



FINAL REPORT DRAFT

Catch the Drift

**Leadership and development training for the next
generation in commercial fishing and aquaculture
industries**

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Managing Director – Affectus P/L
October 2018

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Catch the Drift – Leadership and development training for the next generation in commercial fishing and aquaculture industries.

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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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Major contributors to the project were: -

- Project Funder – The Australian Government through Fisheries Research and Development Corporation (FRDC)
- Catch the Drift project partner – Seafood Industry Victoria (SIV) both the Board and the staff (past and present)
- Sponsors who provided in-kind support particularly Melbourne Seafood Centre (MSC)
- Other organisations, business and individuals who have provided their time and energy.
- Guest speakers and guests who provided the project with information during their engagement with the participants
- Project Members – Johnathon Davey and Affectus staff and contractors including Rina Cooper, Jen Smith and Rowan O’Hagan.

Jill Briggs
Managing Director
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Abbreviations

CTD – Catch the Drift

FRDC – Fisheries Research and Development Corporation

MSC - Melbourne Seafood Centre

PI – Principal Investigator

SIV – Seafood Industry Victoria

VFA – Victorian Fisheries Authority

VICFRAB – Victorian Fisheries Research Advisory Body (now obsolete)

VICRAC – Victorian Research Advisory Committee

VRFish - Victorian Recreational Fishing Peak Body Ltd

Executive Summary

PRINCIPAL INVESTIGATOR: Ms Jill Briggs
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Catch the Drift (CTD) was successfully completed in October 2018 with the completion of the stakeholder survey. The project delivered three CTD programs within the scheduled timeframe, meeting the expected requested participant numbers.

Catch the Drift had six objectives

- To establish the leadership skills gap for the commercial and aquaculture sectors of the Victoria seafood industry
- To develop a leadership program for two regional locations and address the skills gap
- To deliver the two regional leadership programs
- To support the program participants in the above programs
- To create strong network and leadership succession opportunities for the Victoria seafood commercial and aquaculture sectors
- To develop and deliver a project evaluation process at the conclusion of the project

Additionally, due to the success of the first two regional programs and in response to a request from the Victorian seafood community, a third leadership program was delivered.

Forty-five (45) individuals registered for the three programs which met the funders expectations. (see Appendix 1) from across a number of sectors. Of the 45 participants, 29 were men and 16 women. There was also diversity in the ages and cultures represented.

The CTD participants are well placed to ensure positive change occurs for industry and are all poised to take on new opportunities. Program evaluation found that the participants and stakeholders consulted identified that the CTD achieved strong outcomes for participants and already there is evidence that the industry is being rewarded with positive outcomes.

CTD has delivered high valued outcomes for Victorian seafood industry and participants and met its objectives.

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

- Greater confidence
- Increased skills
- Improved networks with peers and industry leaders
- Enhanced communication
- Broader industry understanding
- Broader perspective and thought processes,

Industry benefits identified by stakeholders were: - Better understanding of industry organisations and direction; increased industry involvement; increased confidence to raise an issue and have a voice heard.

From participant feedback and stakeholder survey the highlight of the program was the inclusion of the guest activity. This activity gave focus to the proceeding skills sessions. It also ensured continued discussions around skills building were relevant and topical.

The feedback about the program structure, delivery mechanisms, logistics and content were positive.

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

- Reviewing methods of delivery and;
- Further research into relevant guests.

KEYWORDS: Leadership, capacity, fishing, seafood, indigenous, aquaculture, wild caught, industry, organisations, Catch the Drift

Introduction

The Victorian seafood industry has a well-structured value chain from wild catch and aquaculture production which supplies local, national and international markets through to a strong wholesale and retail sector and government, non-government and private organisations resource the Victorian seafood industry.

The Victorian fisheries are sustainably managed. To ensure the sustainability the resources are managed to a world-class standard through a range of fisheries management tools and strategies. Victoria's commercial fisheries are abalone, bait, bays and inlets, eel, giant crab, rock lobster, wrasse and multi- species ocean fisheries.

