meeting with external entities, including politicians. In part, it is a confidence boost, and the determination to just push ahead to try ideas.
- Since my graduation I have realised the importance of mentoring. I now mentor many peers at many different levels and in varying degrees.
- Every day! I reflect on the skills I learnt during NSLIP every day! I'm constantly challenged with difficult situations and conflicting agendas, and the lessons from NSLIP have allowed me to become influential in a positive way. Being able to read people and situations better, understand my cognitive responses and my emotional responses to situations and better predict the outcomes

and behaviour of those who I work with. Generally, I'm far more confident speaking publicly to a group of people and have a better understanding/ appreciation of the expectations imposed on those in a leadership position. For example; jumping from one event to another with minimal preparation time and knowing what I need to do to be able to deliver!

- The NSILP gave me confidence in my own ability to be able to engage with stakeholders and share my ideas. It has helped me in numerous roles since the program. Taking on the Chair role of the National Seafood Industry Alliance, the Chair role on the Aquaculture and WildCatch Industry Reference Committee and has given me a new level of confidence in representing industry

Through the Survey, NSILP graduates were asked to review how they have embraced new roles and responsibilities and what future aspirations they may have. The group of questions were: -

5.1 Prior to commencing the NSILP, what industry/community/sector roles and/or responsibilities did you hold?

5.2 During the NSILP, what industry/community/sector roles and/or responsibilities did you hold?

5.3 After completing the NSILP, what industry/community/sector roles and/or responsibilities have you undertaken?

5.4 And now, what industry/community/sector roles and/or responsibilities do you aspire to hold?

Generally, it can be stated that NSILP Alumni have taken on new roles and responsibilities from limited exposure to industry roles through to taking on the Vice Chair role of a state industry organisation; from going to work to ensure lots of money was made to being more active in how the business team works and the job role. Overall from entry into the program through to graduating from NSILP 90% of the graduates have taken on new roles and/or responsibilities. It should note that 69% of Alumni indicated that they continue to have further leadership aspirations with many nominating specific goals such as: -

- Research leaders
- Organisation CEO
- Chairing industry committees
- Next gen of industry boards
- Running own business
- Entrepreneurial move in the aquaculture sector

(See Appendix 4 for full details)

The Survey asked stakeholders a range of questions seeking to understand the development of the NSILP graduates. Respondents provide information about the growth in confidence and industry knowledge in their answers to questions 2.2 2.3, 3.1 and 3.2.

Questions 2.2 and 2.3 sought information about observed changes in NSILP graduates. Of the eighteen responses, 17 (94%) indicated that a change was observed. Of the seventeen (17) written responses spoke about enhanced confidence, greater knowledge, better understanding of working with other people.

“Improved confidence personally and at work; increased awareness of the depth and breadth of the 'Australian Seafood Industry', and greater appreciation of views from other 'sectors' of our seafood industry.”

(See Appendix 4 for full details)

Pleasingly, 15 “yes” responses (94%) were received for questions 3.1 “Have you observed a NSILP graduate undertake a new role/responsibility during or after the NSILP”. The written responses provided understanding about the roles taken on by graduates, included some of the standout examples of Veronica Papacosta and Johnathon Davey, however there were also

examples of the quiet achievements and examples of the quiet achievements were: -

- From a background working in a family fishing business, this person stepped up into a much larger role in the fishing industry, inspiring others to become more active.
- her sense of belonging to a strong community group has enhanced her confidence and contribution
- taking a lead role in a work group
- Coordinating a key stakeholders meeting to consider the future direction of an industry company (set to commercialise oyster breeding lines) in the face of production and financial constraints. Developing a vision for the company and strategy for long term viability.
- Increased participation in national working groups
- applied to sit on a board

The Survey asked graduates and stakeholders about support provided to the NSILP participants and graduates.

The program graduates were asked did you receive support before, during and/or after the NSILP. 87% responded that they had received support (Questions 8.1. and 8.2). In response to the follow-up question “In what form was support provided?” graduates gave a variety of responses but the most common was financial support (85%). Mentoring and guidance were mentioned eight (8) times and days off work to attend NSILP and to do NSILP work between residencies were also mentioned.

(See Appendix 4 for full details)

Through the survey stakeholders were asked “Did you provide the NSILP graduate with support in undertaking the new role/responsibilities?” (Question 3.3). Of the fourteen (14) written responses the information varied from supported in a formal, hands-on (and rewarding) mentoring processes to definitely not. But across the responses it is clear (93%) provided support.

6. To create strong networks and succession opportunities between the seafood community and the NSILP participants and graduates.

Strong networks are a key component of the NSILP structure. The networks are built across the participant group and out into the industry. There are specific program activities have been developed to ensure relationships are built within the participant group. These activities require teams being built and/or outcomes are delivered. Included in these designed activities are: -

- Internal mentoring
- Guest speaker sessions
- Industry meals – lunches and dinners
- Mission Launch
- Industry Tours
- Pre-program team events

The guests that attended the NSILP program events total in excess of 370 individuals from across the industry. The diversity of networks developed by RTI P/L to introduce to the participants has included: -

- National Industry Representative Organisations Chairs, Board members and staff
- National Industry Research Organisation Chairs, Board members and staff
- Industry Sector representatives – Indigenous, Aquaculture, Recreational and Wildcatch
- Business CEO’s and staff

- Local, State and National politicians
- General industry representatives, interested individuals and potential future participants.

Strong networks and succession opportunities are delivered throughout the program. Some of these opportunities are embedded in the program activities and others are options that are recommended by the program manager and facilitators. These activities are: -

- Applicant Nominator
- Diverse participant group
- External Mentoring
- Guest speaker sessions
- Mission Launch
- Industry Meetings
- Leadership Learning Plan
- Media Releases

The Survey asked a selection of questions of the NSILP Alumni and the stakeholders that were specifically designed to seek feedback about networking building and opportunities for connecting with the industry to engage and take on new roles. The above section of the report outlines the new roles and responsibilities that have been undertaken by NSILP graduates. Additionally, graduates were asked “What were the important relationships/connections you made during the program? (Question 7.4). And “Some of the connections you listed may have continued since NSILP graduation. Can you please provide us with an example of how one or more of these connections has continued? (Question 7.5).

Responses to question 7.4 were varied however of the thirty-six written these were the most common network connections mentioned

- NSILP participants and Alumni – 31 responses
- Facilitators – 17 responses
- Mentors – 9 responses
- Guests speakers 11 responses

Other responses included individuals and some industry organisations.

Question 7.5 provided varied and positive information about the enduring nature of the networks and opportunities provided to the NSILP participants after graduation. Generally, there is a sense of connection within graduate groups and also across the Alumni. A few valuable quotes are below: -

“Every time I go to a conference, meeting or function I will meet past graduates that then introduces or opens new relationships into their networks.”

“In the CoOL role I work for past participant Katherine Winchester (NTSC), with fellow participant Julian H (TSIC), past participant Eric P (QSIA), fellow participant Johnathan Davey (SIV), and towards the end delivering a tidy bundle for fellow participant Veronica P (SIA) to run with :). In the ACPF role I regularly cross paths with fellow participant, Aaron Irving (NAC), JD as NSIA, Eric P, Dylan Skinns (the last 3 who are around the ACPF table) and occasionally Suzie McEnally. So, value them and love to work alongside them!”

“The relationship between all alumni is very good, if you have completed the course then there is an instant connection to discuss and it opens door.”

“I still have contact in work and socially (via FB etc) with participants and facilitators. They are my friends.”

“Many of the graduates from my year I would consider friends. Although we don't speak often, when we do bump into each other, the conversation is often about family and personal wellbeing, as opposed to work.”

“To me FRDC & Rural Training Initiatives are part of my extended family. That’s how much they mean to me. I am grateful for everything they have done for me in the good times & in the trying times.”

“I have had several contacts with fellow participants professionally - asking and answering various industry related questions. They are my 'go to' contact in each of their sectors. I also have connected socially with fellow participants as well.”

“Married one. Keep in contact with others”

The above reflections should be understood for the importance they bring to the concept of capacity building. However, at a more fundamental level the stakeholders provided feedback about how generally the program is connecting and building networks through questions 5.3 “How could the communication with our project stakeholders improve?” and 6.2 “Could we (RTI P/L) do anything to improve the NSILP Information Materials we offer to stakeholders?”. The responses included ideas about how to improve our information with the network and raise the profile of the participants and how to modify the participant information at the beginning of the program to increase networking and succession opportunities. Many of the stakeholders who are well connected with the program provided responses that indicated that communication and network building with program materials is thorough and valuable.

Discussion

The discussion section has been designed to provide findings and understanding in relation to each of the six delivered program objectives.

1. To update the current NSILP through a review and desktop research process.

The review and research suggests that NSILP continues to provide topics and processes that meet with other leadership learning opportunities. Additionally, the program provides the participants with an opportunity to impact positively on the Australian seafood industry and community through the annual Mission. The “NSILP Mission” element is not unique to NSILP as a similar activity is part of a number of leadership programs delivered across Australia and across the globe. It should be noted however, that the NSILP provides a unique opportunity for the Australian seafood industry to find new and an enhanced direction through the participants annually putting their energy and passion into a common purpose to change the industry positively. In nearly all other programs participants embark on an individual project/activity, and these participant actions can be operational or strategic. The adult learning philosophy that underpins the Mission – action and doing – remains an essential part of the NSILP program.

As a direct result of the review and research the mentoring component of the NSILP will be adjusted. This adjustment will also be made in response to the feedback and success of the mentoring processes over the years that RTI P/L has managed the program. The participant support and coaching will be improved during the NSILP 2018 programs and will be evaluated at the conclusion of the 2018 programs. These two components will be more directly linked and will be enhanced through the inclusion of formal and professional coaching pairs – internal mentoring pairs and a professional coach.

The mentoring and coaching component will be developed by RTI P/L manager and in consultation with program facilitators and coaching professional, Ms. Janette Outram. The process has been drafted to be delivered in the following manner: -

- Participants form internal mentoring pairs during Residential #1
- Mentoring pairs to “book in” for coaching session x 2 between commencing the program and graduating
- Coaching session will focus on individual leadership learning challenge
- Participants will “book in” for a single individual coaching session after graduation
- Coach will provide RTI P/L with a participant update after each coaching session

Mentoring will include the following elements: -

- Internal mentoring pairs will be established during Residential #1
- Mentoring materials will be circulated to the participants via the online portal
- Mentoring webinar will be provided via the online portal
- Mentoring opportunity for participants and external mentors will be initiated during Residential #2 and will be supported in a similar manner to that delivered in NSILP 2015-2017.

2. To provide NSILP learning material reflecting the above updated program

Reviewing of materials provided to participants and stakeholders will occur as the project moves into the next three-year cycle. The reviewing and adjusting will match the feedback provided in the Survey and the residential evaluation completed by participants at the conclusion of each residential (see FRDC 2015-2017 Project Milestone Reports for full

details)

It should also be noted that the NSILP learning materials have been reviewed annually during the project. The NSILP 2018 materials will be significantly adjusted and components that will be adjusted in response to the above information are as follow: -

- the appearance of the materials including the corporate names and logos. The general branding of the materials will remain the same to ensure program continuity
- workshop information will be adjusted and updated in accordance with current research and information
- material volume will be reduced through the extra materials being place online
- extra materials will be revised to present the most current research on all areas of leadership covered during the NSILP
- printing will continue to be contracted to a professional printing business and delivered for distribution at Residential #1

As mentioned above, and in response to the evaluation and the survey some of the NSILP materials will now be housed online. These materials will be accessible to the various project stakeholder groups. Online resources will include but will not be limited to: -

- Participant Briefing Packages
- Residential Extra Materials
- Participants Profiles
- Speaker Profiles and videos of presentations
- Mission Presentations

3. *To facilitate a NSILP application and selection process that results in a diverse cohort of program participants*

From the evaluation, it would appear that information about the program is reaching the industry, although continued effort needs to occur to attract small business wildcatch fishers. It should also be noted that there are still pockets of the industry who are not engaging in the program. Each year the selection committee discusses the under-represented sectors and particular effort is made to address the gap.

As stated in the Results section above there has been a formalised process for selecting participants throughout the years of the program. However, there is a constant need to improve this process and during the delivery of the NSILP 2018-2020 project the application process will be adjusted with these general concepts being addressed: -

- Application circulation
- Application submission
- Selection committee
- Selection criteria
- Participant diversity and industry needs
- Successful and unsuccessful notification
- Program entry briefing

4. *To provide a professionally facilitated nine-day industry leadership program for the seafood community*

During the NSILP 2015-2017 the project team has consisted of two primary facilitators – Jill Briggs and Chris Calogeras – and a project administration office – Rina Cooper. This team has worked effectively for three years however there have been concerns raised during the three years. These issues have been: -

- succession of the facilitator team

- access to guest speakers
- attention to detail by the team
- participant support person
- professional desk-top publishing
- online presence

As a direct result of the above issues and the project potentially doubling in size for the NSILP 2018-2020 project these issues have become important to ensure that the professional reputation the program remains at its highest possible level. Therefore, the following adjustments will occur in response: -

- The facilitator team will grow to a team of four with Chris Calogeras being transitioned from the program in 2019. The facilitator team will include two new team members during 2018 – Josiah Pit and Stan Lui.
- A continuing importance will be placed on ensuring the program participant diversity by the selection committee. This reflection will also be adhered to for guests sought to address the participants and attend the industry events.
- The administrative officer roll will be held down by a new RTI P/L contractor.
- Participants will be more formally supported through the program with the inclusion of a professional coach who will work with the internal mentoring pairs and, at the conclusion of the program, individual graduates.
- Through the reworking of the materials RTI P/L will continue to use a professional desktop publisher and printer for supplying learning materials.
- RTI P/L is developing a more sophisticated and responsive website which will allow for a more managed online program element.

5. To manage the support and development of fifteen (15) NSILP participants/graduates

RTI P/L has developed a program that challenges the participants at a personal level and through their understanding the function of leadership when operating in a team. The support and development is provided and tracked and recorded throughout the program. Tracking occurs against participants Leadership Learning Plan and team goals. Over the three-year project support for the participants has also occurred through the peer mentoring and industry mentoring. All participants have engaged with the peer mentoring and the majority of the participants (67%) have taken advantage of the industry mentoring which is managed as an in-kind component delivered by RTI P/L.

Feedback indicates that this part of the program is effectively and professionally delivered by RTI P/L. It does remain an important consideration whether there are adjustments that need to be considered. The three x 3-day residential works well generally for the participants. Over the years participants have discussed the nine full days of face-to-face workshops and events. The comments are regularly connected to the cost for small business – time and money – to release individuals to participate. Stakeholders mentioned the need to consider how to attract a greater number of wildcatch small businesses but there needs to be a raised awareness of the business costs in attending the NSILP.

It should also be noted that support and development of 15 participants is the target set for the three-year project, however the project has seen 53 graduates from the NSILP 2015-2017. All of these participants have been supported and developed. It should also be noted that it is projected that 90 people will graduate from the program over the duration of the NSILP 2018-2020.

6. To create strong networks and succession opportunities between the seafood

community and the NSILP participants and graduates.

The annual program planning ensures that RTI P/L industry database is diverse and inclusive of all areas of the Australian seafood industry and community. From this comprehensive database RTI P/L it is ensured that the NSILP participants have a minimum of sixteen (16) networking opportunities which include guest speakers; speaker panels, tours, meetings with politicians and industry dinners.

