

Assessing the people and capability framework for the aquaculture industry

Huon Aquaculture



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Foreword

The following report has been developed by Huon Aquaculture as a summary of findings from the 'Assessing the people and capability framework for the aquaculture industry' project.

This project is of huge importance for Huon and the aquaculture industry as a whole, as it explores leadership and people development, especially where the report's findings will be embedded or operationalised within an organisation.

The findings from this project provide insights into the key learnings identified in the project facilitated by Huon.

Some key findings include:

- Design of resilient people and leadership development frameworks to support constantly evolving and changing roles;
- The importance of engagement and understanding leadership motivation;
- Operationalising a leadership program across multifunctional teams, the learnings and skill sets;
- Establishing a transferable Succession Planning Framework to meet future skill requirements with a significant focus on leadership competencies;
- Developing a retention strategy and career pathways program;
- How a workforce can operationalise innovation; and
- Lessons learnt from this project.

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- National Aquaculture Council – Aaron Irving
- Seafood & Maritime Training
- TSIC (Tasmania Seafood Industry Council)
- Cameron Oysters
- Tassal
- Xlab
- Skills Impact Australia

Facilitators for the Huon Leaders Program

- Christine Storm – People on Purpose Tasmania
- Jon Fletcher – Good to Great Tasmania
- Peter Tranter – People Safety Training

Facilitator for Innovation Program Design Thinking Training Program

- Carol Harding – Carol Harding Consulting

Executive Summary

Huon Aquaculture is a medium sized aquaculture and food processing enterprise based in Tasmania and New South Wales. Since its establishment in 1986, Huon has grown to become one of the largest salmon producers in Tasmania. Huon is a majority family owned business employing over 700 staff.

The average age of the Huon workforce is 39 years with a gender split of approximately 22% females and 78% males, with an average tenure of 4.8 years. Huon is vertically integrated and several divisions form the Huon Aquaculture team.

In 2017, Huon commenced a dynamic project 'Assessing the people and capability framework for the aquaculture industry' with a duration of two years. The project had a core focus on building leadership capacity by providing skill sets and frameworks to support leadership development. The project also focused on encouraging talent, in turn supporting growth through well rounded, empowered in-house staff. The project highlighted the importance of making development a strategic priority for leaders, but also ensuring these directly mapped to and supported overall business goals. The manner in how these fundamental elements combined was a key area the project explored.

Natalie Chee Quee is the Organisation Development Manager at Huon who specialises in all aspects of People Development, Workforce Planning and Project Management. Natalie presented a broad spectrum of business expertise to the Tasmanian community gained through academic qualifications and national work experience including Operational Management, Strategic & Operational Human Resources, Training & Development and Change Management.

With the rapid expansion of the aquaculture industry and growing external influences including, environmental, social, innovation, AI and evolving market demand, there is an imperative to up-skill the leadership team. This is further supported by a future forecast for the Tasmania Salmonid Aquaculture industry's ambition to be a \$1 billion industry by 2030 (KPMG Economic Impact Assessment 2014).

Background

Huon identified previous leadership development opportunities available since 1986, including a small number of leaders having completed VET Sector leadership programs such as Diploma and Certificate IV in Leadership and Development. Several leaders who had participated in development programs struggled with the content as the training was not contextualised to the

industry, but remained generic in approach. This cohort of participants along with other leaders across the organisation requested additional support in Leadership skills.

Huon presently uses a people succession plan, but this is inconsistently applied across the organisation highlighting the requirement for the development of a robust program.

Supporting the people succession plan is the development of career pathways. Career or development pathways are currently not fully documented or made available to employees; this fact was validated during workforce planning activities conducted by Huon in 2018. This was an important consideration due to Tasmania's geographic location and the need for career progression. The development of frameworks to enable career progression was identified as a key enabler for future business growth.

Aims/Objectives

The project delivered several outcomes including enhancing Leadership Capacity and Workforce Capacity within Huon. The Leadership program once developed will further support training programs already available, including the Seafood Leadership Program (NSILP) and Australian Rural Leadership Program (ARLP) programs.

Additionally, Huon leaders must be strong technical managers, but also strong leaders of people, a challenge within any fast-paced environment. The rapid speed of innovation in the industry, particularly in Tasmania, further accentuated the need for Huon to focus on professional development for all leadership cadres. Finally, having an organisation accepting and encouraging of innovation is important to Huon and a key part of its culture.

Objective 1: To develop an Aquaculture Leaders Program to upskill leaders and support future leader succession.

Objective 2: Create an environment where idea generation is streamlined, where all ideas and new ways of working are reviewed and managed using a consistently applied method and approach.

Objective 3: The Program will focus on designing training content to:

- Strengthen leaders to the next evolution in people leadership;
- Extract value from the leadership workforce by empowering them with new skills to motivate and influence their people and teams;
- Create an Aquaculture Leaders Program industry specific and contextualised;
- Design and implement a development pathway for present and future industry leaders;

- Strengthen leader skills in managing teams, building resilience, personal performance and leadership fundamentals;
- Evolve and implement an automated Innovation Program; and
- Define and develop a Leader Succession Program to strategically place Industry leaders of the future.

Methodology

The project initially focused on the development of the Leaders Program, including developing the program structure. Another stage involved going to market to identify and procure the facilitators to build and contextualise the selected training content. Once the Leadership program was underway, the focus shifted to developing a Succession Planning Framework and Innovation Program. Due to other internal workforce planning activities underway in Huon, a considerable amount of information was available to validate the design of these initiatives. The final element of design was the career pathways module, completed at the end of the project lifecycle, reinforced through learnings gained during the project.