Victorian aquaculture is managed under the Fisheries Act (Victoria) 1995, which provides for the management, development and promotion of an ecologically sustainable and viable aquaculture industry. Victorian aquaculture operates in a variety of offshore, coastal and inland facilities and produces Trout, Abalone, Blue Mussel, aquarium finfish, Murray Cod, Barramundi and Yabby. Victoria has a long history of commercial fishing a more recent addition to the commercial seafood sector of Victoria is the aquaculture industry. Both of these sectors of the Victorian seafood industry have a need for new and skilled people to take up leadership roles through the industry.

Victoria FRAB (now VICRAC) identified a need to develop the capacity of individuals within the industry to ensure that commercial fishers and aquaculturists are able to take up roles and responsibilities with an enhanced skills base to ensure that the industry is effectively represented.

Over the past decade a small number of skill-based programs have been delivered to the industry.

- The Forerunners - Victorian Industry Aquaculture Industry Leadership Program - 2010 and
- Step-Up - Victoria in - 2005.

Both of the above programs were single programs that provided individuals with skills, however the industry capacity built was minimal due to the low numbers of participants.

There are also considerable leadership capacity building opportunities throughout the Australian seafood industry and community however it must be noted that these opportunities are delivered in a manner that may be perceived as difficult to access and focused on national issues.

Considering the above VICFRAB identified that, within the Victorian seafood industry, there was a need to undertake industry research, industry consultation and develop a pilot leadership learning opportunity targeting young people across the state, from those already working in the commercial fishing and aquaculture industries to those who have completed a university degree should be developed and delivered.

It was anticipated that the project would address strategic directions outlined in the SIV Strategic Plan focusing on people and leadership. The project would also align with the eight objectives in the SIV plan and focus on the themes of leadership and innovation, member service, business growth, people, fiscal responsibility and operational issues. The project focus would, by default, address the capacity building requirements outlined in Victorian Fisheries Authority (VFA), Victorian Aquaculture Strategy Action Plan.

Objectives

Catch the Drift had six objectives:

- To establish the leadership skills gap for the commercial and aquaculture sectors of the Victoria seafood industry
- To develop a leadership program for two regional locations and address the skills gap
- To deliver the two regional leadership programs
- To support the program participants in the above programs
- To create strong network and leadership succession opportunities for the Victoria seafood commercial and aquaculture sectors
- To develop and deliver a project evaluation process at the conclusion of the project

Additionally, due to the success of the first two regional programs and in response to a request from the Victorian seafood community, a third leadership program was delivered.

Method

The following outlines the methodology used to deliver the project.

Project Part 1 - Commencement and design

- A Project Working Group formed - Using the resources and expertise of SIV, Fisheries Victoria and the wider Victorian seafood industry a project reference group was formed.
- Information gathering tool developed - Using previous information gathering tool, a simple questionnaire developed by Affectus (previously known as Rural Training Initiatives P/L) and in consultation with the project reference group an industry consultation process and information gathering tool was developed to ensure gathering of required information occurred.

Project Part 2 - Information gathering and research.

- Information Gathering Planning – Consultation meetings were planned for seven locations across Victoria and were held in 6 regions throughout Victoria. Industry programs were reviewed, and contact was made with industry stakeholders including VRFish and Victorian Fisheries Authority and Department of Agriculture.

Meetings were held in the following locations: -

East Victoria

- Lakes Entrance
- Port Albert

Central Victoria

- Melbourne

West Victoria

- Apollo Bay
- Port Fairy (3)
- Portland (3)

(see Appendix 2 Industry Consultation Materials)

- Information Gathering Process was developed from key questions but gathered through an informal conversation-style meeting in various locations that were convenient for the individuals being met. These locations included restaurants (1), cafes (1), boardrooms (2), workplace offices (5) and factory floors (1). At all meetings the following questions were asked by Jill Briggs (Project Primary Investigator (PI)) and recorded by the PI or project staff.
 - what skills and knowledge should be delivered in the program;
 - where the program should be delivered;
 - what time of year and days of the week; and
 - who should be invited to be part of the program.

(See Appendix 2)

- Skills gaps were identified through the consultation process and a capacity building program designed.

- A draft program was developed and circulated to the project partner SIV for comment.
- Program was finalized for Eastern and Western Victoria programs.
- Additional consultation was undertaken to ensure the provision of a program that matched industry needs for the Central Victoria.