The NSILP Alumni has indicated the how well-developed the network is within program groups and across the entire graduate group. The network can be observed functioning at its best at industry events that are part of NSILP however at 2017 Seafood Directions graduates were presenters and industry award recipients. It has been a testament to the Australian seafood industry to see over forty members of the NSILP Alumnus celebrating the industry awards in Sydney in 2017. A comment provided by a stakeholder indicated that graduates could have an even greater impact at industry events “I think that the NSILP may have benefitted from more visibility – perhaps a session by them at Seafood Directions”. The fifteen plus annual NSILP industry networking events provide a great many opportunities for participants to understand the complexities of the industry and develop an understanding of how they may involve themselves in the industry.

It should be noted that further opportunities for succession building could be undertaken if the industry more fully embraced the graduates and provided them with a further opportunity during industry events and activities.

Conclusion

The NSILP 2015-2017 project was developed to align with the goals of the FRDC's People Development Program. One key focus of the FRDC Sub-program was to build leadership capability and enhance existing leadership capacity

The NSILP 2015-2017 was designed and delivered in response to industry consultations. Throughout the history of the NSILP review and consultations have been undertaken and during the delivery of the NSILP 2015-2017 Survey 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, stakeholders of the project have been surveyed as required under the project agreement. The program participants have had three opportunities, annually, to provide feedback.

Through the quarterly teleconference meetings of the NSILP Advisory Group (NSILP-AG) monitoring of industry and community needs occurs and the meeting of these needs are incorporated into 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.

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 survey 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 fifty-four individuals and these graduates have clearly understood the need to enhance the decision-making processes within the seafood industry.

Implications

The implications of the successful delivery of the NSILP 2015-2017 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.

Through the activities that were undertaken during the NSILP 2015-2017, annually, 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 annually activity 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 exited 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 learning targets for the six-month program. These targets were discussed and supported by the facilitators during the program.

The NSILP 2015-2017 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 program tours 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. Other tours included wharf tours on the Gold Coast and tours of production companies in the Northern Territory these tours were carefully selected to broaden the participants knowledge of the industry supply chain. 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.

Further implications for the NSILP 2018-2020 were provide through the NSILP 2015-2017 Project Survey. The question “Do you know of or can you envision any risks that may impact on the NSILP into the future that we should be considering in our planning?”, was asked of the graduates and the stakeholders. Ongoing funding was mentioned, as was the costs incurred by participants. A key issue was the succession of the facilitator team as was the upgrading of the program content. But the key area discussed most regularly focused on the participants. The main areas that respondents envisioned could threaten the program were: -

- Not enough places and people become disenfranchised.
- Low registration numbers.
- continued contraction and aging of the workforce of the fishing industry.
- loss of re-application from seemingly appropriate but rejected
- There are too many government employees participating and focus could be on getting more grass roots participation
- I think it is a risk to the program when an applicant is not successful. I have tried to encourage people to try again but there is often a real reluctance and even negativity towards the program.
- Perhaps the development of an advanced leadership course - an NSILP program to rival the ARLP specifically for the commercial seafood sector that is focussed on sectoral need (wild harvest v post-harvest v aquaculture)
- Need to activate more Graduates in the discussions with participants to ensure they remain active. Be that through mentors, presentations, panels, etc..
- Over expectation of graduates. The course alone will not lead to leadership roles, they need to take the initiative in the development of their individual careers.
- The culture that gives members of the program a club perspective. just because an individual has not participated in this programme it should not mean that the individual is not capable or has no alternative recognised training in management and fisheries experience.

(See Appendix 4 for full details)

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 – That 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 RTI P/L. It is currently factored in as an in-kind contribution. FRDC should consider developing a process where the Alumni activities are budgeted and incorporated into the project.

Recommendation 2 – That further logistics need to be considered including managing the complexities of two programs annually. Specific strategies need to be developed to manage the guest involvement at the Sydney and Canberra residential.

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

Recommendation 4 – That RTI P/L should formalise the NSILP 2018-2020 project team to include two new program facilitators and a professional coach.

Recommendation 5 – RTI P/L will continue, where possible, to track graduate’s leadership activities and roles. FRDC should consider adding an additional FRDC website space to “house” the graduates Mission, Strategies and ongoing work are tracked and recorded. Currently this information is housed by RTI P/L as an in-kind contribution.

Recommendation 6 – That Sydney Fish Market is seen as an essential program sponsor and RTI P/L will work towards securing ongoing SFM Graduation Dinner sponsorship and management of that sponsorship. RTI P/L will foster the ongoing Austral Fisheries sponsorship of the Annual Mission.

Recommendation 7 – That RTI P/L will address the ongoing need to ensure a diverse cohort of graduates annually through a revised and rigorous selection.

Recommendation 8 – That participants will continue to be informally supported for twelve months following the program. Post-graduation support will occur in electronic and written formats.

Recommendation 9 – That RTI P/L continues to develop processes to ensure that participants are well briefed and resourced so that their experience is positive and challenging. This resourcing will include participant participation contracts and permission documents.

Recommendation 10 – That the participant selection process continues to evolve and this will include a rigorous and documented 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 11 – That RTI P/L reviews and continues to improve methods of communicating with the industry regarding the outcomes and outputs from the NSILP.

Finally, it valuable to note that the NSILP 2015-2017 is a highly-regarded FRDC project which skills the industry for the future.

Extension and Adoption

The NSILP 2015-2017 had a variety of extension activities. The following extension activities have occurred: -

- In-kind 12-month mentoring activities for program graduates including electronic materials and quarterly mentoring update support.
- In-kind ongoing graduate support and resourcing through the graduate alumnus 'AFFECT'. This has included membership to the alumni, regular updates and opportunities to become involved in industry conversations.
- The circulation of NSILP application materials including materials about the program and the positive outcomes for the seafood community.
- NSILP guest speakers and speaker panel members have attended program activities with participants and have been provided with opportunities to discuss the NSILP, understand the program annual mission and experience the positive impact of the program.
- Press releases have been developed for three key components of the program (Full application circulation; commencement of the program, conclusion of the program) and have been accompanied by appropriate additional information about the program, funder and sponsors.
- Industry publications have been accessed to extend the extend the success of the program
- The annual industry dinners (6) and the annual NSILP Mission Launch (3) and NSILP Graduation Dinner (3) has extended the project through providing the industry with understanding of the participants through the circulation of participant profiles and formal connection during the events, knowledge about the program through the information sheets and understanding of the positive impact on the industry via the participants delivery of public presentations on a variety of industry topics.
- The industry tours (9) and industry meetings (minimum of 9) has extended the project and its outcomes through sharing information about the program and outcomes, engagement between participants and industry and connection of the participants with Federal politicians, decision-making organisations and individuals.
- The NSILP Project Advisory Group has provided an advisory role to the project manager but has also extended the success of the project through the following activities: -
 - Assisting in sharing program materials
 - Encouraging potential participants
 - Discussing the success of the NSILP throughout the project
- Final Report will extend the success of the program through providing hard and electronic copy to key industry organisations.

Information about the NSILP 2015-2017 project was also extended to the seafood industry through a comprehensive communication plan. The table below summarises the formal communication activities undertaken annually.

Table 6 – Summary of Project Communication Activities

Activity and Method	Responsibility	Completion date
Distributions of Expression of Interest forms and Full Application Forms via hard copy, media and social media.	Principal and Administration Officer	Throughout the project, and whenever opportunities arise.
Participant List – social media and electronic mailing list	Principal and Administration Officer	February annually
Media Release – Residential #1	Principal and Administration Officer and Participants	March annually
Guest Speaker communications	Principal and Administration Officer	Numerous throughout the program
Media Release – Residential #2 x 2	Principal and Administration Officer and Participants	September annually
Participant and Program Information	Principal and Administration Officer and Participants	Throughout the program
Results in Final Report to major stakeholders	Principal and Administration Officer	End of project

Project materials developed

The NSILP 2015-2017 Project has developed a significant amount of outputs these outputs are found in the Appendix section.

- Application Information - example
- Participant Briefing Document – example
- Program Networking Event Invitation – example
- Residential 1, 2 & 3 Materials and Extra Materials

Appendices

Appendix 1- Intellectual Property

FRDC are the legal owners of FDC Project No 2014/407 National Seafood Industry Leadership Program materials. Reproduction of the materials should be addressed through FRDC in consultation with RTI 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

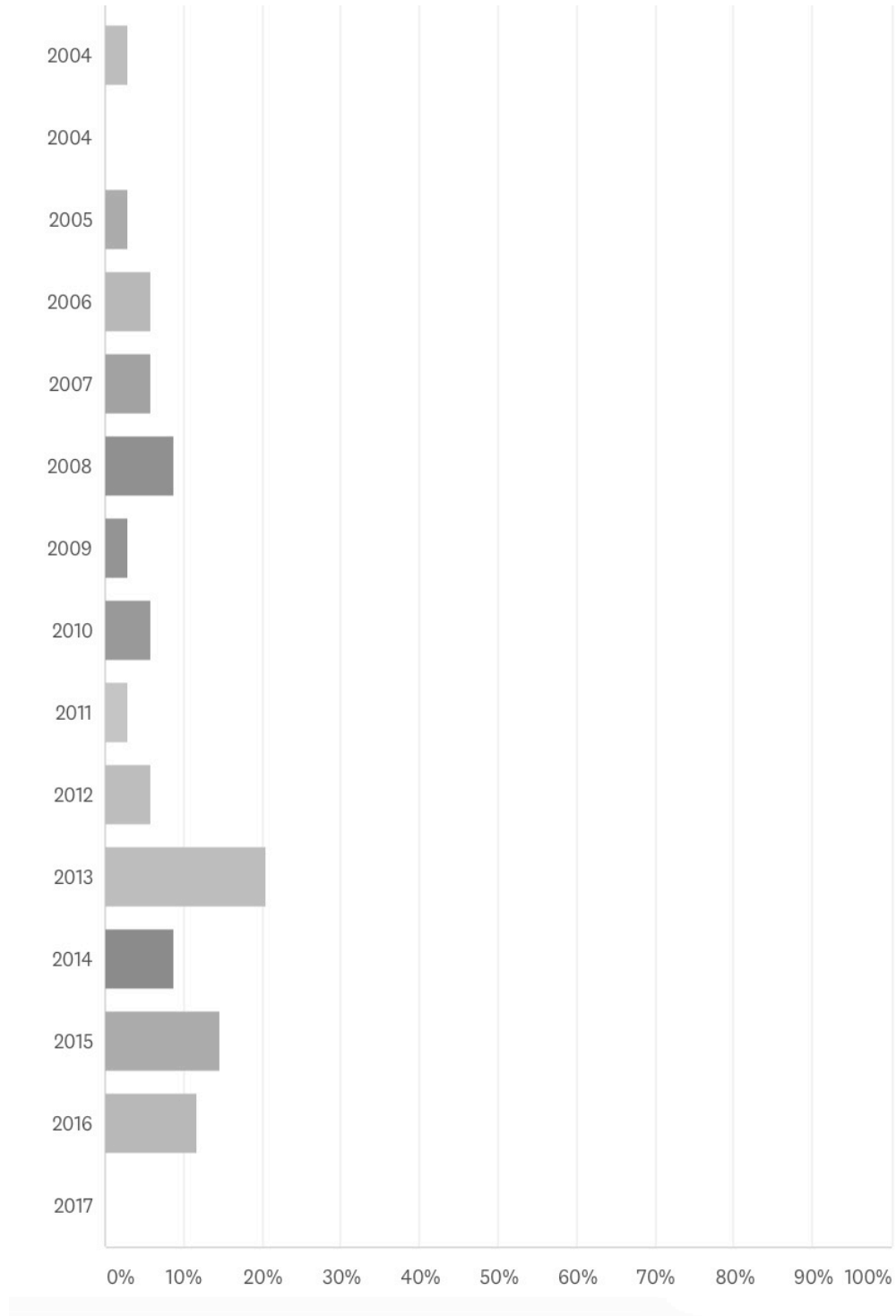
Jill Briggs – Principal Investigator – Managing Director, Rural Training Initiatives
Jo-Anne Ruscoe - Program Manager, Fisheries Research and Development Corporation
Neil MacDonald - Principal, NMAC (SA) Pty Ltd
Andrew Rowland – Chief Executive Office, Recfishwest
Bryan Skepper – Managing Director – Sydney Fish Market

Appendix 4 – NSILP 2015-2017 Project Survey Results

Survey Responses

Graduates (38 responses)

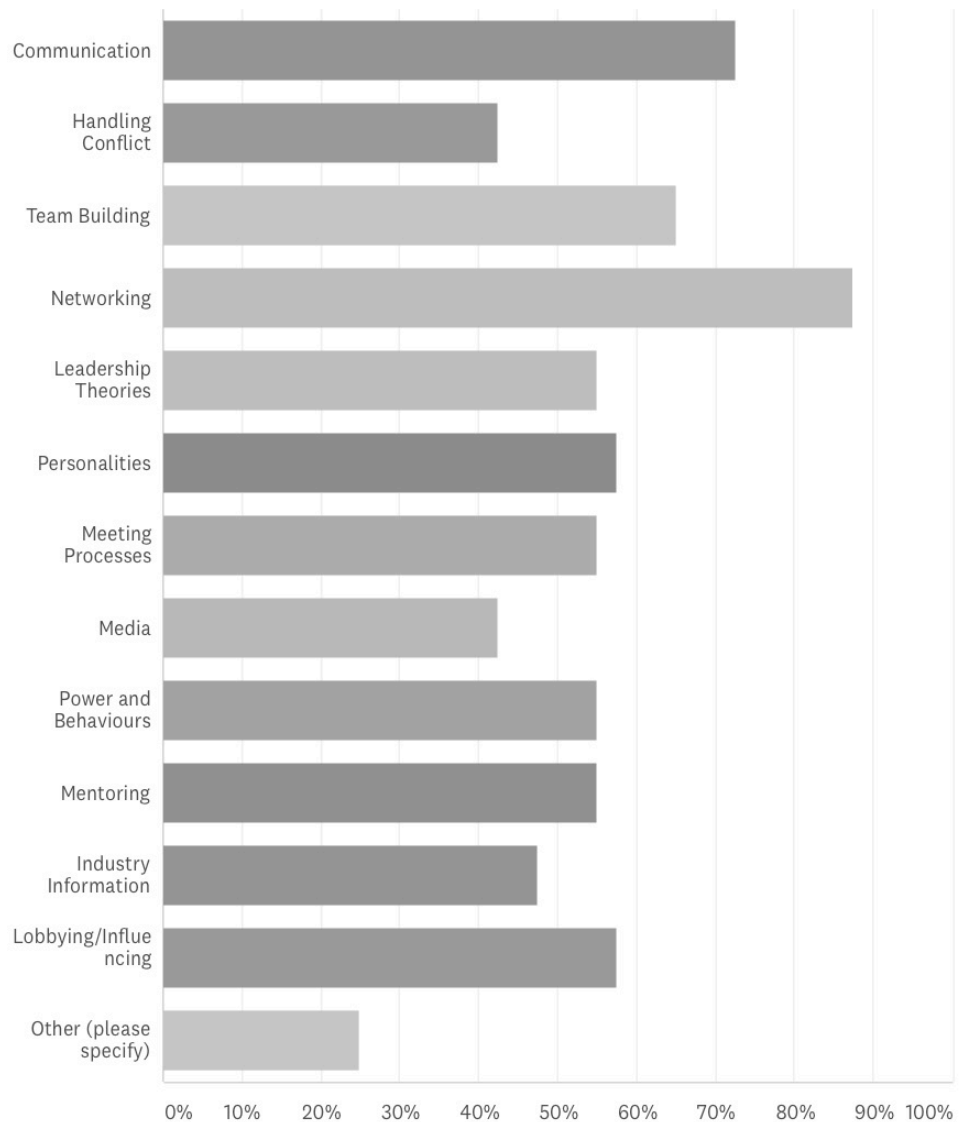
Q2 What year did you complete the National Seafood Industry Leadership Program?