The method just described ensured the engagement and communication associated with the activities was also both timely and relevant.

Results/key findings

Future leadership development programs often require a change in organisational culture and seamless change is notoriously difficult to deliver, so senior leader commitment was crucial to the project, especially when staff were taken away from business as usual.

Facilitating a Leadership Program within an organisation also requires consultation on training with minimal operational impact. This point required maximum attendance and the Huon Leaders Program achieved attendance rates just short of 100%. This attendance rate is testament to the enthusiasm of participants and their proactive engaging in all content.

Introducing a Leadership Program is not a one-off activity, it needs to be strategically placed into the people development cycle within an organisation. In Huon's case, the Leader Development Program will continue to evolve as leaders across the organisation provide feedback and share their developmental needs. Huon have also asked for an emerging leaders' program, so team members can be developed at an early stage of their career. To continue the growth of leaders, post the Leaders Program is a robust Succession Planning Framework to stretch and grow leader skill sets.

The project resulted in Huon gaining increased self-awareness and leadership skills from the existing workforce, whilst also helping to revitalise innovation across the organisation.

The Innovation Program enables Huon to connect with all employees and provide them with an avenue to innovate and help build Huon and the aquaculture industry.

Implications for relevant stakeholders

- People development frameworks require Executive Team support to ensure the programs are embedded into the organisation. In Huon's instance, the work was interconnected, therefore project management and stakeholder management were key when facilitating the project.
- Traditionally, employees have undertaken training aligned to some form of certification. In this instance, the focus often shifts to assignment completion and not on using the new skills learned. The Huon Leaders Program was focused on operationalising learning and providing tools and approaches to leading teams able to be immediately applied.
- Succession Planning frameworks and career pathways require maintenance and ongoing commitment from the Human Resources Team to oversee and manage the work. Simply deploying any framework across an organisation will therefore be insufficient.
- Innovative workplaces should be encouraged with Innovation Programs to provide an exceptional platform to foster on-going innovation. Without the introduction of structure and rigour within any Innovation Program, this may affect the organisations engagement and culture.

Recommendations

This project resulted in a number of frameworks for industry partners to review and adopt however, spending time reflecting on existing processes and practises is critical to success.

The programs are designed so others can use, accepting this should be contextualised to an organisation.

Consideration to other internal people development activities and their alignments is an important element, leadership development is not a stand-alone activity.

Introduction

The aquaculture industry is an industry undergoing rapid expansion, highlighting the need for a smarter, better skilled and more flexible, capable workforce. The rapid development of innovation across the industry, particularly in Tasmania, further accentuates the need to focus on professional development.

The industry has a reputation for high performance within Tasmania, therefore building the skills, knowledge and capabilities of its people will ensure the industry reaches its full potential. This research project has help identify a 'pathway' to build capability within the present workforce and prepare the industry for future opportunities and challenges. Having a strong leadership cadre and well-trained work force will produce strong aquaculture communities resilient to change and in the medium-term productive and profitable.

This project was focused on growing the capabilities and skills of Huon Aquaculture employees, it has been designed to be transferable within and relevant to the industry per se.

Across the aquaculture industry there is a need to remove specific employment barriers so the industry can attract, recruit, retain and develop people now and into the future. This paper therefore highlights the importance of collaborative working to share learnings and to develop a transferable people capability program.

As outlined in the FRDC People Development Program (2008-2013), the following points continue to remain relevant in the industry:

- There is a shortage of industry leaders right across the aquaculture industry;
- Early career researchers and emerging industry leaders lack opportunities for formal mentoring and professional development; and
- There is limited opportunity for people in the industry to develop skills to support improvement in business profitability and sustainability.

Objectives

Three objectives were defined for the project. These objectives are reproduced here from an earlier section of this report for consistency.

Objective 1: To develop an Aquaculture Leaders Program to upskill leaders and support future leader succession.

Objective 2: Create an environment where idea generation is streamlined, where all ideas and new ways of working are reviewed and managed using a consistently applied method and approach.

Objective 3: The Program will be focused on designing training content to:

- Strengthen leaders to the next evolution in people leadership;
- Extract value from the leadership workforce by empowering them with new skills to motivate and influence their people and teams;
- Create an Aquaculture Leaders Program industry specific and contextualised;
- Design and implement a development pathway for present and future industry leaders;
- Strengthen leader skills in managing teams, building resilience, personal performance and leadership fundamentals;
- Evolve and implement an automated Innovation Program; and
- Define and develop a Leader Succession Program to strategically place industry leaders of the future.

Method

The project was delivered using a series of phases, initially creating awareness and understanding of the project across industry and the Huon Aquaculture Leadership team.

Executive Team Consultation

The Huon Aquaculture Executive Team were engaged through general management briefing sessions. These sessions were subsequently followed by one-on-one discussions to review the project scope and key outcomes, subsequently discussed with each General Manager. During every phase of the project, the general management team were able to directly feedback information and ideas relevant to building the skills of leaders across the organisation.

The above approach proved beneficial, for example, one General Manager supported the external facilitator ensuring the 'Financial Awareness' training module was relevant and aligned to Huon's financial processes and language.

Additional benefits from engaging with the Executive Team was their input into the development of the Innovation Program. The team also provided subject matter expert (SME), further strengthening the cross functional team approach.

Partnerships

Interested third-parties were contacted to gauge their level of interest and to confirm appropriate channels through which to share project information. A discussion with Affectus helped understanding of the Seafood Leadership Program (SLP). Discussions also occurred with the Tasmanian Seafood Industry Council (TSIC), Seafood & Maritime Training (SMT) and RTOs, as training content and program delivery was involved.