Project Part 3 – Program Drafted and Finalised

- From the consultation with industry and feedback from SIV a second draft was presented to the stakeholders interviewed with a request for feedback.
- Final program and logistics were managed by the PI and project staff.
- Adjustment of project structure and delivery dates occurred for the Central Victoria.

Project Part 4 – Program Delivery

- Project steering group, stakeholders including Victorian Fisheries Authority and the industry individuals were engaged as speakers for all three programs. These speakers had profiles to match the needs outlined during the consultation process.
- Program delivery location was managed in accordance with industry consultation feedback including locating the Eastern Victoria program in two different regional centers to accommodate the needs to the participants. Location of program in Part 2.
- Program content, particularly Day 3 for Eastern and Western Victoria, was adjusted to meet the needs of the program participants. These adjustments were measured against the original needs identified by VICFRAB.
- Participants were registered through a combination of online registration, paper registration and phone calls (See Appendix 3 – CTD Registration Process)

Project Part 5 - Evaluation

Evaluation has been undertaken in a number of ways.

- Observed participant behaviours and change processes
- Formal evaluation provided by participants throughout the program
- Formal project stakeholder evaluation at the conclusion of the program delivery (Project Part 4).

Affectus has completed the evaluation of the project and not engaged VFA who were a minor stakeholder in the project.

Results

Project Part 1 - Commencement and design

A simple project working group was formed with members from Affectus and SIV forming the core of the group. The core working group were key in managing the consultancy stage by seeking regional connections into east, central and west of Victoria.

Additional members were brought into the working group on an “as needs” basis and these included the following: -

SIV Board members – Gary Leonard, Michael Hobson; VICFRAB members Kristen Abernethy and Craig Fox; Melbourne Markets EO – Barbara Konstas.

The “as needs” members provided assistance with organising regional consultation meetings in all the locations.

The information gathering tool developed (see Appendix 3) was a simple questionnaire that PI developed a meeting process using previous information gathering tool developed by Affectus (previously known as Rural Training Initiatives P/L) and in consultation with the project reference group an industry consultation process and information gathering tool was developed to ensure gathering of required information occurred.

Project Part 2 - Information gathering and research.

Information Gathering Planning – Consultation meetings were planned for seven locations across Victoria and were held in 6 regions throughout Victoria. Industry programs were reviewed, and contact was made with industry stakeholders including VRFish and Victorian Fisheries Authority and Department of Agriculture.

Meetings were held in the following locations:-

East Victoria
Lakes Entrance
Port Albert
Central Victoria
Melbourne

West Victoria
Apollo Bay
Port Fairy (3)
Portland (3)

(See Appendix 2 for further information)

Information Gathering Process was developed from key questions but gathered through an informal conversation-style meeting in various locations that were convenient for the individuals being met. These locations included restaurants (1), cafes (1), boardrooms (2), workplace offices (5) and factory floors (1). At all meetings the following questions were asked by Jill Briggs (Project Primary Investigator (PI)) and recorded by the PI or project staff.

what skills and knowledge should be delivered in the program;

where the program should be delivered;

what time of year and days of the week; and

who should be invited to be part of the program.

(See Appendix 2)

Skills gaps were identified through the consultation process and a capacity building program designed.

A draft program was developed and circulated to the project partner SIV for comment.

Program was finalized for Eastern and Western Victoria programs.

Additional consultation was undertaken to ensure the provision of a program that matched industry needs for the Central Victoria.

Project Part 3 – Program Drafted and Finalised

From the consultation with industry and feedback from SIV a second draft was presented to the stakeholders interviewed with a request for feedback.

Final program and logistics were managed by the PI and project staff.

Adjustment of project structure and delivery dates occurred for the Central Victoria.

Project Part 4 – Program Delivery

Project steering group, stakeholders including Fisheries Victoria and the industry individuals were engaged as speakers for all three programs. These speakers had profiles to match the needs outlined during the consultation process.

Program delivery location was managed in accordance with industry consultation feedback including locating the Eastern Victoria program in two different regional centres to accommodate the needs to the participants. Location of program in Part 2.

Program content, particularly Day 3 for Eastern and Western Victoria, was adjusted to meet the needs of the program participants. These adjustments were measured against the original needs identified by VICFRAB.