ANSWER CHOICES	RESPONSES
▼ 2000	0.00% 0
▼ 2001	0.00% 0
▼ 2002	0.00% 0
▼ 2003	0.00% 0
▼ 2004	2.94% 1
▼ 2004	0.00% 0
▼ 2005	2.94% 1
▼ 2006	5.88% 2
▼ 2007	5.88% 2
▼ 2008	8.82% 3
▼ 2009	2.94% 1
▼ 2010	5.88% 2
▼ 2011	2.94% 1
▼ 2012	5.88% 2
▼ 2013	20.59% 7
▼ 2014	8.82% 3
▼ 2015	14.71% 5
▼ 2016	11.76% 4
▼ 2017	0.00% 0
TOTAL	34

Q3 Skills/Knowledge Developed Please "tick" the leadership skills and knowledge you developed during the National Seafood Industry Leadership Program

Answered: 40 Skipped: 0



Other Responses.

- For me the real benefit of the courser was getting to meet and form relationships industry people (not just Commonwealth peak body reps) and to also show that government people like myself aren't all freaks with two heads. I'm guessing that that's a large part of the reason that government reps are encouraged.
- Additional confidence
- Long term friendships and colleagues. A country person who had never had the opportunity to see or meet the helm of industry officials & politicians in Canberra and Parliament House.
- Structure, processes, developing Vision and Mission
- reflection
- Understanding myself better
- Self-development and work life home life
- Developed an ability to see the bigger picture

Q4 Leadership Development. This group of questions will help us assess the transformation that is happening for participants as a result of the National Seafood Industry Leadership Program.

4.1 In your own words, please describe your leadership level prior to commencing the NSILP (e.g. well-developed, under-developed, no leadership knowledge, unconscious, conscious understanding)

Underdeveloped – 22 responses

- Self-employed. Practical. Old Dog. Leader in my secular specialist field.
- Inexperienced leader but reasonable understanding of what being a good leader is
- Minor, NSILP provide a perfect platform for confidence building and overall leadership theory
- I had done a couple of courses of which one was the pre-coursed course to NSILP
- I have a reasonable level of experience in the broader food manufacturing sector, so at the time of being enrolled in the NSILP I was starting to exercise a reasonable level of leadership within our own organisation.
- Recognised good leadership, but didn't feel experienced enough or confident enough, to take on leadership roles (or recognise the leadership qualities I already possessed)
- To be honest, I think the leadership bizo is a bit of a wank. I did, and do, lead to the extent I need to get things done and bring my team with me.
- had experienced in pervious employment being responsible for running small groups and teams. The theory was relatively unknown to me and I was undertaking leadership through trial and error.
- a work in progress with the undertaking of roles but not a huge experience at the aspect of leadership as a holistic concept
- Fairly well developed, but with room for improvement.
- I had only self-taught leadership knowledge gained whist pioneering a new industry for Queensland.
- Under developed
- My leadership skills were developed but not to the degree they were after completing the course
- Participant at the group level
- I had no formal leadership experience, and a limited understanding of what it meant to be a leader
- Developed
- A solid understanding that needed refining
- reasonable foundation with minimal experience and underdeveloped skills and implementation
- Well developed
- I was completely unaware that I was a leader. NSILP helped me acknowledge and understand my leadership skill and style. As much as the theory learning was interesting I believe it was the feedback from other participants in the feedback “circles” and most importantly the mentoring that Jill and Chris provided constantly.
- Reasonably developed

4.2 In your own words, please describe how you have used your leadership skills and knowledge after graduating from the NSILP

- Broader scope. Industry promotion. Teacher/ mentor.
- The NSILP gave me confidence in my own ability to be able to engage with stakeholders and share my ideas. It has helped me in numerous roles since the program.
- I have used it in my family life and business. Also, to look and research how things can be done differently
- Understanding my own flaws, working with and supporting a team to achieve the set goal
- The most important aspect of my many roles is developing and maintaining networks.
- developing
- Within the work place, now having a very active managerial role with in my company
- well-developed leadership skills
- As a foundation that I have built upon extensively
- The main lesson of the NSILP for me was how to engage in advocacy. I don't really engage in alot of that in current role. But I have always been interested in advocacy, and the NSILP has definitely progressed both my understanding of advocacy, and how to implement its theories in my own sphere of influence.
- More confident in expressing my views and am happy to take on roles and responsibilities which I wouldn't have volunteered for previously.
- I have used my leadership skills to drive SFM's safety management program to all site stakeholders and extended my positive safety culture out into the seafood Industry. In acknowledgement for my efforts, I was awarded the Leadership in safety Award in 2015 by SafeWork NSW (formerly WorkCover NSW)
- able to assess situations better in conducting and participating in meetings

- In sport, I have used these leadership skills to bring people together and progress teams and small associations, industry wise I have used these skills for networking together to achieve the desired outcome, but I moved out of the industry not long after completing the course because of a partnership split that left me without a job
- Meeting process improvements, Chair of SETFIA, team building
- I use them all the time, in the industry meetings that last 4 days about 4 times a year. I also use them internally and when meeting with external entities, including politicians. In part, it is a confidence boost, and the determination to just push ahead to try ideas. We had an exceptional year group, and one thing I learned was that sometimes if I let others also have their say, sometimes they can come up with a better idea in synthesis than your own take on things. Sometimes you have to be receptive to those ideas as they can prove superior, or a joint solution may prove better. In short, don't be too inflexible, listen to advice. Don't be overly wedded to your own ideas, but if they are in fact the better option, don't be afraid to back yourself.
- Having a more open mind to the whole Seafood Industry and interconnecting industries. Mentored two other NSILP graduates. Mentored school & TAFE teachers & students. Pioneered new state of the art mobile training unit & integrated the training to multi-faceted industry training needs from high school students & teachers, TAFE students, indigenous rural & remote students, marine students & imprisoned students.
- Developed confidence
- Since completing the NSILP I am now constantly sort after for advice and help with our training programmes and issues with staff. I was instrumental in starting and running two extra course which sees me in meetings with VET coordinators and PIRSA personnel. I am now also invited into lunches with Ministers where my input is much valued.
- Networked with Alumni to get shit done
- By developing a Vision and Mission for our board and trying to focus the board on strategy groups
- I reflect on situations, and try to improve my approach/behaviour/methods the next time around. I'm more assertive and less preoccupied with issues that would have otherwise stressed me. I'm letting go of the 'guilt', in other words, I take ownership of my legitimate mistakes, but not of other issues which I'd normal feel responsible for.
- It gave me the drive to make change for the better and to think beyond 'what we do now'.
- I am more assertive and confident in my own leadership abilities. I have learnt to be a leader doesn't mean being right 100% of the time - a leader must lead and be prepared to fail, not play it safe. I have actually learnt to relish hurdles and challenges as that makes me grow and shows others. Through NSILP I definitely learnt to appreciate different leadership styles and personalities. I certainly appreciate that everyone can teach you something - being a leader is realizing this.
- I am a better listener now and look to improve those around me more rather than just my own agenda, I understand myself much more now and and I am more confident but in a humble way
- every day - leading team, decision making
- Coordinating a team
- Managing meetings, better understanding of personalities, understanding situational management of staff, handling conflict within organisation, greater networking, working with government, supporting staff development
- Become part of my every day, continuously draw on it to question and challenge myself in actions and going forward. I draw on my experiences to give me courage and confidence as I recognise and acknowledge the skills I gained from the course.
- To networking and to be more self-confident
- Trying to make myself more approachable in my everyday role
- Confidence, skills and network growth empowered me to step up to the position of President of QSIA.
- Understanding circle of influence and strategies that position industry / sector to either benefit or reduce impact from legislative change.
- Been very valuable used every day. NSILP gave me the confidence to apply for the ARLP
- Understanding the power and influence of peer networks
- I initially used it to in my business and on my existing team. It also helped me at home with my family. Eventually it provided me the confidence to take on an industry role. I recognised how I influence people through nurturing and guidance and advice rather than issuing orders. I saw in practise how my efforts energised people to follow. I move down into my personal leadership style
- My leadership skills in my industry leadership position have allowed me to bring disjointed groups together to see and realise there is a common goal.

4.3 In your own words, please tell us how you have demonstrated/used your leadership since your NSILP graduation.

- I have used the traits of being a good leader developed throughout the program in numerous roles, from working for a fisheries management consulting company in London through to my current position as Superintendent Government Approvals at Rio Tinto.
- I have become more actively involved in the fishing industry by being on the West Aust Fishing industry council board. Also was EO of our abalone association for 3 years. In these roles I have had the chance to use many leadership skills learnt at the NSILP. Conflict resolution, meeting process, networking, strategic thinking and the importance of unity.
- In the CoOL role - bringing conflicting views & people together
- Since my graduation I have realised the importance of mentoring. I now mentor many peers at many different levels and in varying degrees.
- career advancement and actively taking on greater leadership roles
- General leadership within the company, Staff, rostering ect ect
- Better capacity to lead teams within my company, understand my own weaknesses and strengths. Ability to mentor staff and build capacity in my team.
- I've been in an interpreter role for the last 10 years applying those skills and learning more
- I have been able to exercise this understanding with the various levels of Govt, but also with representing the value of the industry to the broader community. Particularly the value of the industry in social, economic and environmental terms.
- Every day! I reflect on the skills I learnt during NSLIP every day! I'm constantly challenged with difficult situations and conflicting agendas, and the lessons from NSLIP have allowed me to become influential in a positive way. Being able to read people and situations better, understand my cognitive responses and my emotional responses to situations and better predict the outcomes and behaviour of those who I work with. Generally, I'm far more confident speaking publicly to a group of people and have a better understanding/ appreciation of the expectations imposed on those in a leadership position. For example; jumping from one event to another with minimal preparation time and knowing what I need to do to be able to deliver!
- I have used it to lead many hockey teams and I used it to push the marron industry forward
- With my role as VP of the Tasmanian Abalone Council Limited, I have taken a lead in arguing for necessary quota cuts in the Tasmanian abalone industry to help ensure sustainability. I have also taken the lead in preparing a motion and presentation for our industry that will result in an increase of funding to our industry of approximately 10 times, which will for the first time allow significant reinvestment in our fishery, to solve the problems of our fishery and provide proof of value for R&D work to enhance the fishery. It passed practically unanimously, which is extremely unusual for such a measure. Those are probably the biggest examples.
- It gives me great pleasure to give back however I can to NSILP & sponsors such as FRDC & Sydney Fish Market. Whether it is mentoring someone or supporting their activities. I mentored two Indigenous students to the World Aquaculture Conference & Aqua-Ed in Tasmania & then to the International Seafood & Health Conference and Educational trade show in Melbourne. It does not sound much but I believe I have inspired others to encourage & support our future industry stakeholders to inspire & empower them in good stead for the future. I found out later that key industry leaders appreciated the concept and when delegates ran out of trade talk the conversation would change to the students. I used my media skills and became the media spokesperson post Cyclone Larry for a community inspired coffee table book supported by Sir Peter Cosgrove. I was offered the challenge by Qld Primary Industries to be the GM of a US\$14m sustainable development project in very remote Papua New Guinea. It was on a heavily populated small remote island 1000km by boat to mainstream population. The project went for two years and I was humbled to have empowered and inspired the indigenous locals in many ways and achieved to stock the first barramundi back to the wild in all of PNG.
- Formed my own consulting company
- I now lead our training team when we run our Pathway Program, they look to me for advice and help. When we have Ministers here for lunches, I provide help with our tours and also over lunch talk with the Ministers about the Academy and our future. I also provide our board with useful information to talk about at those lunches.
- Left the industry. Came to the realisation that my leadership mentors had been in the industry for a long time and I had no other experience from which to draw from. So, I left to broaden my experience and knowledge
- More engagement with other sectors and also being involved with the taskforce in developing the new national peak body S.I.A and supporting S.I.A
- I've facilitated an industry conference with a team of others including delegating tasks, I've maintained a mentor relationship, and done some public speaking. I make a point of following up with contacts/networks after meeting new people.
- I have been able to visualise the big picture and plan strategies to make it happen.

- I have become a better driver and organiser of industry R&D in my role as chair of the R&D committee for APFA. I relish and seek every opportunity to present or chair meetings to practice my leadership skills. In the workplace, I deal with staff issues better as I have gained a better understanding of personality types.
- I am now the Chairman of the NTSC and recently appointed director to the board of the Pet industry association of Australia representing the Aquarium Industry.
- In coordinating team activities and response teams
- Business initiatives, staff relations and development, personal growth
- As per the comments for the previous question.
- At work, when I work in projects on my own
- Not easy to do given my current role, change has mostly been internal
- Contributed to the leadership team of QSIA as president and Townsville Ross River Marina as Board Chair.
- Work /representation on numerous in numerous industry associations, consultative committees, and training and workforce development projects.
- I use the skills every day.
- Gave me the confidence to speak to my previous Board indicating my willingness to take on the QSIA CEO role
- I lead a project to deliver a national peak body that had tried and failed for 10-15 yrs. I was told it wasn't possible. What I identified immediately is that the fear was suppressing desire for the outcome. I provided confidence and reassurance that it was possible. I changed the 'words' being used to describe the industry and its people. I gave them someone to believe in. I did what I found easy but others found hard and I allowed others to help me with what they found simple and I found hard!
- Taking on the Chair role of the National Seafood Industry Alliance, the Chair role on the Aquaculture and WildCatch Industry Reference Committee and has given me a new level of confidence in representing industry

Q5 Industry/Community Leadership This group of questions is to more fully understand the new roles/responsibilities being undertaken by National Seafood Industry Leadership Program graduates.

5.1 Prior to commencing the NSILP, what industry/community/sector roles and/or responsibilities did you hold? Please list.

- Numerous Qld. + NT. Fisheries Rep. roles.
- Limited - when I undertook the course I was a policy officer for the Department of Agriculture, Fisheries and Forestry and had only recently completed the graduate program.
- Vice chairman of Abalone Industry association of WA. Director of Abalone Council of Australia.
- Exec Officer, Oysters Australia
- TO and public servant
- nothing formal, reference point for sector conversations and perspectives, facilitated engagement between Aboriginal communities and government of fisheries issues
- Seafood Logistics, Trawler work
- national Research and development committees, industry board
- Industry sector committee member
- Food science and R&D.
- Facilitated meetings between local government & oyster industry; Chair of Water Quality Committee (Surfrider Foundation)
- Nil
- I was SFM's Payroll officer and Safety Assistant. My responsibilities were minimal and tasks were set by the relative supervisor.
- Board member of WINSC, committee member of Blue crab association, SAWIN committee
- operations manager at Mt Barker Marron
- Seafood management
- VP of TACL, member of Abalone Fishery Advisory Committee to the Minister, General Manager Tasmanian Seafoods Margate
- Boilermaker, cane farmer, coffee grower, prawn farmer, barramundi larval rearing R&D with QDPI, TAFE Teacher
- Factory manager
- I was the trainee-ship coordinator in the maritime industry.
- Government policy and regulation, advocacy and R&D

- Tasmanian Rock Lobster Fishermen's Assoc board member. Participant in the Seafood partnerships in schools program.
- Operations Manager Select Oyster Company, Research Assistant, member WINSC
- General manager, Industry Association committee member
- APFA R&D committee chair, hatchery manager Australian Prawn Farms Pty Ltd
- Director of Monsoon Aquatics, board member of NTSC
- Research leader of 35 FTE team
- Mentoring, managing trainees development
- Education and training sector, general manager RTO
- Seafood Industry Teacher with TAFENSW. Ensuring as much as I can that seafood training is affordable, accessible, relevant, current and achievable.
- Quality assurance supervisor
- IT network administrator in the post-harvest sector
- Not much
- Company and industry representative on industry associations and consultative committees
- fisheries researcher field based
- None
- I was Treasurer of my children's P&C Association and I was a 'Wishgranter' for the Starlight Foundation. I was 12months into my role as ED of Seafood Industry Victoria and held responsibilities for that role.