National Aquaculture Council (NAC) Australia was briefed on the project whilst information was communicated in the form of project updates. These updates ensured content not only met the needs of Huon Aquaculture, but addressed the knowledge gaps common across the industry.

After considerable market research, three external facilitators were procured to support development of training content for the Leaders Program. Importantly, facilitation style,

knowledge of aquaculture terminology and ability to engage with a wide range of participants was considered during selection.

Development of an Aquaculture Leader Development Program

After reviewing the in-place training programs including the National Seafood Industry Leadership Program (NSILP), one key consideration was how the project would bring together program participants from all parts of Huon, whilst ensuring the relevancy of learning materials. At project completion, 42 participants from a wide range of divisions proved the relevancy of the developed materials. The selection of participants was another element requiring significant consideration, as identified participants were acknowledged to be General Managers of the future. Although the program wasn't targeted at the Executive Team, two General Managers also participated so the Executive Team knew the tools, language and learnings from the program.

Once participants were finalised and on-boarded to the program, they were divided into groups with an attendance rhythm designed. This rhythm considered how to engage Huon leaders over a busy period in the year and how to mix departments to nurture cross-functional teams for the future. In each training session, there were up to twelve participants and where possible, this group completed the program as one group. It was decided the program would commence in July 2018 with four training groups. By selecting relatively small training groups (twelve to a group), this provided the flexibility for participants to attend catch-up sessions where needed. The training program also was designed to occur with a running frequency of a session every 6-7 weeks over a nine-month period. In total, there were six modules over the nine-month period with training pausing during the busy summer months.

The modules were developed with support of FRDC, with the exception of WHS and financial awareness modules. This information, whilst funded by Huon, can be shared if requested. The modules additionally include documents and tools to support the participants including development plans.

The training content encompassed a quality delivery training methodology. This method was highly interactive, engaging and designed around adult learning principles, thereby ensuring participant involvement and learning transfer. All materials developed was linked back to workplace 'reality' with an emphasis on skills application.

The Leadership Program commenced post a Training Need Analysis (TNA). The TNA proved extremely beneficial as it not only validated assumptions for the Leadership Program, but also highlighted for individual leaders their own developmental areas. This approach was a refreshing experience for each participant and was commonly referred to throughout the project by the facilitators. The TNA was purposely not designed to focus on technical skill development, but instead focused on leadership development. A number of other factors were considered when designing the TNA including:

- Leadership behaviours;
- Evaluating current competencies;
- Identifying performance gaps and identification of individual training needs; and
- Development of future development for each individual



Figure 1. Participants of the program in a team building activity.

TNA categories included interpersonal skills, personal attributes, leadership and business management skills. The participants were asked to complete this document and self-assess against specific skills and abilities. At the conclusion of the program, each participant again completed their TNA.

The program was run from Huon's Hideaway Bay offices, Hobart office and the Devonport Processing factory. The training being geographically dispersed also helped with leave coverage, or when the participants were travelling between sites. It also provided an opportunity for participants to visit other sites and learn about operations that they may have had limited exposure to previously.

At the conclusion of every learning module, a post module survey form requested feedback. This feedback was evaluated and shared with the facilitators to ensure any feedback was quickly acted on.

Please refer to Appendix A – Program Inclusions and Appendix B - Project Outcomes from the Leaders program participant feedback.

To close out the Leaders Program, a post-learning event was held in March 2019, with the majority of the Executive Team in attendance along with program participants. This event provided the first ever opportunity for the leaders of Huon Aquaculture to meet with other Huon leaders all in the one place. The event included reflecting on the program learnings, a guest speaker reflecting on the leadership development journey, followed by a discussion on future leadership development at Huon.

Succession Program

The Succession Planning Framework will assist Huon and other organisations to address several key areas including future leadership capability, retention of high-value talent, continuing staff development through career progression and overall cultural development for Huon.

The development of the Succession Planning Framework also mirrors the workforce planning process and is primarily concerned with establishing a pipeline of talented workers to fill key positions in the future. To assure consistent succession, analysis was conducted by the project team to:

- Assess the potential for future leadership and other key positions;

- Assess the readiness of current staff to assume these positions; and
- Develop strategies to address these needs including mentoring, formal training in leadership and retention strategies.

The first element of the design of the Succession Planning Framework was to focus on leadership competencies, the Succession Planning Framework is made up of four competency areas including:

- The Big Picture;
- Relationship Building;
- Service Provision; and
- Business Fundamentals.



Figure 2 - Competency groups and measureable elements of each area

Role alignment to each competency was then developed with differing descriptors for each position level including General Managers, Managers, Team Leaders and Supervisors.

Please refer to Appendices C for a sample of one competency section the Big Picture.

To align the competencies, it was necessary to identify positions within the business that form the Succession Planning Framework. A critical role identification approach was then created and applied to identify the critical roles across the organisation which are scoped as critical to apply succession planning to.

The rationale behind a critical role includes:

- Role responsibility;
- Existing gap analysis knowledge;

- The capabilities, knowledge, attributes and experience required for each role; and
- Leadership responsibilities.

Across the Huon workforce there is approximately 700 employees covering 250 positions. Analysis was therefore required on the skill sets needed for a position to fall within the Succession Planning Framework. The critical role identification process resulted in 59 positions being included in the Succession Planning Framework.

Please refer to Appendix D for the list of positions.

To operationalise the framework, each division is required to validate the roles selected. This not only engages the senior leaders but validates the roles selection. When conducting this analysis consideration was given to:

- Are all critical roles captured and talent as successors;
- Does the identified person have the pre-requisite skills to perform the role;
- Are potential successors outside of the division;
- Do the successors have the motivation to step up and is the succession the persons desired career succession; and
- Identify the people's readiness for succession.