Participants were registered through a combination of online registration, paper registration and phone calls (See Appendix 3)

Project Part 5 - Evaluation

Evaluation has been undertaken in a number of ways.

- Observed participant behaviour change processes
- Formal evaluation provided by participants throughout the program
- Formal project stakeholder evaluation at the conclusion of the program delivery (Project Part 4).

Affectus has completed the evaluation of the project and not engaged VFA who were a minor stakeholder in the project. Including statistical analysis.

The PI (Program Facilitator) observed participant behaviour change process during the program. These were simple through to more profound changes in the participants observed during the program.

Simple Changes were: -

- Listening more actively - for example one of the participants commented that he was listening rather than talking which allowed for the younger generation to be heard.
- Taking on new knowledge – for example in both the Eastern and Western Victoria participants spoke about better understanding of the whole industry. Participants mentioned the following: -
 - I now more fully understand the role of a state local member, I will engage more.
 - I can see why the seismic issue is so important
 - Interesting that Victorian Fisheries Authority were willing to share.

- The links along the supply chain will assist us in telling the “good news” industry story.
- Change in behaviour to become involved was observed. Participants who were initially reluctant to be involved in the group conversations built confidence quickly and became engaged. Others became more willing to provide insight at a business level as the program progressed. Participants in the Central program built new connections during the second meal break after talking in workplace clusters during the first meal break.

The more profound changes observed are divided into action and understanding.

Action

- Participants managing group conversations and meeting for the first time
- Participants engaging with stakeholders in a positive manner
- Participants planning a whole group strategy
- Participants engaging with the wider community regarding an issue
- Participants developing a clearer understanding of the industry stakeholders
- Participants representing the industry on an industry issue
- Participants engaging with the mainstream media regarding an industry issue
- Participants developing a workplace plan and implementing change processes

Understanding

- Personal issues vs regional and state issues
- Communication plans are valuable
- Meeting processes ensure voices are heard
- Being involved ensures my voice is heard
- Personality assists in team environments
- Understanding my personal responses to conflict assists with group outcomes
- Getting a message clear increases the chances of being heard
- Having a plan and roles increases the opportunity for positive outcomes in meetings

Participant Evaluation

At the conclusion of each program section was evaluated by the participants. This evaluation was done in a variety of ways both written and visual. Below provides the various participant evaluations.

Images of Evaluation - Participants were also encouraged to provide feedback in other ways as illustrated below.



Written Evaluation

(Find the complete evaluation in Appendix 4 – Collated Feedback – Participants CTD)

The four simple questions asked of all the participants are: -

1. What was the most useful part of Catch the Drift
2. What was the most challenging part of Catch the Drift
3. The best part of Catch the Drift was...
4. What improve could be made to Catch the Drift

The generalised responses to each of the four questions are outlined below. It should be noted that not all participants completed the evaluation for various reasons including leaving early due to childcare pick-ups and, a facilitators observation, lack of literacy.

The most useful components of Catch the Drift, as mentioned by the participants, were the meeting with the decision-makers and the well set-up meeting process prior to the engagement there was also mention of the informal networking component of the meeting being a value element. A number of participants highlighted the understanding of personalities being useful and one participant wrote about the connecting with all of the other participants.

Participants were then asked to identify the most challenging part of Catch the Drift.

Interestingly, and is often the case the most useful component of a leadership program is also identified as the most challenging and it provide so with Catch the Drift participants. Many spoke about the roles taken on and organising the meeting issues and speaking up in the meeting. One participant mentioned being pushed out the comfort zone regarding the role she was allotted.

The next question asked the participants to reflect on the best part of Catch the Drift. There were general comments about meeting other participants and observing individuals develop throughout the three/two-day program. Understanding of personalities was also mentioned as was building broader knowledge about the complexities of the Victoria seafood industry and insight into the industry bodies.