5.2 During the NSILP, what industry/community/sector roles and/or responsibilities did you hold? Please list.

- As above.
- Policy Officer, Domestic Fisheries, Department of Agriculture, Fisheries and Forestry
- As above and also became EO of our Abalone Association
- Exec Officer, Oysters Australia
- TO and public servant
- as per previous response
- Seafood Whole sale Trade
- national Research and development committees, industry board
- As above
- Same.
- Facilitated meetings between local government & oyster industry
- Nil
- As above
- as above
- As Above
- As above
- Same as above
- TAFE Teacher, community media spokesperson
- Factory manager
- Maritime/Fishing Industry. Running the trainee-ship program, doing the contracts and liaising with parents, teachers, government departments
- Government policy and regulation, advocacy and R&D
- As above
- Operations Manager Select Oyster Company, member WINSC
- General manager, Industry Association committee member
- APFA R&D committee chair, hatchery manager Australian Prawn Farms Pty Ltd
- Same as above, just towards the end I was voted in as the Chair of NTSC
- Research leader of 35 FTE team
- Mentoring, Managing, Educational development, coordinating
- same as above
- Seafood Industry Teacher with TAFENSW. Ensuring as much as I can that seafood training is affordable, accessible, relevant, current and achievable.
- Quality assurance supervisor
- as above
- Increased activity with QSIA - eye wide opened to possibility of a strong seafood industry community.

- Will provide separately - numerous.....
- Moved into industry representation roles
- Deputy CEO
- No change during the course.
- ED of SIV, Deputy Chair of NSIA, on a few high-level steering committees.

5.3 After completing the NSILP, what industry/community/sector roles and/or responsibilities have you undertake? Please list.

- As above.
- I have changed career paths numerous times in order to best apply my skills and also travel. I am now working in the mining industry and am heavily involved in industry regulatory reform on behalf of my company.
- Vice chairman of the West Australian Fishing industry council. Board member of local school council.
- CoOL project, NTSC.
- TO, PBC memberships x 2, Chairperson, steering committee member, board member x 2, consultant, public servant
- member of FRDC IRG
- More active role with in Seafood whole sale trade position
- national Research and development committees, industry board
- Up to industry sector president, peak body chair, chair of various working groups, ambassador, mentor
- Same.
- Member of the NSW Shellfish Committee; Member of the NSW Oyster Industry Strategy Implementation Group; Regularly facilitate meetings between local government & industry
- Nil
- Within 12 months of completing the NSLIP I was promoted to WHS and Environmental Systems Manager. A role where I assumed responsibility to ensure SFM's Safety Management System was meeting the desired objective and targets. I was also the responsible person for the implementation of SFM's Environmental Management System to meet the requirements of ISO 14001. SFM achieved certification to the ISO standard in 2012. In addition, SFM was successfully verified to have meet the requirements for Green House Gas Management initially in 2010. A proud achievement for SFM and for me professionally!
- President Blue crab association. Executive board member WINSC
- Operations Manager and Secretary of the Marron Growers Association
- SETFIA Chair
- Same as above. I think my largest contribution is going to be the motion referred to above, in addition to steering our harvest strategy in the Tasmanian Abalone Industry to a more realistic, sustainable solution.
- TAFE Teacher & innovator, Ambassador for Agrifood Skills Australia, community media spokesperson, special Indigenous project coordinator post Cyclone Yasi funded by DAFF, GM of an international sustainable development project
- Consultant and trainer for my own company
- I have changed positions at my work place and I have taken on more responsibility, I am now the Marketing Manager as well at running two separate programmes and all they involve.
- Government policy and regulation, advocacy and R&D
- President of TRLFA, Board member on SRL, Board member on the ministers Advisory Committee(CFAC), Attend TSIC(Tasmanian Seafood Industry Council) sector group committee meetings, National Peak Body task force member.
- Operations Manager Select Oyster Company, member SIA, on a temporary NZ Technical Advisory Group, facilitating NSILP project roll out at Wooden Boat Festival 2017.
- General manager, Industry Association committee member, ASLSC Junior Activities Chair, GBRMPA local marine advisory committee member, Burdekin Council strategic advisory committee member
- APFA R&D committee chair, hatchery manager Australian Prawn Farms Pty Ltd
- Director on the board for PIAA, Chair for Aquatics advisory Group for PIAA
- Research leader of 35 FTE team
- Mentoring, Managing, Educational development, coordinating, ministerial
- same as above with 15 extra staff due to business growth initiatives, major increase in responsibility and accountability
- Seafood Industry Teacher with TAFENSW. Ensuring as much as I can that seafood training is affordable, accessible, relevant, current and achievable.
- Quality assurance Officer
- as above

- QSIA President and Townsville Ross River Marina Pty Ltd Director/Chairperson
- Will provide separately
- Industry representation, media and government relations, business and industry development
- QSIA CEO, Director NSIA and ACPF
- Director at OceanWatch, Chair of Seafood Industry Australia, Organising Committee for Seafood Directions, National Seafood Awards Judging Committee - all seafood industry based.
- Chair NSIA, Chair Aqua and Wildcatch IRC, mentor a number of folks in industry (both formally and informally), and many more.

5.4 And now, what industry/community/sector roles and/or responsibilities do you aspire to hold? Please list

- As above.
- Continued career progression
- Committee member of the new Seafood Industry Australia. Committee member of southern Seafood Producers WA. Become involved in regional development in WA
- CoOL project, NTSC. Exec Officer, Australian Council of Prawn Fisheries
- I have enough roles. I need to rationalise and free up some time for relaxation.
- Aboriginal and Aquaculture industry development in the NT, FRDC IRG and NTRAC member, sit on various IPA panels and participate in various government advisory committees
- A position which will provide a genuine positive to all members of working class/community which will break away from conservative thought processes.
- national Research and development committees, industry board
- More mentoring but in an organic way
- Still in the same role.
- Assist the development of the National Aquaculture Council, Build OceanWatch as the National Marine NRM Organisation (engage all Australian aquaculture peak bodies)
- Nil
- In more recent times I have taken on additional responsibilities in Quality Management Systems. I currently hold the position of QHSE Manager for Sydney Fish Market and I'm the responsible person for our suite of management systems. To achieve this enormous challenge, I also manage a number of staff with academic qualifications in Quality, Safety and Environmental Management.
- I currently hold none but I would like to become a part of WIFE (women in farming enterprises)
- My own business
- I intend to be active in the governance and strategic direction of the Abalone Industry Reinvestment Fund we will hopefully get the government to partner with us in (funded from a royalty reduction we would prefer in the form of reinvestment into our industry rather than an actual reduction in line with other industries that was promised to us before a previous election.
- Continue to mentor and give back to industry however I can. I believe I have a lot more to give but don't know how.
- Consultant primarily for overseas companies or export ready Australian companies
- I want to just keep improving in my Marketing role and do more training in this area
- Regional Economic Development
- I aspire to encourage next Gen to take over from my Position and maybe take a role on the TSIC board.
- I'd like to be on an industry committee or Board
- Still on all of above
- APFA R&D committee chair, hatchery manager Australian Prawn Farms Pty Ltd
- Aquarium Fishery Advisory group chair QLD, key speaker at any aquarium conference, a position where I can train / mentor other young leaders or industry standouts
- Research leader of 35 FTE team
- all the above
- RTO CEO
- Aquaculture/ sustainability
- as above
- Not much - need to talk to Jill about it.
- Aquaculture development in joint venture with traditional owners in wa
- QSIA CEO, Director NSIA and ACPF, volunteer roles: Shailer Park State High School (SPSHS) P&C member, Chair - SPSHS, Futsal coach, Futsal sub-committee and Parent Rep SPSHS School Council
- Unsure - interested in opportunities in addition to seafood industry.
- The sky is the limit and identifying the next step is dependent on the right opportunity being available

Q6 National Seafood Industry Leadership Program Experience This group of questions will help us understand the valuable elements of the National Seafood Industry Leadership Program.

6.1 What was the most valuable experience during the NSILP?

- Be good listener. Speak articulately + succinctly.
- Meeting other participants, learning about their industries and having the ability to step out of your comfort zone, particularly with regards to improving verbal communication skills (e.g. influencing/negotiating, public speaking, relationship building)
- The field trips with roles and responsibilities, parliament house
- Working with other people of different skills and talents and operating out of my comfort zone
- Public speaking, facilitation and networking
- the challenge, exposure to industry/sectoral leaders and ability to practice skills and debrief with others
- The realisation of the leadership qualities I held which I was unaware of.
- Working with a diverse group of people for a common goal. recognizing weaknesses. and mentoring.
- Practice and feedback
- Meetings with Federal politicians (3 x senators)
- Exposing participants to a range of presenters / meetings - but framing those engagements as an educational / learning experience. Very empowering, and recognising it's ok to make mistakes.
- Meeting people and being challenged to address a few personal matters
- Understanding me and my role within the industry. Undertaking the range of activities that pushed me, broke me and demonstrated how I respond to given situations and what I need to do to ensure I can cope with the given situation.
- greater holistic understanding of the concept of leadership. Personality types
- The confidence and knowledge I gained, The Sydney Fish Market was amazing
- Putting together the strategy
- It's hard to put down. I think meeting everyone, the breadth and depth of meeting other industry leaders and seeing them interact, it was very realistically put together. I think the pressure cooker aspect worked very well and was realistic - at the end of the day you've got to get it done.
- Developing life and business skills and understanding yourself to be able to give you the skills to empower yourself.
- Canberra training session
- Working with a team that were enthusiastic and caring and meeting people who I still catch up with from time to time through the Industry we work in. Networking was hugely important.
- Retreats and networking
- Learning to back myself, understanding that I am confident and taking advantage of opportunities
- Sharing an experience within the NSILP alumni and community
- Being exposed to high level lobbying/ engagement, particularly the Canberra session
- all public speaking opportunities
- learning how to network and the public speaking and the personality tests
- personality profiling and understanding, networking, doing a project removed from day to day work
- For me the whole experience of NSILP
- networking, understanding myself
- The program as a whole. There are many stand outs but collectively the whole program. It is really only after you complete it that you realise, reflect and let out that huge breath you have been holding onto.
- Networking
- Learning more about the people and their roles in the various parts of the industry that I wouldn't normally get to meet.
- Getting to know and work with the other participants; building understanding of different part of the Australian Seafood Industry
- I was at a stage when I undertook the course that the learning material was what I needed at the time and the delivery was group orientated and energetic.
- Networking. Doing the program with my now wife.
- Confidence building and networking skills
- Networking, meeting and working with diverse personalities. It highlighted how small our usual circles are.
- Torn between the networking/friendships created and the mentoring role (both mine and being a mentor).

6.2 What was the least valuable experience during the NSILP?

- Picking picture cards off floor.
- Nil
- I can't really pick one - All aspects were worthwhile in their right.
- Parliament Question time though it was a good chance to restore brainpower
- Nil
- some of the theory
- None that I can recall.
- none
- no idea
- Mentoring.
- Other than the stakeholder stuff, the course is pretty targeted (rightly-so) at industry and so doesn't offer a lot in terms of theoretical development for government folks whose working environment is largely white collar and who rarely see the back of a boat.
- Meeting with Government Officials
- sense of isolation and lack of support
- Never used the cooking again but I did enjoy it
- Market visit
- I have ummed and ahhed a lot before deciding to include this as I originally put it, with some other comments. I would say that maybe 1/4 of the time, there is modern PC leftist indoctrination that is superimposed over a legitimate exercise or lecture during the project. However, on the other hand it was also useful to conduct my own long march through the institution and see the inner workings. ;) Besides this, I think maybe you might be more selective or proactive about who you pick for candidates. How to get another standout year like 2015? Meeting attendance, aptitude, references. I recommend the "Who" method for hiring for some pointers (though really it is the industry who should be more proactive in this. I think you will also get more value out of putting younger candidates through this, especially if sponsored, as the lessons can be amortized over a whole career.) Why is Harvard known for being Harvard? It's not the teaching it's the selection of the students, and that will in turn build your reputation and act as a force multiplier for the seafood industry as a whole.
- I believe the previous owner of the program was not in a good head space at the time she was my contact person and I really struggled as my mentor did not mentor me at all so I had to lean on other industry people.
- There weren't any
- Travelling was a bit of a drama when work was extremely busy
- Can't think of one
- The group projects
- Some of the theory
- none
- The part on Social licence. This is probably one of the biggest threats facing industry and I feel that should of been done in much greater detail
- fish market tour
- None of it
- All experiences were valuable
- Sitting in Parliament house watching the members of both houses play like spoilt children
- Some of the short games/activities
- The drinking :-)
- nil
- I honestly can't remember a least valuable experience.
- To far back to remember it was 1999 or 2000
- Continued contacts with former NSILP graduates
- Nil. Everything provided some value.
- There isn't one.

6.3 What motivated you to participate in the NSILP?

- Old dog. Needed to learn new tricks.
- Opportunity to develop my career and skillset, particularly around stakeholder engagement and communication skills
- Interactions with past graduates and seeing what they have achieved. To be around like-minded people and take myself out of my comfort zone to allow for me to grow.

- Learning skills to operate (and survive) in seafood leadership roles
- Career progression.
- personal and professional growth, be a more effective leader
- Breaking away from my comfort zone and an overall motivation to better myself through all aspects of life not just through the seafood industry
- to be challenged and to broaden my understanding of the seafood sector.
- Learning and being able to contribute better
- Feedback from colleagues was that there was a lot of value to be gained from completing this program. They were right.
- Extremely positive feedback from colleagues.
- I was a bit embarrassed to do the course but wanted the opportunity to meet people from a broad range of industry backgrounds.
- I was nominated by SFM Management. I was doing what I was told. However, I love a challenge and try to gain the most out every situation. I was only too happy to attend NSLIP and see where it would take me!
- adding value to my existing skill set.
- to become a leader and more involved in the industry I cared about
- Grow seafood network around Australia and improve on my people management
- I never shy away from education that others recommend and is likely to help me reach my goals.
- I was member of Aqua-Ed led by Jo Ruscoe thinking out of the square in education & training and write new training packages. From this I understood that personal & professional development was important for myself and especially for education & training within the Seafood industry.
- Personal development
- My boss put me forward to do this
- As a step forward to an industry leadership position
- I knew that I didn't have the skills to take on the role of president of the TRLFA at that time.
- Hearing great things from alumni, and wanting to pursue something new
- Personal development
- I have always seized opportunities to upskill - especially in leadership roles. NSILP is regarded as the #1 leadership program for our industry.
- I am always continually improving myself and my business
- develop leadership skills, increase knowledge of Australian seafood industry
- I heard how great it was and I wanted to be a part of it to develop myself further
- Wanted to do a better job leading company and improve my management and leadership skills
- I wanted to do it better, to be more effective.
- Become a better person/professional
- An opportunity to improve myself
- WIN Scholarship
- At the time, I wanted to be part of the development of strategies that gathered community support for the Australian seafood industry.
- Personal growth and mentor suggesting it
- Former CEO and Board encouragement
- Needing perspective from my personal and professional life.
- I was due to complete the program on behalf of the Govt in 2014, however taking on the role at SIV forced me to withdraw. Ever since then and knowing the high-level people supporting me to do the program it was just a matter of time.