Once this activity has occurred each successor is mapped against each of the competencies in Microsoft Excel. The ownership of the Succession Planning Framework is the divisional General Manager and the Human Resource department. The succession document is reviewed on a three-monthly rotation basis.

A pilot of the program has been running within the People, Safety and Culture team and will shortly be implemented across the organisation.

Innovation Program

The Innovation Program was designed to create the capability for innovation at Huon and a place for innovations to be reviewed and assessed via a consistent method. The innovation program enables an innovative culture by providing team members with opportunities to envisage other ways of doing things.

The initial stages of the program development included research from the design of the framework, methodology and support requirements. Benchmarking was also conducted with another Tasmanian company which introduced a whole of business innovation program in 2018. Huon was also able to leverage employee feedback on current innovation practises from workforce planning activities conducted in 2018. These insights were captured internally with some of the key findings including:

- Many different processes apply across the organisation with no consistent approach across divisions;
- Many managers are open to innovation, but others are not, owing to current operational workloads;
- Tool boxes/team meetings are common areas to share innovation ideas today;
- Employees share ideas with their managers but often there is no follow through or feedback; and
- Some employees have discontinued offering ideas due to the perception of a lack of action or interest on their ideas.

With consideration to the research, feedback from employees and business objectives the innovation program was designed. The initial design was focused on three types of innovation including big ideas, small ideas and wicked problems. Small ideas were defined as ideas that are small scale with minimal disruptions to business, the type of innovations managers or supervisors are empowered to implement. The premise of bigger ideas was innovations requiring changes to structure processes and products. Finally, wicked problems being the game changing innovations creating a platform for senior leaders to share innovations they would like explored. In early 2019, through project planning and input from others, it was decided to remove the innovation types and simply have 'innovations' as all ideas would be reviewed and assessed via the same method.

When reviewing the innovation types, analysis was conducted based on research on the key requirements to support the program to embed and remain active. Considering the analysis,

a number of guiding principles were designed for the Innovation program which include:

- People: Providing a supportive environment for our people to innovate;
- Tools & Processes: Invest in appropriate and beneficial tools to simplify the process;
- Recognition: Recognise and celebrate innovative thinking; and
- Metrics: Accurately measure the value of innovation to the business.

Concurrently, consideration was given to the appropriate methodology for the innovation program. Design thinking methodology was selected as the tool to support the program. Designing thinking is focused on problem solving, creativity, empathy, communication, collaboration, adaptability and innovation.

Exploring the principles was the requirement for people to be engaged in the development of the program. Supporting the research was the benefits of introducing an innovation team who play a critical role in embedding and supporting innovation in a business. Consideration was also given to the importance of engaging an innovation team early on to provide input into the program.

Outside of the innovation team, the requirement to have a leader of the program was determined. The innovation program of work is closely aligned to a number of Research and Development projects therefore it was decided to align the program to this team with the Group Development Manager responsible for the innovation program. Their role is to oversee the program with an additional .5 FTE support to review innovations received, oversee reporting, categorisation of ideas and overall program coordination.

The innovation team expression of interest was initiated during the closing function for the leader's program. A number of people self-nominated and others were put forward from their General Managers as divisional innovation team members. The innovation team that has been developed includes participants from all divisions of the business covering a range of highly technical, operational, and more administrative roles and skills-set. The core role of the innovation team is to support innovations by engaging with innovation/idea initiators, reviewing and assessing ideas against criteria, communicating innovations across the business, be a 'go to' for all things innovation and be an innovation advocate. To support the design and implementation of the program each innovation team member is required to commit 2 hours a week to the Innovation program.

Once the innovation team was established the participants attended an externally facilitated design thinking two-day training work shop. The workshop comprised different practises along with design thinking methodology, exploring Six Sigma, Lean Design methodology to build upon the innovation teams understanding. A key activity performed in the training was stakeholder mapping to support the team in understanding key stakeholders and the future approach for innovation. Closing the session was empathy mapping to ensure the team considered a number of factors when working through innovations.

The first task for the innovation team was to review the process for innovation and idea submission. The idea submission process needed to be designed in a manner that enabled all employees from any division to put forward an innovation via a digital form or paper-based format.

Please refer to Appendix E – Innovation Idea Process and Appendix F – Innovation Idea Form.

The idea submission form was designed with consideration to design thinking methodology and applied plain English principles. Consideration was also given to digital literacy support requirements to ensure the ease of form completion.

Once innovations are received the submissions are allocated to the innovation team to review and assess applying assessment criteria. A number of processes have been designed with consideration to manager engagement of an idea as well as the initiator being able to provide further feedback to the innovation team if required.

Supporting the innovation program is assessment criteria which has been developed by Huon. It assesses all innovations against the organisation values and financial benefits. The assessment criteria scoring system has a scoring ratio of -9,-3, -1,0,1,3,9 as this provides greater distinction between the different ideas.

Please refer to Appendix F – Assessment tool.

All innovations are reviewed on a monthly basis by the innovation team. In the instance of the innovation not progressing, feedback and communication channels have been developed to ensure the initiator is kept informed. In the instance of the idea progressing, a structured process begins where the innovation team pitch the idea to the divisional general manager for review. At this time the general manager will 'approve' or 'not progress' the innovation.

There is also the option to put the innovation on hold, pending the innovation being aligned to future work. When the innovation is pitched to each general manager and approved they are assigned the role of implementing and providing the resources to support from within their divisions.