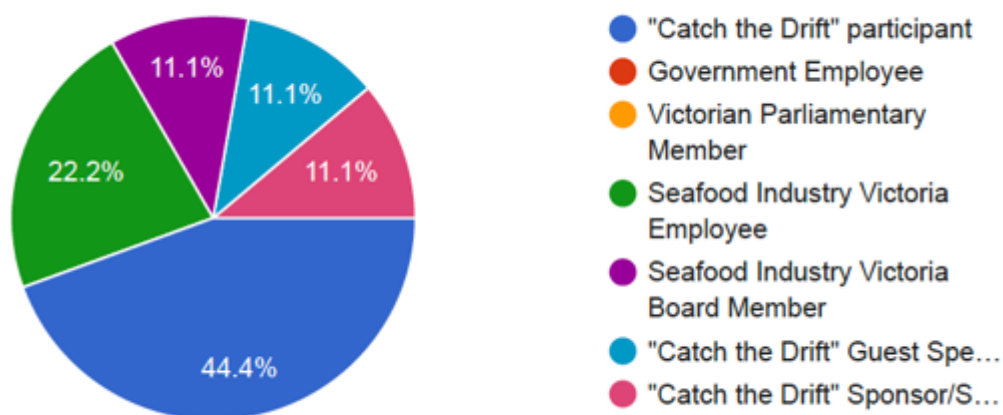
The finally question asked about what improvements could be made to Catch the Drift and responses were varied. Some participants indicated that having the sharing of participant information would be been useful. Some also noted the need to make the program more focused on workplace management skills development. One participant mentioned there were issues about some participants fully contributing. Four participants did not respond to this question.

Stakeholder Evaluation

A stakeholder project evaluation survey was sent to 29 stakeholders. The stakeholders included guest speakers, industry organisations, project partners and sponsors and graduates. Nine stakeholders responded this being a 31% return rate which is higher than the 29% noted as an average by survey anyplace (<https://surveyanyplace.com/average-survey-response-rate/>). The survey asked respondents answered fifteen questions. The initial two questions provided respondent information and the following thirteen questions were developed to provide information about the project objectives. The survey sample is found in Appendix 5.

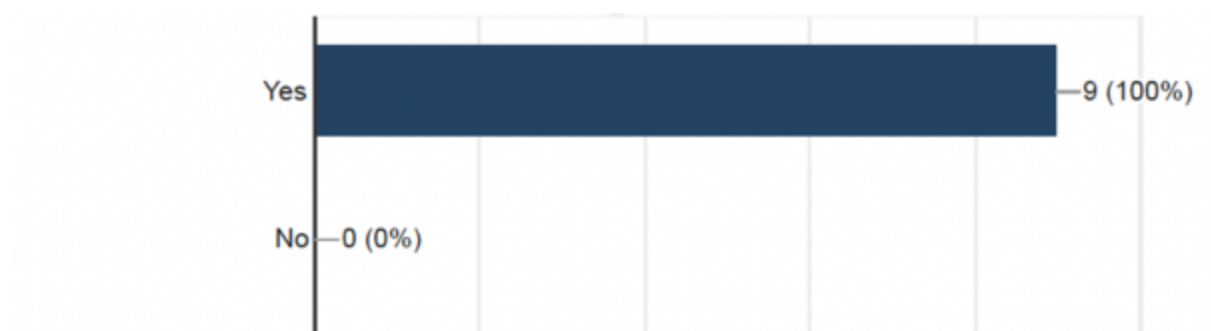
Below is the information gathered through the survey

Figure 1 - Respondents to the Survey



The survey outlined the project objectives and stakeholders were asked do you believe that the project objectives have been met.

Figure 2 - Program Objective Met



One respondent provided the following comment.

“It was a great start! But need to consider how to attract more participants in ways that works for them.”

The third question was a checkbox question with five options. The question was “From your involvement in "Catch the Drift" program (limited or extensive) what components/elements/parts do you think were the most useful for the participants? Please provide us with your thoughts. Below are the responses.

Figure 3 - Most Useful Program Elements



Two respondents provide the following “other” written comments.

“Would have liked some industry guest speakers”

“All of the above - plus encouraging participants to 'reach out' and engage with a passion project (would like to see more of this).”

The fourth question asked “From your involvement in "Catch the Drift" program (limited or extensive) what components/elements/parts do you think were the most useful for the Victorian Seafood Industry and Community? Please provide us with your thoughts.”