6.4 From your perspective, what would be the three most valuable things you would say others would gain from graduating from the NSILP?

- People. Conflict. Listening + respecting other views.
- Opportunity to broaden your professional network; Step outside of comfort zone and challenge yourself and the confidence this brings; Opportunity to make a positive impact on your industry
- Networks, importance of roles and responsibilities, and importance of unity across all sectors.
- Identifying gaps and learning to plug them - with the fun and support of like-minded people in the process
- Public speaking, facilitation and networking
- experience, perspective and confidence
- Confidence, Networking, the chance to learn and improve from fellow members of the Seafood industry and there thought process and ideas.

- Stepping out from the comfort of their job and being challenged. Working with other sectors and being able to experience challenges with like-minded people.
- Gain confidence in communication, understand the power of advocacy better, make some great contacts.
- Opportunity to network with people from all difficult parts of the seafood community; Develop leadership skills; Recognise the bigger picture and that other people have very different perspectives to you
- I can't really say what others would gain, but imagine that many people more familiar with working by themselves on the around the water probably gain some understanding and confidence about engaging with fisheries governance and management, participating in industry organisations etc.
- An industry perspective. It's easy to sit behind the comfort of your desk oblivious to the wider industry. 2. Self-perception and better understanding of others 3. How to get the most out of people to achieve a win win.
- depends on the person but mainly exposure to other elements of the seafood community, personality types and the value of networking in informal settings
- Networks, leadership skills gained, mentor system
- People management, conflict resolution, project completion
- Confidence to carve your own path, knowing what's out there in the industry, and likely public speaking/meeting skills. It is comprehensive - I think most people with the aptitude to lead will fill the gaps they have with this program.
- Understanding themselves their strengths & weaknesses, understanding knowing & meeting key stakeholders, being given new skills, knowledge & confidence to develop yourself.
- Confidence, interpersonal relationships with other industry members, speaking skills
- Networking, going out of your comfort zone with people who support you, Sharing your days and experiences with like-minded people
- confidence to step up their leadership contribution, networking, interpersonal skills
- Confidence in yourself, how to work as a team to achieve outcomes (setting goals, vision and mission), Utilise other people's skills as we have different specialities
- Self-awareness, networks, hard work
- Understanding yourself, understanding the business/political processes, learning from peers in what is a diverse but fundamentally linked industry
- confidence, wider appreciation for other leadership styles, resilience
- Confidence, networking skills, better understanding of your and other personalities
- develop leadership skills, increase knowledge of Australian seafood industry, meeting/networking with seafood industry participants
- Leadership, open mind thinking, team work
- Meeting like-minded industry members, personal growth, broader view of industry
- If you want to grow as a person and develop yourself as a person, leader, thinker or doer, do this course. Real opportunities to meet and engage with a wide range of people from across the industry, both in the course and during the course.
- Networking, self-confidence, Industry vision
- Confidence; Empathy; Focus
- Getting to know Seafood Industry Leaders and developing Leaders. 2. Increase understanding and knowledge of Aust Seafood Industry. 3. Learning new skills and pushing the limits of personal development.
- Participation in new networks; development of leadership skills; insight into government decision making processes
- Networking, public speaking, experience the passion and commitment other in the industry have
- Understanding the diversity of industry and network building
- Understanding their leadership style better, understanding the industry better and finding their way to improve or change the industry
- Networks, confidence and enabling the ability to see the bigger picture.

6.5 *What advice would you provide to a participant commencing the NSILP?*

- Finish.
- Take every opportunity to engage with industry representatives you meet throughout the course. Having a good professional network is important for your future aspirations "It's not what you know, it's who you know"
- Be open to the experience and listen and create meaningful relationships.
- Be prepared to put in some time - the more you put in the more you'll get out
- You get out of it what up put in.
- be in the moment and take every opportunity to learn
- Open Mind, leave all fears/anxiety driven fears at the door.

- Don't hold back and get involved from day 1.
- You only get out as much as you put in, this is your chance to practice and get constructive feedback in a controlled environment.
- Immerse yourself in the program.
- Not much - they should be thrown in the deep end without too much priming of content. Expect to be challenged, and that the work isn't confined to the 3 residential.
- Hold on to your hat! Question everything and have faith in Chris and Jill. Sometimes you'll want to smack the wall in frustration, but it's important to push your limits and learn from your short falls. It's all part of the journey.
- be aware of the sense of isolation that can occur
- Make the most of the experience and stay in contact, use the networks you form.
- Come with an open mind
- It's extremely intense. Do it earlier rather than later in your career if that is what you want to do. I think you need to get involved in your industry first, attend every meeting you are entitled to go to, run for office, attend Seafood Directions and industry conferences and the like as a good grounding.
- Be prepared to be extra busy and give it 150% because the more you put into it the more you will get out of it.
- Go for it
- Go out of your comfort zone, put 100% into the program and celebrate each achievement
- Not all will be relevant to your journey but immerse yourself nonetheless, as you may pick up a nugget of gold that will stay with you
- Understand that it is ok to let go of the small things to achieve the big things.
- Hang in there it's worth it
- Embrace it- it will change you
- Really try and extend yourself. The more you push your own boundaries and limits, the more you'll get out
- Go with it even when it gets weird and all touchy feely
- leave home and work behind - go for complete immersion, trust Jill - activity may not seem obvious at the time, but it all fits together in the end
- Not to hold back speak up but most important sponge everything and listen
- Hang in there, it will be worth the effort. You will make lifelong friends and contacts all with a shared experience.
- Do it, go in prepared to be challenged, rise to the challenges. You will be well prepared for new challenges which allow you to achieve.
- Make the most of the industry dinners
- Dive in the deep end - absorb as much as you can, there is a lot to gain if you want it
- Go for it..... it's full on, a little bit scary, a lot of fun and you do it all with great Seafood Industry people.
- Find out what each person in your group brings to the course and learn from that
- Make the most of it. Don't let leadership journey finish with NSILP
- Go to each training session with an open mind
- Stay open and committed to the process. Trust the facilitators. As soon as you feel the need to disengage, that's when you are close to your personal goldmine!
- Don't enter the program with a preconceived vision or push your personal agenda, take the first day or two and absorb everything then work out how the group can work cooperatively to a common goal.

6.6 What price would you pay to participate in and graduate from the NSILP?

- Same.
- \$2000
- \$5000-\$10000
- It's worth every cent that I and the Seafood CRC paid for me to be there
- Use my recreation leave to participate.
- \$10,000
- Cannot put a price on how valuable the experience was.
- \$5000
- Your industry sector should pick up most of the cost for the effort you've put in, time away from work and the voluntary aspect subsequent roles entail
- Silly question. There is so much to gain from NSILP. But how do you put a \$\$ value on that? It's such relative concept. I couldn't come up with a \$\$, sorry.
- \$5,000 (incl. flights & accommodation for the 3 residential)

- 5K?
- \$3000
- I would pay around \$3000. I have been looking at some courses lately and they are worth more than that but are full time. The cost of flying and accommodation to participate in NSILP is the worst part but what you can get out of it is invaluable
- Good question. I think it would be worth around the \$10k mark if I had to guess. I think anywhere from \$7.5k-20k.
- This is a hard one because if you are sponsored it is a lot easier but if you had to pay yourself I would say \$3000 as then there is also travel and accommodation etc. which is not cheap.
- Sorry, couldn't put a price on it - it is worth whatever it costs
- I guess from the course we run at the Academy, for a three-week course that is not funded you would pay \$5,500
- If it was me personally financing, I wouldn't do it. If I had an organisational training budget to access, I'd use it all to do the program
- I think that it is hard to put a price on it. The price for the course was affordable, however the travel expenses are probably the biggest issue.
- \$2000
- It was a very valuable learning experience- what price??? Certainly, should be valued at same or more than other high-level leadership programs
- ~\$3000
- Tough one because you can't put a price on the experience or knowledge and skills gained, I didn't even consider the cost when I applied and didn't seek any reimbursement or scholarships from the NTSC. Whatever your charging now is fair but if the programme doesn't create enough profit I think a modest increase would be fair
- \$1000 (course fee) + travel etc.
- Thousands
- \$7,500
- The difficulty with this is the cost on top of the course for travel, accommodation, meals etc. on top, makes it expensive, depending on where the course is being run and you are in Australia. I was lucky I got support for some of my costs from FRDC, but largely funded the cost of the course myself. So, the value of the course is huge but the reality of putting your hand in your pocket certainly can bite. Sorry I can't put a price on it.
- Not sure, the company paid...
- Free is always best, but a couple of thousand (<5) would be reasonable
- This is a hard one. All of the work I have done for the Old Seafood Industry has been volunteer, so I don't think I would have completed NSILP without the scholarship. Having said that it still cost me nearly \$8,000 in accommodation, travel, lost time at paid work.
- Up to \$5k and industry should have fund to invest in the remainder of cost
- unsure
- I was sponsored so not aware of costs. I imagine that it depends on the business or individual.
- Current price is reasonable, flights and accom on top can stretch some from participating.

Q7 National Seafood Industry Leadership Program Communication This group of questions will assist us understand how we have connected with and assisted you.

7.1 How did you find out about the NSILP (e.g. NSILP graduate, industry organisation, website, social media, tapped on the shoulder)? Please list

- FRDC.
- I was told about it by a previous graduate at work
- My brother and other abalone industry graduates
- Other NSILP graduates and CRC bursary
- Tapped on the shoulder
- tapped on shoulder
- Through my Father
- FRDC news
- Tapped on the shoulder at the time
- Work colleagues had completed the NSILP
- Other graduates

- Someone from my department participated each previous year. I threw my hat in the ring late from memory, after Jill hassled the department for not nominating someone that year.
- Nominated by SFM.
- publicity through media
- industry organisation (marron grower's association)
- Shoulder tapped
- word of mouth - former graduates and TACL. Industry people suggested it would be a good idea.
- By memory Jo Ruscoe sent an email out to the Aqua-Ed members.
- Industry contacts
- Tapped on the shoulder
- Through colleagues and industry contacts
- Email and family had already participated
- graduate
- Industry association
- industry organisation / NSILP graduate
- Katherine from NTSC a past graduate
- FRDC
- Alumni
- Tapped on the shoulder
- new about it over the years through industry
- Work
- SFM is a major sponsor, everyone here knows about it.
- WIN
- Industry publication
- Mentor
- Former CEO
- Application form and information emailed to me from Sydney Fish Markets
- Tap on the shoulder and knowing previous participants

7.2 How did the NSILP managers communicate with your prior, during and after the NSILP (e.g. email, phone, postal, social media.)? Please list.

- All above.
- Email, phone
- Email, Facebook, phone and face to face.
- All of the above
- email and phone.
- email, phone
- Email, Postal, Social Media, Phone, all lines of communication were effective and very helpful
- Mail, phone, social media. Communication was very good.
- Email I think
- email mostly. And Dropbox.
- Email, post, social media, phone
- Email and post?
- Email, telephone, social media primarily.
- email, postal
- phone, email
- email
- Mainly email, phone.
- Email phone social media & postal
- email
- Email, phone and social media
- email
- Email, phone and mail
- email, phone, post, social media
- Email, Facebook, phone
- email, phone, postal and social media (Facebook and twitter)
- all good, had adequate emails and phone calls too

- email, postal
- Email, phone text, phone call, YouTube
- Email, postal
- email, phone and post, Facebook site
- email mostly
- a combination of email, phone and traditional post.
- Email, post, maybe phone
- Email
- Was social media even a thing that long ago.
- Primarily email
- From memory, I received confirmation emails from Rina and SFM contacted to arrange flights.
- All forms of communication - phone, email, text, social media...

7.3 How could the NSILP managers communicate about the NSILP more effectively? Please detail

- Same.
- Get past graduates to go to industry forums or on the ground and promote the program
- At the risk of frightening people, an alert about a project needing to be undertaken and delivered would be great
- social media...which I vary rarely use.
- fine as is
- Everything was to a very high standard.
- The current methods are very good.
- I'm of the email era
- Not sure more is possible?
- Use the graduates. Maybe video testimonials at end of each course. Nothing sells the course more than peers raving about it after graduating in Canberra.
- I did the course before social media really took off but from memory the communication was fine
- I think they do a great job already. Just keep abreast of emerging social media advances as technology evolves over the years.
- The communication about the program is adequate
- I love the media side of things now, fb etc. which Jill uses now
- What they did was sufficient.
- I think it good the way it is. The leadership group & affect group on Facebook & email seem to work well also Alumni. I don't like Twitter.
- email from industry participants
- I think they do a great job, not sure what else they could do
- personal face to face contact at industry gatherings
- Maybe link up with industry newsletters, Facebook pages
- improve the website
- No suggestions
- perhaps more awareness of NSILP program at conferences etc. Banners or signs perhaps or other advertising.
- give graduates a commission on sucking in new students, Ha just kidding! maybe an article for peak bodies and large companies to include in their newsletters or notice boards. I think word of mouth will be your best tool, in fact Josiah and I want to set up a scholarship of sorts in the PIAA to ensure each year at least one student attends from the Aquarium industry!
- as above - was fine
- if it can be done because the support and communication is fantastic just more communication because once away you may feel away from the group, not saying I did but one who is remote can feel distant
- Present communication seems about right
- I don't have any suggestions, as I found the communication to be clear, directed and delivered in a timely manner
- Email is fine
- I see no need for improvement in this area
- Don't think they need to..... maybe some of the young ones might like a closed fb group.
- Newsletter on current course and provide an article on leadership as part of a quarterly newsletter - could be example from another industry
- N/A
- Perhaps some promotional videos on the experience and alumni via social media and website.

- I think it's not about the managers communicating anymore - graduates need to that a role in doing this.

7.4 What were the important relationships/connections you made during the program (e.g. fellow participants, NSILP Alumni, Guests, mentors, speakers, facilitators)? Please list.

- All of.
- Fellow participants, mentors, speakers, facilitators - creating networks was a key benefit from undertaking the course
- Good relationships with NSILP Alumni and facilitators and speakers
- Fellow participants - some of who will be comrades for a looong time. Speakers whose warts and strengths were fascinating to observe
- All connections
- guests, mentors, speakers and facilitators
- Networking was extremely important, Relationships with in my own sector and others, And friendships.
- All the areas listed resulted in relationship being formed.
- fellow participants and facilitators.
- Fellow participants, mentors of course. I also followed up with people I met at the dinners and regularly speak to a few of those people.
- I formed some good relationships with participants and have a connection with alumnus's
- Definitely the facilitators and the fellow participants.
- zero
- All were important but mentors, facilitators and fellow participants are the main ones for me as I am not currently in the industry
- Fellow participants, alumni, guest speakers
- Mentor - Ian Cartwright has been helpful. I think we had a great group and I enjoy all of their company. Who knows who I will run into again. Charlie Ritchie was good, the politicians I have seen, I think all that you have listed I found important and useful. We were exposed to the heavy hitters of the industry and our group in 2015 was certainly composed of heavy hitters.
- FRDC, Agrifood Skills Australia, fellow participants and Jill & Chris.
- guests and facilitators
- Fellow participants
- made a few personal connections that I still maintain
- Couple of fellow participants, FRDC, Guests at the dinner, Facilitators
- fellow grads, previous grads, government
- Fellow participants, senior industry representatives
- definitely fellow participants and the facilitators. The importance of participating is evident in the Alumni - I feel privileged to be part of the fellow leaders who have participated. I'm sure every alumni member would be a useful and willing contact for each other.
- That has gotta be you Jill! Plus, fellow participants but also Alumni I didn't realize how many others I knew or had heard of were graduates and this makes it easier to approach them and there is an understanding and respect even if you don't know each other well
- as listed in question + seafood leaders
- Everyone involved from stakeholder's facilitators alumni and fellow NSILP
- Fellow participants, Alumni, guest speakers
- Becoming a member of NSILP Alumni, friendships, connecting with Jill Briggs and Chris Calogeras and the team, maintaining connection with the Affect Leadership group via social media
- Mentor, fellow participants, industry leaders
- Fellow participants and Alumni
- Mainly participants and meeting some of the 'Leaders' of industry.
- Fellow participants
- Now wife, fellow participants, Jill
- I developed peer networks and I approached an industry CEO to consider a mentoring relationship
- All of the above. Everyone I have met has been important to my journey. Guests and sponsors were the most influential in terms of outcomes.
- All of the above (participants, graduates, guests, alumni, speakers, mentors, facilitators, funders)

7.5 Some of the connections you listed in 7.4 may have continued since NSILP graduation. Can you please provide us with an example of how one or more of these connections has continued?