There are many innovation software systems available for purchase. Comprehensive analysis was conducted on these systems but the benefit of crowd sourcing and other input channels via digital platforms is not a priority for the innovation program. Therefore, an in-house built digital process was designed comprising of a digital idea using Jot Form technology, which passes information through to a share box. This data is then extracted and managed via an internal database to track and follow each innovation.

Supporting the innovation program is the development of reporting and dashboards which are currently maintained by the program manager. The reporting and dashboards track and monitor the number of ideas received, ideas underway, ideas being reviewed, ideas pitched.

The final element of the innovation program design was recognition and reward. Considerable discussion occurred on whether we will individually recognise ideas. It was decided by the innovation team to launch the program without reward and instead focus on recognition. Recognition will occur through people's innovation being shared across the organisation and newsletters (should they choose). Rewards will still occur but will be supported via an annual awards ceremony that will be scheduled to celebrate all innovations received.

To embed and introduce an innovation program requires the development of communication and change planning. The innovation program is planned for launch in October 2019 where all employees across the organisation will be invited to attend a session to be briefed on the program.

Career Pathway Development

Huon has established career pathways as a new tool to support with employee retention and development. The career pathways provide an understanding of the common skills, knowledge, and training requirements required for each role (Job specification). Employees are able to look at their current role and skill sets and review other roles they aspire to be in the future.

The pathways have been developed so people can select an area of the business and review the education, training and skill requirements for that role, thereby supporting cross-skilling in the business.

To support the build of this activity consideration was given to the format and design of the career pathways. It was established that the career pathways be a tool to support managers in development and performance conversations that are held with employees on a regular basis and will form a career planning tool.

The career pathways designed are separated by division. The divisions are broken down as follows:

- Finance;
- Information Technology;
- People Safety and Culture;
- Fresh Water;
- Marine Operations;
- Processing;
- Sales & Marketing;
- Environment & Sustainability;
- Commercial Planning; and
- Fish Health.

As outlined in the appendix each of these divisions is captured and the career pathways mapped out as development journeys.

Please refer to Appendix G for a sample for the People, Safety and Culture Division.

Results

Implementation of a Leadership Program

Following the implementation of the Leaders Program commencing in 2018, the program completed in March 2019 when the final module was facilitated. The most significant unforeseen piece of feedback from the participants was the ability to attend training with participants from other divisions of the business. Bringing together leaders to discuss their current challenges was extremely powerful and engaging for participants.

The other feedback received highlighted that practise in applying the performance and coaching tools is critical and needs to be made available more frequently and not just in a training event.

Succession Planning Framework

The Succession Planning Framework provides Huon with the ability to build upon the growth of the leaders. Whilst the program is still being implemented at Huon, the leadership capability has been lifted for the participants of the leader's program.

The success of the Succession Planning Framework requires a commitment from the divisional managers to own and oversee. It additionally requires a significant commitment from individuals who have been identified as successors. If the person is not willing to be engaged in development activities, then the value of their development will not be realised, therefore this needs to be establish prior to the development commencing.

Innovation Program

The innovation program has resulted in the engagement of a team from all divisions of the business who take pride in calling themselves the 'innovation team'. The initial plan to engage them early on in the program development has proved advantageous as they have engaged in the design of the program and have also ensured divisional distinction issues were addressed.

With the introduction of any program or change initiative leader commitment is critical. The innovation program therefore has a number of interventions planned to make sure the program is understood and embedded into the business. In the near future change pulse assessments and other measures will be applied to review the effectiveness of the program as well as monthly idea submission reporting to track the engagement and progress of the program.

Career Pathways

The implementation of the Career Pathways is still in its infancy. The approach for use is primarily when employees are having development conversations with their managers, however, more feedback is required from employees on how they can utilise the information now available. The design of the career pathways has been developed in a way to encourage development conversations with employees and their leaders.

Discussion

The objectives of this project have been achieved with all key deliverables being attained. The project lead has spent more time than initially anticipated working on all deliverables for this project. This was due to multiple internal and external stakeholders being engaged and providing input.

The learning from the development of the leader's program was then applied to the design of the Succession Planning Program and career pathways. A shift was required for leadership development to transition from technical skills development to leadership skill development. This mind-set change did take time to occur for a traditionally technical focused workforce.

Surprisingly, the innovation program required the most amount of consultation. Consultations from the innovation team to obtain their input and engage them in the design of the program but also advise any divisional difference which could impact the success of the program. A large number of processes were designed to support the program which required input.

All elements of this project require support and commitment from all levels of the business. The levels of motivation and engagement from participants of the leader's program was an outcome that was unforeseen.

Conclusion

The overall aim of this project was achieved in lifting leadership capacity at Huon and introducing strategic people development activities. The project set about correctly identifying the leadership capacity that Huon and the industry require in the future.

The way we approach work is changing fundamentally. Automation will continue to replace human tasks and change will be constant. This presents organisational, talent and Human Resource challenges at the same time as both employees and leaders are wrestling with disruptive and environmental impacts.

People development activities will assist the industry in bridging the gap between today and the future, not simply closing the gaps within. We must review structure and internal processes to ensure the industry is prepared for an unknown future. While also considering the appetite for change of the workforce and further development of diverse skills.

The workforce is aging which highlights further the importance of succession planning and knowledge transfer to maintain current and future capability requirements.

The Career Pathways and Succession Planning frameworks require up to date position descriptions to be in place. This is something that Huon is currently undertaking simultaneously with this project but without up to date and relevant information there is a risk that frameworks will become obsolete.

Implications

For the broader industry, the frameworks developed provide structure to help build the skills of the workforce with a specific focus on leaders. The opportunity for the industry is to take the learnings from the project Huon implemented and introduce the frameworks.