The responses were varied and can be read in Appendix 6 (Stakeholder Survey Long Responses) however, generally the skills sessions that prepared the participants for the guest speaker panel and the speaker panel were seen as useful. Networking and building the industry network were also highly rated.

Question five asked respondents about the witnessing of Catch the Drift participants working more effectively for/in the seafood industry. Question six asked for information about observed increased confidence in Catch the Drift participants?

The results are below.

Figure 4 – Contact with CTD Participants

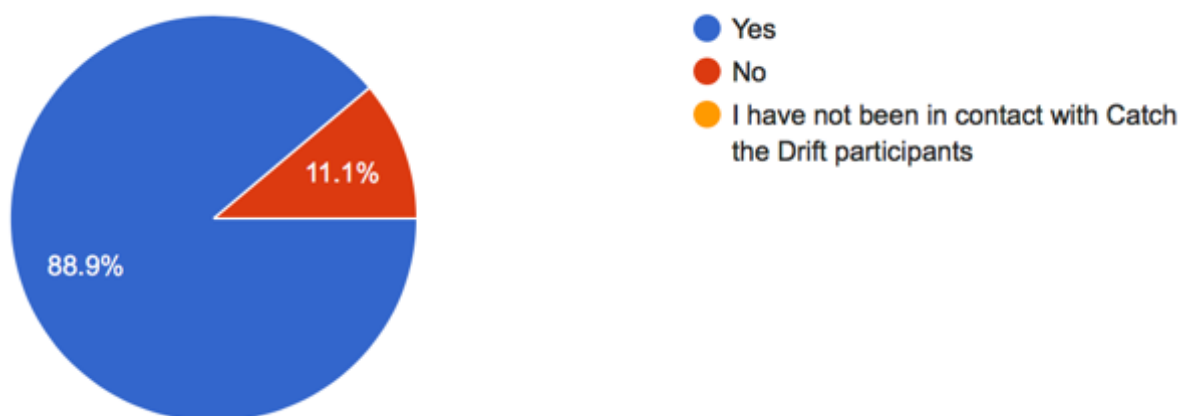
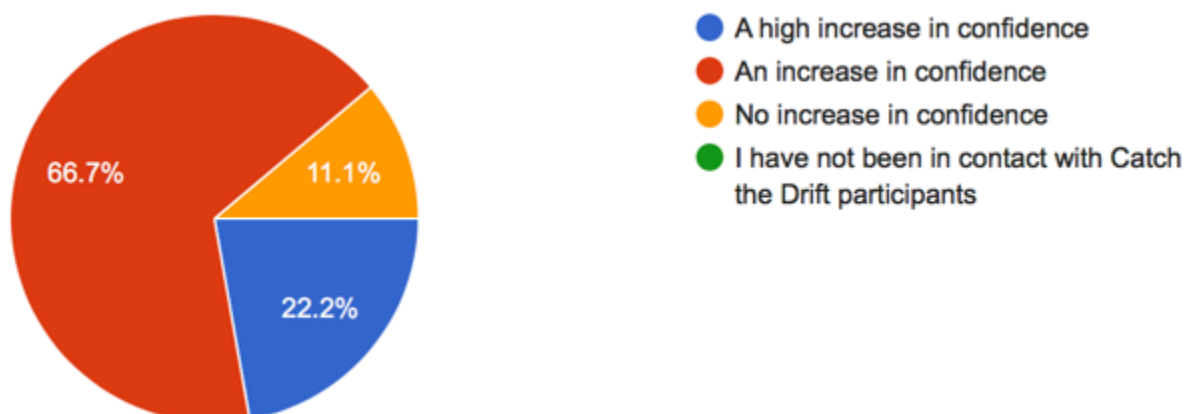


Figure 5 – Increased Confidence



The next two graphs show the responses to Question 7 and Question 8. Question 7 asked have you observed Catch the Drift participants having an increased involvement in workplace management/leadership, while questions 8 was seeking responses to industry networks being built due to Catch the Drift.