- Communicate + or meet often.
- I continually bump into people back in Perth that have completed the course through current work, even though it is in a different industry. Not directly related, but by doing the course my manager at the Govt Department I was working for connected me with a natural resources management consultancy in London where I worked on a 2-year working holiday. I don't think these kinds of opportunities would've presented itself if I didn't show initiative and take part in something like the NSILP.
- Every time I go to a conference, meeting or function I will meet past graduates that then introduce or open new relationships to their networks.
- In the CoOL role I work for past participant Katherine Winchester (NTSC), with fellow participant Julian H (TSIC), past participant Eric P (QSIA), fellow participant Johnathan Davey (SIV), and towards the end delivering a tidy bundle for fellow participant Veronica P (SIA) to run with :). In the ACPF role I regularly cross paths with fellow participant, Aaron Irving (NAC), JD as NSIA, Eric P, Dylan Skinns (the last 3 who are around the ACPF table) and occasionally Suzie McEnally. So, value them and love to work alongside them!
- NSILP Facilitators have become very good friends and highly respected mentors...but don't tell them that :-)
- my mentor was Bo Carne, I now work for NT fisheries.
- General Friendships, Graduation relationships provided a source of information relating to topics relating to my own position.
- The relationship between all alumni is very good, if you have completed the course then there is an instant connection to discuss and it opens door.
- I still have contact in work and socially (via FB etc.) with participants and facilitators. They are my friends.
- Many of the graduates from my year I would consider friends. Although we don't speak often, when we do bump into each other, the conversation is often about family and personal wellbeing, as opposed to work.
- As I've been out of the sector for a while and
- I have had numerous conversations with participants at industry events and have enjoyed using these connections to further expand my network of industry connections.
- N/A
- Still have contact with Jill and Damien Bell sometimes but not so much since not being involved in the industry
- I still closely work with Ian Cartwright. I still talk to Rob Langdale, Charlie Ritchie, Patrick Hone, Brad Adams, and have met the 2016 grads - Asher Flynn certainly impressed me and have spoken with since.
- To me FRDC & Rural Training Initiatives are part of my extended family. That's how much they mean to me. I am grateful for everything they have done for me in the good times & in the trying times.
- As I have taken a step back in the seafood industry the main contact I have is through Jill's Facebook page
- One of the participants now works with a Government Department that our company deals with and it is so much better when you have known this person, the feeling of trust is there straight away
- Meet up regularly for life and career chats
- Often bump into those people at industry events and conferences
- Connection on social media and catch up's whenever we're in the same city with a couple of fellow grads
- I have had several contacts with fellow participants professionally - asking and answering various industry related questions. They are my 'go to' contact in each of their sectors. I also have connected socially with fellow participants as well.
- I still communicate with Asher Flynn occasionally, but more importantly I have more people I can call on for help or network with or indeed help them as a direct result of the program
- mentoring with Samara Miller, interactions with J Davey, C Fox
- Cross departmental strategies, improved Stakeholders relations
- Have done business with graduates met at NSILP e.g. Master Fisherman project with OceanWatch and Abalone research program
- Mentoring. Every few months
- I have maintained a friendship both personal and professional with a fellow participant
- Only in the course of holding the volunteer positions at QSIA and TRRM
- Married one. Keep in contact with others,
- I have maintained contact with Josh Fielding (FRDC) and Alistair Dick (aquaculture)
- either through support from or working on SIA or acting as a "brains trust" for my personal journey.
- I speak almost daily with three if not four of my NSILP group through our work commitments, have stronger connections with FRDC and through allowing me the skills and identifying my ability to lead the connections I have are something I never believed possible.

Q8 Support from your Business/Industry/Sector.

8.1 Did your workplace, industry or sector organisation provide you with support prior, during and/or after the NSILP? Yes or No

- No – 5 responses
- Yes – 33 responses

Additional Comments

- they covered costs and gave me time off to participate in the residentials
- my work was supportive as was the marron growers association but not so much financially. Thankfully Wafic come on board after my first session in Tasmania which made it much easier
- I am the boss so that was an easy one! But the NTSC did have a scholarship available but I chose to pay my own way

Must assuredly yes.

8.2 Complete this question if you answered yes to 8.1 In what form was support provided (e.g. program fees, days off, accommodation/ transport costs, assistance with application, information provision for your Mission Strategy, mentoring)? Please detail.

- Program fees, days off, mentoring
- Assistance with transport costs
- Fully supported all aspects of the program
- FRDC IRG scholarship, days off
- Program Fees, Days Off, Accommodation, Assistance with application.
- My company provided, days off, financial support for all out of pocket expenses. It was viewed as a very important course for the development of staff.
- Financial support from sector association.
- Time to conduct NSILP activities and access to resources
- Financial assistance. Colleague deliberately avoided helping me during the training
- as per 8.1 - they covered costs and time off to attend residentials.
- Expenses, paid time away from work, Paid time to complete assignments...
- Wafic with transport and accommodation, can't remember about program fees - probably the marron grower's association. Work gave me days off though unpaid
- Assistance with costs and time off
- Seafood CRC helped sponsor me.
- Program fees, accommodation & travel. Mentoring, mission strategy was offered but not given.
- I paid for the course
- They paid for the program including travel etc. My boss at the time also assisted me with the application
- Paid for the course and allowed me paid time to attend. Supported post NSILP leadership training, e.g. AICD
- My company allowed me days off to do the course
- Program fees, all other program costs including travel/accommodation, paid time off work
- program fees, days off, accommodation.
- Robert Ladlow Scholarship
- all costs & time
- ALL of the above from my direct manager to the Deputy CE and director
- Participation was fully funded by company. No information provision was provided
- Application support, mentoring
- Program fees, days off, accommodation/ transport costs
- All of it paid for and time allowed for study
- WIN (FRDC) scholarship; QSIA supported NSLIP application and WIN scholarship
- Program fees and time off
- Fees, days off. Mentoring
- Program fees and paid time off
- SFM provided financial support through sponsoring fees, SFM also provided admin support with travel and NSILP projects. My own partners provided guidance and support for the time I was away from the business.
- Program fees, travel costs, etc...

Q9 Program Improvements and Risks This group of questions will assist us to continually improve the National Seafood Industry Leadership Program.

9.1 How could we improve the NSILP 3 day x 3 residential program structure? Please provide your thoughts.

- No change. Pressure Cooker it is.
- Nil
- On a good thing with more people wanting to participate so I think that you have the right recipe.
- The introverts may need some down time to still be fully functional at the end of Day 3!
- Hard to have an opinion based on knowledge as I completed the program so long ago.
- prioritise the outcomes for each residential,
- Perhaps longer residential programs.
- I believe the current structure is very good, it allows participants to complete tasks over a realistic time frame as we are all busy with our jobs.
- A spot on a/their industry sector committee for a year or two when course is complete
- not sure I could. Facilitators have a very clear idea on what they are trying to achieve. I am not going to question their plans and processes.
- Structure is good for those doing the course. For graduates, maybe you could provide a 1-day refresher (& an evening networking dinner) in each major city every year only for graduates, as a way for us to continue learning, and broaden our networks further.
- Although it would be difficult to fit in, I would have liked to see more fishing / farming in action as it's what I'm least exposed to day to day
- 3 residential sessions with the graduation dinner and occurring after the 3 residential's. This way each year the final graduation dinner celebration can be shopped around the country engaging industry folk that wouldn't necessarily travel to Canberra.
- make sure nobody leaves the first residential unsupported. Provide more contact throughout
- More on conflict resolution
- I think it's great! Don't mess with what works!
- I believe a lot has changed since I attended.
- I think it is excellent
- Maybe reducing it to four days x 2 residencials. This would help with less travel expenses.
- Time for 'meditation' built into the program. Just 20 minutes, dedicated, alone head space time with some kind of formal training to meditation at least once during the three days, followed by reflection
- no improvement that I can think of
- Maybe more guest speakers
- stress, restress and stress again the need to commence project work early
- Would have loved to stay longer
- Current structure works well, maybe add some e learning content between residencies
- More effective time use at Parliament House
- I think is perfect 3*3
- I wondered about this at the time. It did 'feel' a little disjointed but there doesn't present an obviously effective alternative. The need for people to maintain their working schedule probably prohibits more concentrated or extended sessions i.e.: 2x 5days. Anything shorter would not seem to fill the need. Perhaps if the total span of the course was 3x3 over 3mths instead of 6mths?
- provide a selection of identified Missions (from FRDC or other rep body) that could be chosen, worked on and handed back to rep body for completion or implementation. It seems unproductive for each year of participants to create a Vision and Mission for them to fizzle after 9 months of directed energy and outcomes.
- I think it's a good model
- More structured work between residencials
- Not sure I would change anything.
- I wouldn't change a thing, but work out how to deliver more of it - e.g. Catch the Drift.

9.2 How could we improve the NSILP Learning Materials/Booklet? Please provide your thoughts.

- Unsure.
- Nil
- More pictures - only kidding maybe some more interactive self-awareness modules.
- I didn't have issue with them
- seemed like there was a lot of training materials we didn't get to; not sure they're needed.
- Nothing that I can recall.
- Moving forward an option for material to be provided on an iPad or similar device would be good.
- A session on negotiation

- sorry, no idea.
- I don't remember these
- Don't know. Can't remember...it was 8 years ago!
- the material is adequate
- Good question. I am not sure.
- Not familiar with the current material. Our learning material was not in sequence to the learning days.
- It continues to evolve - that is all you can do
- It has been six years since I completed mine so I am not sure what they are using now
- digital rather than paper??
- Could it be developed into an electronic version.
- Clearer order (contents page)
- No suggestions
- Perhaps a digital version with useful link to reference material
- I would have preferred actual bound books as they are easier to read and keep long term, I lost a lot of my sheets :(
- Be a bit strickler on how important the booklets are
- Put all on memory sticks, you may already be doing this. NSILP app, students to bring laptop or tablet, use of you tube videos
- I think from memory you needed to update the mapping to the leadership units from the Seafood Industry Training Package. Sorry that is my VET coming out, I don't have the manual in front of me to be able to make other comments
- Make it digital. It's too heavy and hard to find stuff!! :(
- I don't recall it being deficient in anyway..?
- Think they were ok
- Provide electronically. Provide material ahead of residential so we can prepare.
- I wouldn't, don't take it electronic as that will then put people into a position where they have computers and emails etc. in front of them and would be too bigger distraction.

9.3 Do you know of or can you envision any risks that may impact on the NSILP into the future that we should be considering in our planning? Please provide your thoughts.

- No.
- Making sure the content is relevant and ensuring support from industry and government is maintained. Without industry actively involved and leaders caring about the program and its output, it may battle for relevancy in today's constantly changing world.
- The shrinking of the seafood sector and the younger generation moving into different fields besides the seafood sector.
- Not enough places and people become disenfranchised. If one of Jill or Chris disappear
- Funding.
- Nothing that I can think of.
- Ongoing funding support from FRDC is vital and FRDC need to realise this is a very good investment for the future of the seafood sector. Importantly building links between all sectors.
- that would greatly depend on the TOR for the NSILP program. Personally, I think the viability of the industry will depend on seafood industry stakeholders becoming far more vertically integrated businesses. There also is increasing opportunities in niche Asian market (NOT China!). But these issues are probably beyond the brief.
- Personally, I think holding the Sydney residential in Kings Cross is very risky. Not the place to leave rural (highly opinionated) folk. Maybe go to Manly, or Coogee, safer and there's accommodation and workspace areas, plus people can get their dose of the ocean.
- I guess security of funding is the obvious one
- Low registration numbers. Try and keep costs low or obtain a platinum sponsor to subsidise expenses such as travel and accommodation, drinks at industry dinners etc....
- No.
- Costs for participants or their sponsors.
- Online learning is becoming the IN THING these days so some may be looking to do some of this training online but I think it would be a great pity to lose the class based learning altogether. Maybe a mixture would suit

- continued contraction and aging of the workforce of the fishing industry. Competition from other leadership program opportunities
- The course structure/delivery and content doesn't change much and each cohort goes through the same motions
- No
- no
- Yes, the real-life application and effectiveness on the group projects, I feel there isn't enough time to actually produce a professional project with real outcomes that will last and show FRDC a real return on investment. I wonder if this time and effort should be spent going deeper into other parts of the program or produce another project or outcome but just one really good one that lasts not multiple ones that may achieve nothing long term
- loss of re-application from seemingly appropriate but rejected applicants - needs clearer justification
- Not at all
- Funding model may change. Wild catch sector may be under represented
- None come to mind, at moment.
- Not really
- Staffing - Jill and Chris can't do it for ever. If it is to continue beyond their tenure new leaders will need to be trained into the roles.
- All of the money put into the NSLIP program and annual mini project that generally does get much further than one row of bricks out of the dirt before it is shelved as all participants go back to their own jobs, projects, sectors.
- There are too many government employees participating and focus could be on getting more grass roots participation
- I think it is a risk to the program when an applicant is not successful. I have tried to encourage people to try again but there is often a real reluctance and even negativity towards the program.
- Perhaps the development of an advanced leadership course - an NSILP program to rival the ARLP specifically for the commercial seafood sector that is focussed on sectoral need (wild harvest v post-harvest v aquaculture)
- NSILP is recognised in industry but if a participant is needing to show proof of accreditation then it may not be as relevant to businesses and participants.
- Need to activate more Graduates in the discussions with participants to ensure they remain active. Be that through mentors, presentations, panels, etc.

Stakeholders (18 responses)

Q2 Leadership Development This group of questions will assist us in assessing the transformation that is happening due to the NSILP.

2.1 Do you know a NSILP graduate? Please respond Yes or No.

- Yes – 17 responses
- No – 1 response

2.2 Have you observed changes in the NSILP graduate? Please answer Yes or No.

- Yes – 17 responses
- No – 1 response

Comment - considerable lift in self-confidence and awareness

2.3 Irrespective whether those changes have been positive or challenging could you please provide details of the changes you have observed in the NSILP graduate.