A key element with the implementation of people frameworks is consultation and feedback from internal key stakeholders. Organisational context needs to be understood and considered.

Recommendations

Prior to commencing, any people development activities seek feedback from their organisation's senior leadership team. Support and commitment is imperative for the implementation and embedding of people frameworks.

Prior to implementing an innovation program, feedback from employees is beneficial. The feedback collected similar to Huon, provides alternate insights into current business practises.

There additionally needs to be an appetite to lead and support the implementation of the frameworks by Human Resource teams. Without a high level of support and commitment the outcomes achieved similar to Huon success will be difficult.

Further development

Career pathways will be digitalised to provide employees with an online version to explore career pathways and review position descriptions. This database will further build upon relationships with employees and managers at regular performance and development conversations.

Extension and Adoption

In July 2019, Huon introduced 360 Leadership performance reviews to further build upon the development of the Leaders Program. 360-degree feedback provides participants a holistic view of their leadership strengths and weaknesses. People participating in 360 feedback included managers, peers, direct reports and any relevant stakeholders the participants provided.

This next evolution of the Leaders Program ensures the skills continue to be built and will additionally support the Succession Planning Program.

Finally, consideration to future leadership programs including emerging leaders. Huon has made the decision to run the program in coming years to continue to build upon the skill sets of the workforce.

Project materials developed

More details on the program inclusions, succession competencies, innovation processes and career pathways are available upon request to Huon.

Appendices

Appendix A – Program Inclusions

Module	Overview	Module Inclusions
1	<p>FUTURE READY LEADERS</p> <p>The skills you need to effectively lead and manage people today and into the future including what the difference is between Management and Leadership, Leading with purpose, influence and effective communication and framework for Leadership success. A Leadership skills self-assessment will also be completed during this session</p>	<ul style="list-style-type: none"> • Your Leadership Journey • Self-Assessment – Leadership Skill Sets Questionnaire • The Changing World of Work – What's driving change in your business? • New Ways of Working • Management & Leadership in the 21st Century • The Big Five - the Fundamentals of Management • Power and influence in Leadership
2 & 3	<p>PERFORMANCE AND COACHING</p> <p>Providing on-the-job coaching to improve performance and the implementation of a structured feedback approach.</p> <p>Motivating for performance, recognise and reward outstanding performance and manage to outcomes.</p>	<ul style="list-style-type: none"> • Greatness • Keys to Great Teams & Great Team Performance • Your team – what does it look like (and how do they rate) • Great Leadership – what is it (and how do you rate) • Managing Success & Conflict (through conversations) • Individual Performance Development • Coaching – for performance
4	<p>FINANCIAL AWARENESS</p> <p>Including the knowledge required for understanding the financial management expectations and relevant reporting and documentation for non-finance managers. Understanding the link between and the impact on the bottom line when daily operational decisions are made on the frontline.</p>	<ul style="list-style-type: none"> • Financial performance • Your impact on organisational finances • Understand financial terms and discuss issues that affect company finance • Interpret the three key financial statements - Profit & Loss, Balance Sheets, Cash Flow • Understand Budget information

5	<p>WHS RESPONSIBILITIES</p> <p>Exploring WHS Responsibilities and due diligence requirements under the WHS Act.</p>	<ul style="list-style-type: none"> • WHS Harmonisation • WHS Act • Duty of Care • Q&A • Critical Risks Identification
6	<p>LEADING INTO THE FUTURE</p> <p>Leading into the future – change resilience, embracing the future and supporting your team, embracing and leading innovation. A review of the program, the self-assessment and individual development plans for the future.</p>	<ul style="list-style-type: none"> • Leading into the Future • Leaders that Promote and Drive Innovation • Strategic Thinking • Operational Planning • Planning for the future

Appendix B – Project Outcomes and Participant Feedback

Outcome	Participant Feedback
Extract value from the leadership workforce by empowering them with new skills to motivate and influence their people	<ul style="list-style-type: none"> • Facilitator was fantastic - knew subject matter very well and interspersed it with relatable stories • I got a lot out of it and intend on putting it to use with my team • Learnt a lot about myself, and how I can improve as a leader. Good to meet people from other business functions
Create an Aquaculture Leaders Program that is industry specific and contextualised;	<ul style="list-style-type: none"> • The content was well thought out and delivered. Not an easy subject to deliver in such a short time. Really enjoyed Finance's input - his experience and examples were highly valuable.
Strengthen leader's skill sets in managing teams, change resilience, personal performance and leadership fundamentals;	<ul style="list-style-type: none"> • I've found the mixing with managers from other departments as beneficial as the content itself - this seems to be more so in the last module group than my intended hideaway group. Meeting faces of various past email communications is really good • Very important to have timely and to the point discussions with your teams to improve performance and effective relationships.