Figure 6 - Increased Industry Involvement

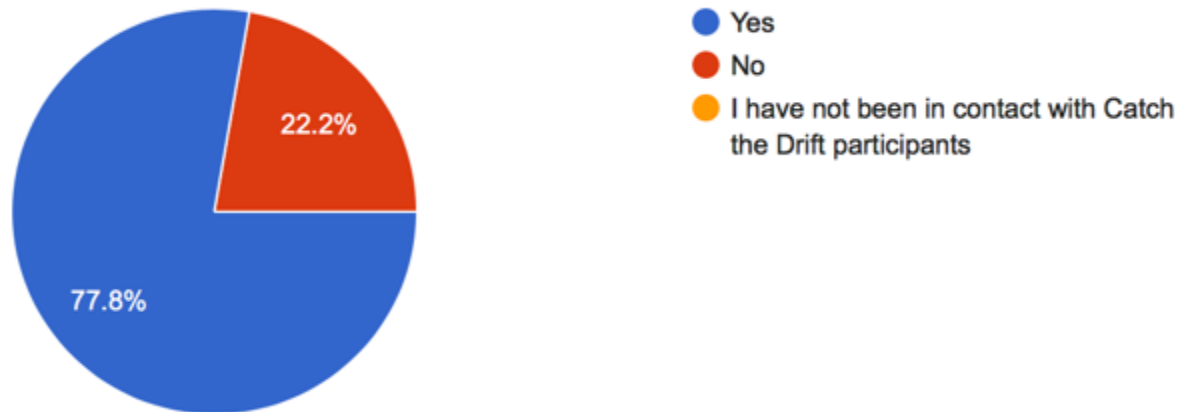
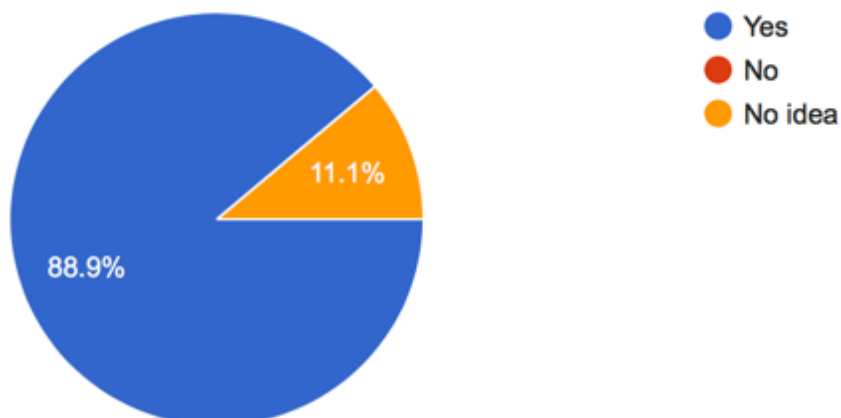


Figure 7 - Networks Enhanced



The final two “Yes/No” questions were seeking responses to participants increasing their involvement in the industry.

Figure 8 - Participants attending and being involved in industry events

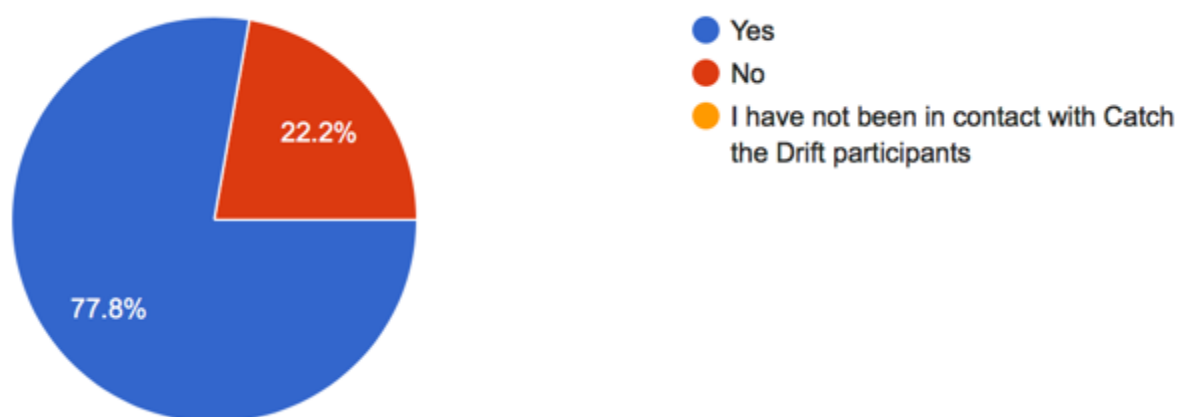
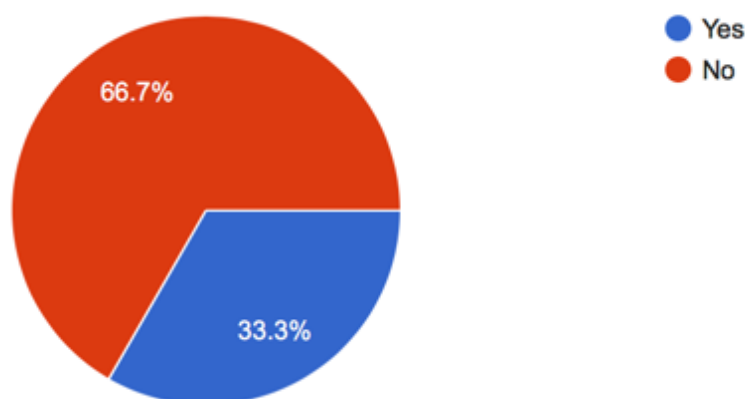