- Better understanding of how to work positively with other people towards improved outcomes in their industry
- A little more confident. More understanding of alternative viewpoints
- more confident in delivering work commitments
- Belief that they can make a difference; awareness that there are common issues for a wide range of rural leaders; more thoughtful but still not aware enough of risk management
- More assertive and self-confident
- I am sure there are positive changes - it's just that these are more intangible rather than tangible. in that it has created a sense of better knowledge and leadership skills which manifest over time.
- More confidence in public speaking and stepping into advisory/management tasks
- In general, the changes have been extremely positive, with many examples of graduates assuming leadership roles in industry and government organisations. Demonstrated improvements in networking skills, greater awareness of the benefits of collaboration etc.
- Graduates emerge from the program with a broader understanding of challenges and strategies to address these as well as look at the bigger picture.
- They have reflected on increased confidence and understanding of strengths, vulnerabilities
- greater confidence, increased awareness (process/relationships/future direction), willingness to lead, improved project management skills, sense of ownership to a broader industry.
- Change has been positive - broader perspective, increased networks
- considers they have completed training that gives them a capability over and above others because of doing the course
- A very confident and positive representative of the seafood industry
- Improved confidence personally and at work; increased awareness of the depth and breadth of the 'Australian Seafood Industry', and greater appreciation of views from other 'sectors' of our seafood industry.
- In most cases they have developed networks, taken up a leadership role and been progressive in the industry. Several have failed.
- Able to relate to experiences of others in the seafood industry. Looking at issues from different perspective

Q3 Industry/Community Leadership This group of questions is to understand more fully the new roles/responsibilities being undertaken by NSILP graduates.

3.1 Have you observed a NSILP graduate undertake a new role/responsibility during or after the NSILP? Please respond Yes or No.

- Yes Responses – 15
- No Responses - No
- Comments

Johnathon Davey, because we pushed it and he was willing. For a range of good and very ordinary reasons, I have not seen much progress elsewhere and despite the Program providing a very good base. She has always been a go - getter. so, I see this trait continued

3.2 If you have answered "Yes" to question 3.1, could you please provide us with some details about this new undertaking.

- From a background working in a family fishing business, this person stepped up into a much larger role in the fishing industry, inspiring others to become more active.
- Johnathon as Chair of NSIA and now a Training Reference Group.
- Adequately undertook an industry leadership role
- her sense of belonging to a strong community groups enhanced her confidence and contribution
- taking a lead role in a work group
- too many to list but the outstanding example is Veronica Papacosta
- The person took a higher-level management role in the industry.
- Roles of decision making, increased responsibility, risk and profile
- Coordinating a key stakeholders meeting to consider the future direction of an industry company (set to commercialise oyster breeding lines) in the face of production and financial constraints. Developing a vision for the company and strategy for long term viability.
- Increased participation in national working groups
- applied to sit on a board
- I have seen them lift to a higher level of authority within the industry
- Leading the change to formation of the (now) Seafood Industry Australia organisation
- Veronica Papacosta is a great example
- Providing supervision to another colleague

3.3 Did you provide the NSILP graduate with support in undertaking the new role/responsibility? Please provide us with details of that support.

- I was a mentor to this person as part of their course but have continued to remain in touch over more than a decade. I have found the process to be very rewarding both personally and professionally.
- We strongly supported it - and, in Johnathon's case, he (rightly) felt he needed support to take those steps. One of the lessons here is that he comes from a Dept. originally.
- Yes, Encouragement and support
- as an organization, we were fully supportive of this undertaking by sponsoring the initiative. we also participated where we were invited. and have seen the great work produced
- provided moral support and advice when asked
- yes - a background mentoring role
- Yes, connecting them with other leadership alumni
- Minor, advice on Government capacity. Very much her initiative.
- Yes - encouraged and supported participation, including delegation of responsibilities to graduate
- definitely not
- I may have provided some mentoring, and guidance
- Yes, initially as Chair of committee, then adviser/mentor role through the development and implementation phases. And now, full supporter!
- Indirect support
- The graduation coincided with new responsibilities on the job

Q4 The National Seafood Industry Leadership Program Experience This group of questions will assist us understand what are the valuable elements of the NSILP

4.1 As a NSILP project stakeholder in your opinion what is the most valuable NSILP experience for program participants (e.g. face-to-face program days, industry panels, industry dinner, Mission Launch, mentoring)? Please specify.

- found the mentoring aspect to the NSILP extremely rewarding and have had similar feedback from the participants as well.
- Working with peers on projects
- I have only attended the dinners, which are excellent networking opportunities, however consider that face to face days would also be very beneficial
- Just days of intimidating Q & A on issues, leadership skills (egg looking forward, every statement/action has a consequence). This is not old school, it is new school.
- The development of self-confidence and the networking opportunities provided by NSILP

- the internal deliberations and team workshops on creating a vision was great
- networking, face to face program days and the industry dinner/launch
- The face to face program days - especially where this involves interaction with industry and government leaders
- The networking and dinner are fantastic opportunities.
- Face to face days
- face to face program, but the project work they undertook together sounded v impressive
- Face to face days with other participants, as well as mentoring/leadership components
- the actual interaction with different people including the process.
- Industry Panels, Mission Launch
- I feel it's difficult to answer having not seen all aspects of the program. From the outside, I believe the 'package' is very positively received, and challenges participants in different ways during the process. I feel it is valuable to give participants insights to the various different cultures and organisations within our industry, including the politics and Canberra side of things.
- face to face program days
- Mentoring and networking with others in the program

4.2 As a NSILP project stakeholder in your opinion what is the least valuable NSILP experience for program participants? Please specify.

- Not sure I can put my finger on it.
- Nothing specific but probably elements of the program days
- Hard to comment not having undertaken the program
- Dinners - they can be a reward but do not further the skill level.
- Not aware of any
- none I can think of
- not sure
- can't think of any - it is the package that makes the program work
- Nil
- mmmm. I think all aspects are valuable cant single one out
- Increased exposure, networks and strategic thinking, where participants are taken out of their "comfort zone"
- I could not specify
- unsure

4.3 What advice would you provide to a participant about to commence the NSILP?

- Let down your guard and make the most of this wonderful opportunity to meet and work with a broad range of people from the seafood industry.
- Be prepared to be personally challenged by other participants either directly or as comparisons
- Put as much effort into the program as you can, so that you can get as much out of the opportunity as possible
- Comrade (to be follow up) and brutal verbal interchanges (including the issues confronting the industry).
- When an opportunity arises in the program to lead take the opportunity
- definitely to go for it
- It's well worth doing.
- Have an open mind and be prepared to go outside your comfort zone
- Give it a go. Very valuable and worthwhile program.
- Be open, be vulnerable, give yourself the time away from work/clutter/emails etc.
- Use the experience to meet others from across Australia and understand their needs/wants.
- Be open to the experience
- enjoy the experience - each time you are taken out of your comfort zone you learn.
- Embrace the experience, ask lots of questions and keep an open mind
- Maintain an open mind; be prepared to be challenged; and look to see how many common issues there are amongst all the participants. Most of all, enjoy being part of a great industry!
- be prepared to be taken out of your comfort zone
- Go in with an open mind and be prepared to work as a team member

4.4 If, as a stakeholder, you were asked to pay for an individual to participate in the NSILP what would you be willing to pay?

- What does it cost for an individual to participate?
- Yes
- Again, difficult to comment
- It ALL depends on the quality level of the individual, and would they stay in our sector? If they met these criteria - then \$10,000.
- Travel and accommodation
- what was currently being asked is fine
- As government agency that has had its staff development budget slashed I no longer have the capacity to pay for external programs.
- Already do
- Several thousand.
- ?
- sorry not sure of fee structure - \$2-3,000?
- Support current arrangements
- \$500.
- LOL! Not sure what answer you'd expect on this one. It is clearly a valuable training program for industry participants and people are lining up to join. So that would indicate costs are certainly set right currently, and there is probably scope to increase slightly. The balance between being cheap enough to encourage and facilitate involvement from all sectors is the real benefit from where I sit. So, if the recreational, indigenous, retail, wholesale, catcher, aquaculture, supplier and customer bases are all covered, then it's great.
- yes
- Yes, our organization would pay as this is valuable training for the industry

Q5 National Seafood Industry Leadership Program Communication These questions will help us understand how we have connect with you.

5.1 How did you find out about the NSILP?

- I think I received a smoke signal from Jill back in the dark ages...
- via FRDC and participants
- I was invited to participate in an industry dinner session
- I monitor the progress, not just from interest, but because there is a whole cohort of older industry leaders about to retire
- Email contact as an industry manager
- well recognized in the sector
- Can't remember - have been following it since its inception
- Have been involved from the outset
- Our agency has been involved for many years and has put people into the program.
- Other leadership offering to compliment ARLP and the redevelopment offerings
- FRDC
- FRDC
- I have been involved in fishing management issues for more than thirty years.
- WINSC
- Hmm. Not sure, I suspect via FRDC discussions, but also, we have employed a number of people who have either been on the program in past, or who we have then funded to join.
- FRDC
- I don't remember the first time as this was a few years ago and we have sent 3 staff through the program now

5.2 How did the NSILP managers communicate with you about the program? (e.g. email, group email, post, phone, social media)

- Phone, email and letters.
- Email
- email
- Group email - and the comms are very good
- email and post
- alister@ballinafishermenscoop.com.au
- face to face updates
- email

- Primarily email and phone
- post, email
- Email
- email/post/phone
- email, post
- email and hard mail
- Email
- all of the mentioned - email, group email, phone, post, social media (although I'm a dinosaur), via the participant I mentor. Never by pigeon though.
- ALL
- Email and post

5.3 How could the communication with our project stakeholders improve?

- Not sure. If someone wants something or some input from me, phone is the most effective
- A bit more briefing by principals of what the program involves and why
- I am satisfied with email communications
- I think you do a good job. One thing, and I know it is difficult, is to give case studies of those who are making the grade.
- Email
- think the NSILP participants may have benefited from more visibility - perhaps a session by them at Seafood Directions
- Possibly include more posts in industry social media or with the FRDC Fish magazine
- Email, is best for me. Broadcast text could be considered as many in the industry use this as a communication tool
- It was excellent
- Perhaps stakeholder updates for gov/industry committee meetings - 1-2 /year. In turn, this could be used for gov/industry newsletters
- More information on the program to broader community will assist in increased knowledge/benefit of program
- I have ample communication with NSLIP
- I think it's fantastic. Perhaps distribution earlier of the participant list, with photos, so we can follow progress and have a feel for who is on the particular group that year.
- Is pretty good already

Q6 National Seafood Industry Leadership Program Improvements
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6.1 Could we do anything to improve the NSILP 3 day x 3 residential program structure? Please provide us with your thoughts.

- Not sure I know the structure well enough to comment.
- Difficult to say without attending, however it seems like a reasonable schedule
- My understanding is that they are very good, but nowhere the level required in terms of interchange on issues facing the industry.
- I think it's a good structure but expensive to get to - but I don't think that can really be overcome.
- I think 3x3 is the right balance between coming together and cost. Webinar sections could be useful if well structured as a way to augment the residentials.
- Always more time
- Current structure is ok
- As much as it is an excellent programme many of the small grass roots fishers would find it difficult to be away from their work so that period of time financially and staffing wise. This programme would lose value if it was other than face to face.
- Not having participated before, I'm not sure. It makes good sense to spread it around the nation though, and provides great opportunities to showcase different aspects.
- The program is not attracting enough from the catching sector, which after all is where the industry starts and without them there is no industry. This may mean looking at some way of taking the program out to the industry and restructuring how it is delivered

6.2 Could we do anything to improve the NSILP Information Materials we offer to stakeholders? Please provide us with your thoughts.

- I think this is pretty good. Testimonials? Indication of the extent of the alumni across Australia.
- Material only seems to be on the web
- Perhaps providing examples or subsets of relevant works completed by participants could be of value
- An active NSILP website presence. Web information while informative is embedded and rather boring.
- A more detailed outline of the skills that are covered AND align it to units in the seafood industry training package so participants achieve the leadership units of competence.
- perhaps a comms program that tells the stories of participants, past and current
- Excellent speaker briefs
- As above - increased communication of benefits, outcomes of program wherever possible will be of use
- I have not noticed any Facebook information that I can remember.
- Earlier distribution of the participant photos and bios would be good. Broad outline of course content perhaps, associated with that, along with the stated mission/vision of NSILP.
- Is ok
- All good

Q7 Do you know of or can you envision any risks that may impact on the NSILP into the future that we should be considering in our planning? Please provide us with your thoughts.

- Changing membership/priorities of funding bodies?
- Not really - the network of the program seems to be building each year
- My point to FRDC is that leadership shortage is the biggest problem facing the industry. Somehow a very structured discussion on this is required to flush out what we can do about it. Real case studies are required - for example, is our problem that we do not have the big companies like NZ who will give career opportunities and incidentally become industry leaders; is it because good young people do not want to spend the time doing it (my partner will not allow it); are older people sticking around clogging up positions; can't we import good ones from NZ; etc.
- Over expectation of graduates. The course alone will not lead to leadership roles, they need to take the initiative in the development of their individual careers.
- No
- Main thing is to focus on the challenges and opportunities of the future. A module on disruption and customer focused innovation could help in this.
- Decrease in industry support
- My understanding is that it relies very much on Jill, her expertise, presence and long-term experience.
- animal welfare, food safety, farm biosecurity plans
- Clarity around selection criteria, panel determining selection, and those chosen will improve transparency in the process. In recent years, I have been disappointed with this area of the program, particularly when good candidates have not been selected without any great feedback.
- The culture that gives members of the program a club perspective. just because an individual has not participated in this programme it should not mean that the individual is not capable or has no alternative recognised training in management and fisheries experience.
- No, I think the popularity of this programme is growing. I see no reason to doubt its future success.
- Loss of support from the broader industry if a perception arises that one or more 'sectors' are particularly favoured over others. Maintenance of consistent materials, which are updated to be directly relevant to current day events (which can also be achieved with meetings/talks at each of the different locations).
- See above re getting more participants from the production end of the industry
- As more Kiwis are included there could be a different focus/priorities between the industries in each country that would make the program less relevant for New Zealanders

Appendix 5 – NSILP Materials

Application Information – example

NATIONAL SEAFOOD INDUSTRY
Leadership Program

Are you interested in making a difference?



Are you interested in learning about your industry?
Willing to take on a challenge, work in teams to initiate change?

Then the National Seafood Industry Leadership Program ...is for you!



The National Seafood Industry Leadership Program (NSILP) is the leadership platform being delivered through funding from the Fisheries Research and Development Corporation (FRDC) and developed, managed and delivered by Rural Training Initiatives P/L.

The NSILP is the only national industry specific leadership program for the Australian seafood industry and was designed in consultation with seafood industry people and with their specific needs in mind. In its thirteenth year the program now has a graduate population of over 200 people of all ages and from all sectors of the industry including processing, fishing, extension, exporters, importers, marketing, deckhands, indigenous and recreational fishers have now successfully completed the program.

The NSILP focuses on developing skills that participants can apply at three key levels – personal, business and



“This knowledge has given me new energy, enthusiasm and confidence in the way I conduct myself and approach my workplace and my industry involvement.”

Dr Patrick Hone, Executive Director of The Fisheries Research and Development Corporation spoke of the impact of past programs “The vision and energy of past participants has provided the seafood industry with many benefits. We have seen people emerge from this program with improved confidence, skills and commitment. This has allowed them to transform their own businesses and in turn influence the future direction of the Australian seafood industry.”

In its 17th year the National Seafood Industry Leadership Program 2017 will be delivered over six months and through three key residential sessions:-

FIRST RESIDENTIAL
3 Days - MARCH

SECOND RESIDENTIAL
3 Days - JUNE

THIRD RESIDENTIAL
3 Days - SEPTEMBER



“Thanks again for the tremendous work Rural Training Initiatives; this leadership program has helped me enormously.”

“Interesting, challenging, informative, fun, helpful, thought-provoking.”