Appendix C – Sample of Succession Planning Competencies

Big Picture - Competency

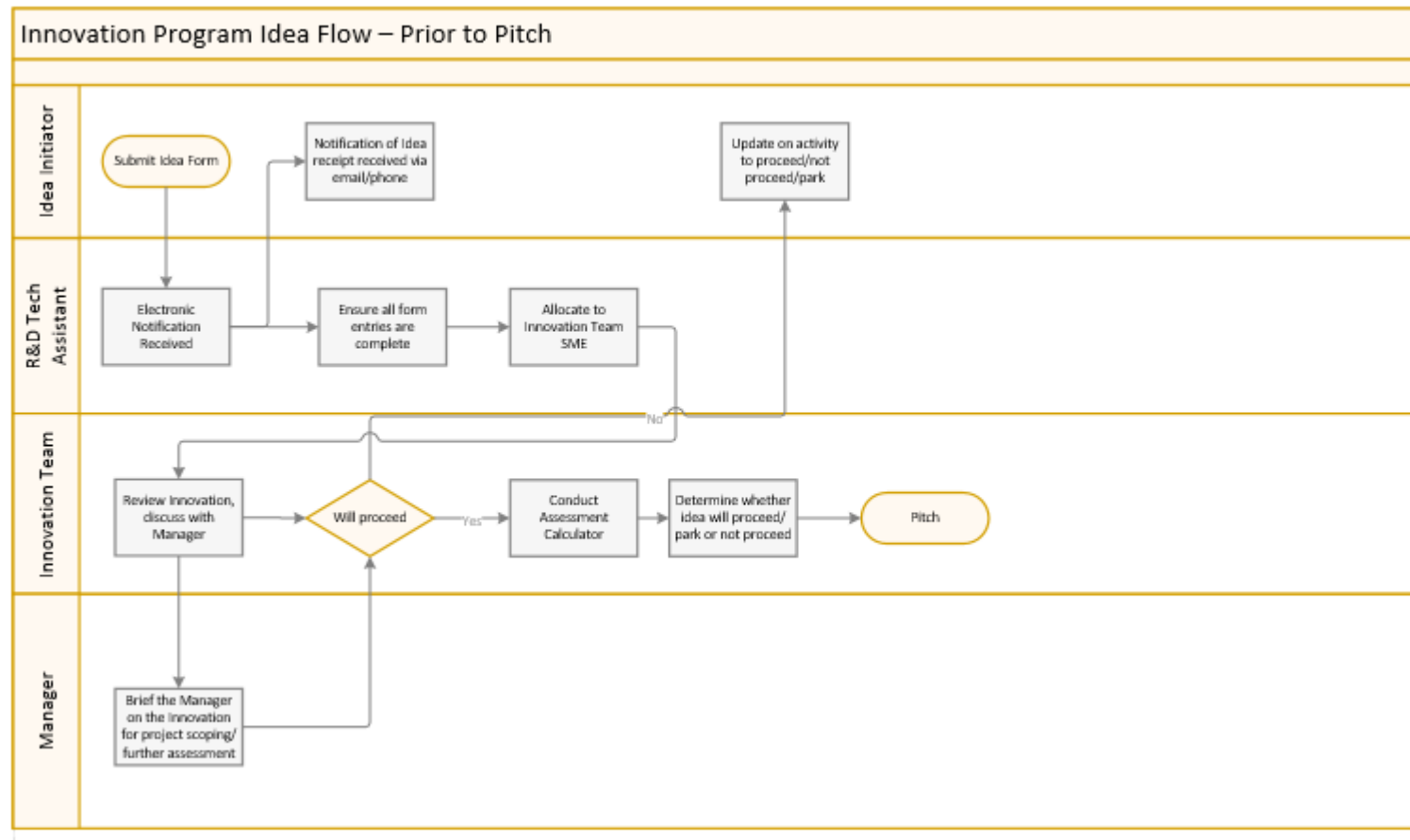
Competency: Managing Vision and Purpose		
Descriptor: Develops, defines, demonstrates and promotes the Mission, Vision and Values of Huon.		
Behavioural Indicators: The following list is a set of behaviours that are expected from staff in these positions:		
General Manager	Manager / Leader	Team Leader/Supervisor/Assistant Manager
<ul style="list-style-type: none"> ▪ Determines the Mission, Vision and Values of Huon and promotes a clear direction and purpose to internal and external stakeholders. ▪ Defines and ensures the development of strategies which are consistent with Huon values and which are necessary for the achievement of the Mission and Vision. ▪ Articulates an inspired and compelling vision that promotes commitment to others to help achieve the goals of Huon. 	<ul style="list-style-type: none"> ▪ Promotes the vision and mission of Huon to internal and external customers and stakeholders. ▪ Behaves in a way which is consistent with Huon values. ▪ Clearly communicates and clarifies the Vision, Mission, Values and long-term goals for others. ▪ Ensures that the values of Huon are embedded into structures, policies, practices and behaviours. 	<ul style="list-style-type: none"> ▪ Inspires commitment to the vision, mission and values by team members and stake-holders. ▪ Translates the Mission, Vision & Values into demonstrable outcomes at the local level. ▪ Systematically links work activities to the Mission, Vision and Values of Huon. ▪ Engenders optimism and engages staff and stakeholders in the implementation at the local level. ▪ Thinks beyond the “day-to-day” to take the long-term view of the business.

Competency: Strategic Agility		
<p>Descriptor: Develops and defines the strategic directions for Huon through consideration of environmental, technological and social trends and influences.</p>		
<p>Behavioural Indicators: The following list is a set of behaviours that are expected from staff in these positions:</p>		
General Manager	Manager / Leader	Team Leader/Supervisor/Assistant Manager
<ul style="list-style-type: none"> ▪ Determines strategic directions with the needs of stakeholders as primary drivers. ▪ Identifies and proactively anticipates implications of Huon strategic direction to enhance effective operations and financial viability ▪ Identifies connections, trends, patterns and opportunities that are not obvious to others and is responsible for setting the strategic framework for Huon. ▪ Inspires others to adapt, plan and commit to changing circumstances and fluid environment. ▪ Creates breakthrough strategies and plans to address the impact of external trends on the organisation and financial implications ▪ Identifies key performance indicators to evaluate effectiveness and drives process of continuous improvement. ▪ Aligns global and local strategies and ensures short-term actions meet long term objectives. 	<ul style="list-style-type: none"> ▪ Communicates and maximises the contribution of teams to achieve the organisation's strategic objectives. ▪ Leads teams to measure achievement and evaluate effectiveness in the drive for continuous improvement. ▪ Clearly communicates Huon strategic direction to team members. ▪ Identifies the implications of Huon strategic direction for their functional group and leads local team decision-making and activities to ensure strategic alignment. ▪ Adopts a flexible approach to implementing the work area strategic plan to meet changing circumstances. ▪ Coordinates team and cross-functional activities to ensure strategic alignment. 	<ul style="list-style-type: none"> ▪ Systematically links work activities to the strategic directions of Huon. ▪ Adjusts work objectives, activities, and tasks to support achievement of changing circumstances. ▪ Uses information about the market and technology to provide input into the operational and strategic plans of the organisation. ▪ Monitors progress against agreed objectives and takes corrective action as required.