The program content is tailored to meet the specific needs of the Australian seafood industry and has been developed and modified in consultation with experienced industry leaders. The program is delivered through funding from the FRDC and key sponsorship from the Sydney Fish Markets. The facilitators – Jill Briggs and Chris Calogeras of Rural Training Initiatives - have an energetic and engaging processes that ensures that learning occurs for all participants.

Program costs are \$700.00 (GST Inc.) per participant which includes most meals, training materials and learning support and leadership development prior to, during and beyond the six months of the program.

For further information please contact Jill Briggs 0260357284; 0409455710; jill@ruraltraininginitiatives.com.au; www.ruraltraininginitiatives.com.au

National Seafood Industry Leadership Program

National Seafood Industry Leadership Program 2018 Application Form

Rural Training Initiatives will be facilitating two (2) National Seafood Industry Leadership Programs. We ask that you review the dates and nominate the option that is most suitable to you.

Please note that we cannot guarantee that all participants preferences will be met.

*Required

2018 Residential meeting dates and locations (please note that the NSILP Late third residential dates have changed from November to October since the original application forms were sent out This is due to the confirmation of the 2018 Parliamentary sitting dates.

Program	Program Dates and Locations			
NSILP EARLY	First Residential	6 – 8	March 2018	Hobart
	Second Residential	6 – 7	June 2018	Sydney
	Third Residential	18 – 20	September 2018	Canberra
NSILP LATE	First Residential	8 – 10	May 2018	Melbourne
	Second Residential	14 – 16	August 2018	Sydney
	Third Residential	23-25	October 2018	Canberra

Program Preference

NSILP 2018 Early

NSILP 2018 Late

I have no preference, place me in either program

Applicant Details:

Name: *

Your answer _____

Participant Briefing Document - example

NATIONAL SEAFOOD INDUSTRY
Leadership Program

December 11, 2017

Dear ????,

Residential #2 – National Seafood Industry Leadership Program 2017
 Sydney 20th – 22nd June 2017

This letter is to provide you with a written brief for the National Seafood Industry Leadership Program (NSILP) Residential #2 in Sydney.

Firstly, thanks to those who are keeping in contact with me and with each other either via email and phone. As stated at the first residential in Darwin, communication is the most essential leadership quality, we will be having further discussion about how we can “lift the bar” individually and as a team in Sydney.


The briefing contains sections:

- Residential #2 Overview (please bear in mind flexibility is essential)
- Logistics
- Pre-session preparation




Finally Chris and I are looking forward to hearing your strategy progress and your leadership journey to date.

See you in Sydney and feel free to call at any time.

Sincerely



Jill Briggs
Managing Director
Rural Training Initiatives P/L
0260357284/0409455710 jill@ruraltraininginitiatives.com.au
www.ruraltraininginitiatives.com.au








NATIONAL SEAFOOD INDUSTRY
Leadership Program

Residential #2 - Overview

20–22 June 2017—Sydney
Experiencing Leadership

Day 4		Day 5—SFM		Day 6	
8.30am	W21—Reconnecting	6.00am	W27—Tour and Reviewing Day 4	8.30am	W32—Understanding Days
9.30am	W22—Teams and Leadership	8.30am	W28—Handling Conflict	10.00am	W33—Power and Behaviours
11.00am	W23—Strategy Update and Next Steps	11.00am	W29—Understanding Our Industry Panel		W34—Mission and Strategies—Canberra Presentation
12.00 noon	W24—Strategies—Work and Research	1.00pm	Lunch—With Guests and SFM Staff	12.30pm	
		2.00pm	W30—Media and Messages—Guest Speaker	2.30pm	W35—Mentoring
		2.30pm	W30—Media and Messages Session	2.30pm – 4.30pm	W36—Brief, Debrief and Close
4.30pm	W25—Team Mission Review	4.30pm	W31—Dinner Brief		
6.00pm	W26—Team Dinner	7.00pm	Industry Dinner—Sydney Seafood Cooking School		

NATIONAL SEAFOOD INDUSTRY
Leadership Program

Logistics

Venue: Holiday Inn, Potts Point 20th June
Sydney Fish Market 21st June
Holiday Inn, Potts Point 22nd June

Commencing Time: 8.30am 20th June, 2017

Finishing Time: 4.30pm 22nd June, 2017

Accommodation: Holiday Inn, Potts Point (not compulsory but convenient)

Industry Networking Dinner: 21st June 2017, Holiday Inn Potts Point (compulsory).

Things that need to be organised before you arrive:

- Organise your own accommodation
Rooms are being held for participants at:




Holiday Inn Potts Point
203 Victoria Street, Potts Point NSW 2011

We have arranged a special conferencing price for a Queen Room for \$175 per night accommodation only. Parking is available at \$15 per day.
*Supporting documents will be available for viewing at the meeting.

Booking Method:

- Book your accommodation on line via [this link](#) (in your electronic version of these notes)
- Or as a last resort, Call (02) 9368 4000 but don't press 1 for reservations, dial 0 to speak to the in house reservations people and please quote the National Seafood Industry Leadership Program.
- Alternatively we also advise you to check prices available via the internet as they can sometimes be less than the conference quoted price.

- Cash for transport, team dinner and potentially drinks for the Industry Networking Dinner and Team Dinner
- Transport to your accommodation and consideration of transport to Sydney Fish Market (SFM) but this could also be via car pooling with those who have bought their cars.
- The tour of Sydney Fish Market requires enclosed shoes and please note it can be very cold.

NATIONAL SEAFOOD INDUSTRY
Leadership Program

Pre-session Preparation

Strategy and Mission:
Come prepared to share with the whole group:

- what you have achieved to date;
- what your concerns and problems have been;
- potential solutions to the above and;
- next steps toward success and Canberra.

There will be significant time spent reviewing strategies and mission - there will be some added expectations regarding mission activity between Sydney and Canberra

Mentoring:
Come prepared to:

- Talk about the success or issues regarding your experience of “NSILP 2017 buddying/internal mentoring”.
- Share knowledge you have about successful mentoring relationships.
- Share how you will implement an effective external mentoring arrangement.

Developing and Enhancing the 2017 Mission:




- Continue talking with the team members about how you will add value to the mission in Sydney.
- Be aware of the time available – you have approximately six (6) hours to work on the mission on Day 4 and Day 6.

Leadership:
Come willing to

- Challenge yourself regarding your leadership style, behaviours and traits.
- Listen to feedback about your leadership growth.
- Be part of developing the leadership profile of the whole group not the individuals.

Objectives:

- To work with facts about the industry and the outcomes developed to date.
- To work in your strategy group and NSILP 2017 Team and further develop the 2017 Mission.
- Practice and observe the skills and knowledge developed during the NSILP 2017.
- Present the “enhanced” vision and mission in a form that can be presented at Canberra Mission Launch and Graduation Dinner

Program Networking Event Invitation - example

NATIONAL SEAFOOD INDUSTRY
Leadership Program

Date

Name

Position

Organisation

Address

Town, State, Post Code

Dear Name,

The National Seafood Industry Leadership Program (NSILP) 2017 management and participants invite you to the NSILP 2017 Mission Launch in Canberra ACT.

What: NSILP 2017 Mission and Strategies Launch

When: Thursday 14th September 2017 1.30pm – 3.30pm (and afterwards for afternoon tea)

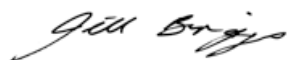
Where: QT Canberra, Level 1, Studio Rooms 2 & 3,
1 London Circuit, Canberra ACT, 02 6247 6244
(please note this a change of venue to previous years)

Why: NSILP 2017 Mission Launch provides the industry and key-stakeholders with an opportunity to witness leadership in action through the presentation of the six month program mission that NSILP 2017 participants have completed.

Dress: Neat Casual

We look forward to welcoming you as our guest at this important industry event.

Sincerely



Program Manager
Rural Training Initiatives Pty Ltd

RSVP: no later than 1st September 2017 to Rina Cooper - Rural Training Initiatives P/L
admin@ruraltraininginitiatives.com.au or 0417 535 822.



Residential #1, 2 and 3 Materials

Table of Contents and desktop formatting has been removed for the Final Report

NSILP Program Background

The National Seafood Industry Leadership Program 2017 (NSILP) equips individuals with skills, networks and a whole-of-industry perspective, giving them the opportunity to represent their industry and make a contribution at a nation level in the future. The program comprises three residential sessions over 6 months with participants making a commitment to undertake a significant industry project during that time. The NSILP design focuses on creating effective linkages between current leaders and participants through mentoring, industry information sessions and participation at program dinners.

Fisheries Research and Development Corporation has formed a partnership with **Rural Training Initiatives** to design and deliver the NSILP. **Rural Training Initiatives** has been part of the facilitation team that has delivered the fourteen years of the Fisheries Research and Development Corporation funded national program. The program has now graduated sixteen groups of future industry leaders.

The NSILP is the only national seafood industry specific leadership program and was initially designed in consultation with seafood industry people through the work of the Australian Fisheries Academy. In excess of two hundred graduates of all ages and from all sectors of the industry have benefited from the skills and knowledge developed during the program.

The program focuses on developing skills that participants can apply at three levels—personal, business and industry. Participants are also encouraged to develop and implement plans associated with these three areas. The NSILP participants will also be involved in a national industry project of strategic importance.

Graduates of the NSILP have gone on to apply their skills to a wide variety of areas including leading national organisations, regional network development, regional and state industry association boards and reference committees, and effective business management. The content of the program ensures that participants are exposed to handling conflict, effective communication, efficient meetings, high performance team building, managing change and media training.

NSILP Facilitator Profiles

Jill Briggs – Rural Training Initiatives P/L

Jill has been assisting people develop skills for the future through leadership and personal capacity programs for over 15 years. She is most happy when working with groups of people who wish to chart a future course. She is a high-energy, positive facilitator with experience at many levels including community, business and government.

Through consultation, Jill develops a strong structure to all programs that she manages and facilitates with clear outcomes and purpose generated at the commencement of all activities. Her enthusiasm for seeing people increase their personal capacity permeates all the programs she has facilitated during her highly successful career.

Jill is a caring communicator and thoughtful negotiator ensuring all participants arrive at a new stage of growth at the conclusion of any workshop or program. Over the years, Jill has received personal feedback and typical key descriptors include the following: inspirational, powerful, networker, motivator and fun. Some participants have mentioned that Jill can swear when really over-enthused! People who have participated in activities managed and facilitated by Jill regularly acknowledge that the event is successful due to her drive and strong work ethic and her communication and knowledge-sharing ability.

Jill has a Master of Management (Leadership) and a Graduate Diploma in Adult Learning.

Chris Calogeras

Chris Calogeras is the founder of C-AID Consultants and has extensive experience in the seafood and fishing industry. He has worked in management roles for Government, as a senior operational manager in the seafood industry and most recently as an independent consultant.

Chris is a graduate of the NSILP. His formal qualifications include a Master's Degree in Marine Resource Management, a Graduate Diploma in Fisheries Management, and a Diploma in Environmental Science.

While in Government, Chris managed multidisciplinary teams that were responsible for wild harvest resource management, marine parks and environment, data management, education, legislation, and recreational research. In the private sector Chris provided high-level operational and managerial assistance.

Recent consultancies have focused on building capacity in the fishing and seafood industry to develop a better strategic R,D&E focus, engendering dialogue between Indigenous, commercial and recreational sectors, and assisting aquaculturalists to optimise opportunities.

NSILP Funders and Major Sponsor

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Fisheries Research and Development Corporation



About the FRDC

The FRDC is one of 15 rural research and development corporations. The FRDC is co-funded by its stakeholders, the Australian Government and the fishing industry.

The Corporation invests strategically across Australia in research and development (R&D) activities that benefit all three sectors of the fishing industry—commercial (wild catch and aquaculture), recreational and customary. The FRDC's goal is for Australia's fisheries to be both sustainably managed and profitable.

The seafood industry is Australia's sixth most valuable food-based primary industry with a landed value of more than \$2.2 billion a year. In addition, more than 3.4 million Australians recreationally fish each year. For Indigenous communities, the fishing industry not only provides avenues for income but also plays a significant role in culture and subsistence.

Fish are a valuable, community-owned, renewable resource. They are however, limited and vulnerable. It is important that fish and their environments are managed using the best information available. The Corporation and its partners are striving to ensure that fisheries ecosystems are used in sustainable ways so that future generations benefit.

Not only does the FRDC aim to ensure the sustainability of Australia's natural resources, it also aims to raise awareness of key fisheries-related issues such as industry development, and the social and economic impacts of fishing on fishing communities. Strategic directions are set with key stakeholders and then partner organisations are directly engaged from all over Australia to undertake its RD&E activities. The FRDC also works with its partners to disseminate R&D results and assist with its adoption and, when appropriate, commercialisation.

The five strategic challenges

The FRDC's programs and accompanying emphases incorporate responses to a wide range of Australian Government priorities (including the National Research Priorities and the Priorities for Rural R&D relevant to the FRDC) and to significant national plans and policies including those of the fishing and aquaculture industry.

The FRDC has five programs:

- Environment
- Industry
- Communities
- People development
- Extension and adoption

More information is available at: www.frdc.com.au/research/r-d-priorities

Sydney Fish Market



Located on the wharves of the Sydney Fishermen's Market including a working fishing port, a wholesale fish market that trades more than 14,500 tonnes of seafood annually, food and beverage outlets, a seafood cooking school, and provides visitors with a vibrant and exciting harbourside experience.

Open every day except for Christmas Day, Sydney Fish Market boasts a variety of retail outlets located onsite including seven seafood retailers, a Chinese seafood restaurant, sushi bar, cafe, bottle shop, fresh fruit and vegetables, bakery, delicatessen, net and tackle, giftware shop and flowers.

Sydney Fish Market's computerised Dutch auction is held weekday mornings from 5.30 am, with over 100 species of familiar and exotic varieties available. This product is sourced from all over Australia, New Zealand and the Indo-Pacific and is available to over 600 registered Sydney Fish Market buyers.

The auction system offers retail and wholesale seafood buyers the fastest and most efficient method of trading product, ensuring the best possible price. Approximately 1,000 boxes of seafood are sold an hour through this process with an average of close to 2,500 boxes every auction – or 50 tonnes of fresh seafood each trading day.

With access to a huge buyer base for chilled seafood and additional market opportunities through SFMLive (the SFM online seafood selling system), Sydney Fish Market prides itself on its quality and range of product, the integrity and transparency of the state-of-the-art auction system, superior quality systems and support processes.

The market is also recognised both locally and internationally as one of the country's most interesting tourist destinations with more than two million visitors annually.

For further information about Sydney Fish Market, call 02 9004 1100 or visit

www.sydneyfishmarket.com.au, www.aussieseafood.com.au or

www.seafoodexcellenceawards.com.au

NSILP Alumni

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Andrew Buckley	ACT
Andrew Forrest	QLD
Andrew Rowland	WA
Andrew Tobin	QLD
Andrew Winzer	WA
Andy Dyer	SA
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Zac Launay	WA
Zac Olsen	NZ

“The seafood industry is changing very quickly and the industry must invest in developing people to initiate and manage change across the board. There is always a role for leadership, regardless of your position.”

Dr. Patrick Hone, Executive Director FRDC

“Sydney Fish Market is extremely proud to sponsor the National Seafood Industry Leadership Program which helps to foster some of our industry’s brightest talent.

I have been delighted to see so many Sydney Fish Market staff and industry representatives blossom into capable leaders as a result of this program. The NSILP creates an understanding by participants that leadership is not solely about directing others, it’s about sharing opinions and forming a collective vision for the greater good of the group. With much fragmentation in the seafood industry, this collective approach to leadership is integral for a successful future.”

Bryan Skepper, General Manager, SFM