Appendix D – Succession Planning Roles

<ul style="list-style-type: none"> • Zuidpool South Zone Manager • Information Technology Manager • HSE Manager • Zuidpool North Zone Manager • Assistant Zone Manager Hideaway • Lonnavele Hatchery Manager • Central Support Manager • Maintenance Manager - Southern Hatcheries • Managing Director and CEO • Corporate Communications & Community Relations Manager • Marine Projects Manager • Data Engineer - Machine Learning • Deputy CEO • Meadowbank Hatchery Manager • Millybrook Hatchery Manager • Executive Director • National Business Manager Wholesale • Feed Manager • Bridport Hatchery Manager • Freshwater Environment Manager • Springfield Hatchery Manager • General Manager Marine Operations 	<ul style="list-style-type: none"> • Forest Home Hatchery Manager • Plant Manager • General Manager Commercial and Planning • General Manager Freshwater Operations • Processing Manager • General Manager People, Safety and Culture • Harvest Manager • Hideaway Zone Manager • HRIS & Payroll Manager • Quality Assurance Manager • Quality Systems Manager • Customer Service Manager • Stores & Purchasing Manager 	<ul style="list-style-type: none"> • Sub Sea Manager • Export Manager • Team Leader Customer Service • Fleet Manager • General Manager Sales and Marketing • Hatchery Manager • Zone Manager Strahan • Engineering Manager • Fish Health Manager • VA Manager • Vaccination Supervisor • General Manager Fish Performance • Water Manager • Well-Boat Logistics Manager • Human Resource Manager • Director • Fish Performance Manager • Production Manager • Marine Biologist • Chief Financial Officer • Senior Harvest Attendant • Financial Controller
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Appendix E - Innovation Idea Process



Appendix E – Innovation Idea Form

If you have access to a computer or mobile device, you can submit your idea online.

Otherwise, complete the form below and submit via:

Email: innovation@huonagua.com.au; or

Mail: use the pre-paid envelope addressed to the Huon Innovation Team

Your Details	
Name	
Phone	
Email	
Department/Division	
Idea Title	
What problem is this idea solving?	

Provide a brief description of your idea

What are the benefits of your idea?

How should this idea be implemented?

Attachments

Attach any photos/diagrams/documents as required

Feedback & Recognition

Do you wish to receive feedback on your idea: YES ☐ NO ☐

Do you wish to receive recognition for your idea: YES ☐ NO ☐

Appendix F – Innovation Assessment Tool

Value	Category	
We value our employees and work together to develop our industry	People	
We provide a safe and healthy workplace for all our staff, contractors and visitors	Safety	
We are responsible neighbours helping to build and support sustainable communities	Community	
We are ethical, transparent, and inclusive in all our dealings	Integrity	
We embrace the challenge of innovation and are driven by an improvement culture	Creativity	
We produce seafood that is delicious	Taste/Quality	
We are passionate about our business working together to achieve quality outcomes	Care	
	TOTAL	

-9	-3	-1	0	1	3	9
Major negative impacts on company culture and morale	Serious negative impacts on company culture and morale	Minor negative impacts on company culture and morale	No impact	Positive impacts on company culture and morale	Excellent positive impacts on company culture and morale	Exceptional positive impacts on company culture and morale
Major negative impacts to health, well-being or safety	Serious negative impacts to health, well-being or safety	Minor negative impacts to health, well-being or safety	No impact	Positive impacts to health, well-being or safety	Excellent positive impacts to health, well-being or safety	Exceptional positive impacts to health, well-being or safety
Major negative impacts to neighbouring environments or communities	Serious negative impacts to neighbouring environments or communities	Minor negative impacts to neighbouring environments or communities	No impact	Positive impacts to neighbouring environments or communities	Excellent positive impacts to neighbouring environments or communities	Exceptional positive impacts to neighbouring environments or communities
Major negative impacts to Huon's image, public relations or brand	Serious negative impacts to Huon's image, public relations or brand	Minor negative impacts to Huon's image, public relations or brand	No impact	Positive impacts to Huon's image, public relations or brand	Excellent positive impacts to Huon's image, public relations or brand	Exceptional positive impacts to Huon's image, public relations or brand
			No creativity or problem solving displayed	Good creativity and provides a suitable solution to problem	Excellent creativity and provides a great solution to problem	Exceptional creativity and overcomes major technical challenge
Major negative impacts on product taste/quality	Serious negative impacts on product quality	Minor negative impacts on product quality	No impact	Improves product taste and/or quality	Significant improvements to product taste and/or quality	Exceptional improvements to product taste and/or quality
Major negative impacts to Huon's property, equipment or infrastructure	Serious negative impacts to Huon's property, equipment or infrastructure	Minor negative impacts to Huon's property, equipment or infrastructure	No impact	Improves Huon's property, equipment or infrastructure	Significant improvements to Huon's property, equipment or infrastructure	

Appendix G Career Path Samples