Figure 9 - Participants filling "positions" in industry decision-making groups



The final three questions were seeking more detail on confidence building (Question 11), the development of leadership skills and abilities (Question 12) and networks and knowledge enhancement resulting from Catch the Drift involvement (Question 13). The full responses can be read in Appendix 6). Generally the written responses indicated that participants had a greater understanding of the industry complexities and that there has been a building of confidence.

“For some participants I have already seen and experienced their engagement with management seeking to strengthen their role in the industry.”

And

“I believe this program gives the participants the skills to have the confidence to speak to their peers and raise their ideas and issues with industry representative bodies and fisheries management government bodies politicians etc.”

Further comments received covered areas about networking and working with the industry. These comments included: -

“People who have for too long just seen themselves as ‘part of industry’ are now stepping forward with a view to engaging in discussions, are more confident to speak their mind.”

“Participants are now more likely to chair a meeting, deal with conflict and approach other stakeholders in a meaningful way.”

Networks and knowledge development responses included comments like the three below.

“In liaising with industry in a particular region (Gippsland for example), the contacts and networks created from a small group being put through the course - these people are engaging among their respective areas and across fisheries, which hasn’t occurred before.”

“Participants certainly learnt a bit more about the machinery of fisheries management and also met (and had the confidence) to reach out and connect with other industry participants.”

“I have witnessed and networked with some of the participants at a recent industry meeting. They were involved and had the responsibility of talking to stakeholders and the general public. I am not sure they would have had the confidence to do this before they attended the catch the drift project, as when I witnessed them firstly at the program they were very reserved. “

One comment was less positive.

“Not much to be honest. Every group had their concerns, some met some not.”

Discussion

The discussion for this project will be developed under each of the objectives. To commence the discussion, it is clear that the stakeholders believe strongly that the objectives of the project were met with a 100% responding “Yes” to this specific question.

Objective 1 - To establish the leadership skills gap for the commercial and aquaculture sectors of the Victoria seafood industry.

The consultation activity undertaken provided an opportunity for the industry to meet the program PI. Using an informal and conversational style consultation process the industry was able to discuss the observed leadership skills gaps in the commercial fishing and aquaculture sectors in Victoria. The gaps were highlighted during the meetings held throughout Victoria. These meetings were instigated by SIV and board members assisted in these meetings and engaged in additional conversation with the project PI.

Objective 2 - To develop a leadership program for two regional locations and address the skills gap

The program was drafted after the consultation process and provided to SIV and other people included in the consultation process. The draft was accepted. It should be noted that the following changes to the program were incorporated into the program: -

- Relevant speakers were sourced by SIV in response to the identified needs of the regional industry.
- Day 3 of the program, although developed, was adjusted in response to the requests of the Catch the Drift participants in the Eastern and Western Victorian programs. This adjustment was discussed with SIV Board and agreement was provided.
- Day 2 and 3 were merged into one day for the Central Victorian program on the recommendation of the participants.

Objective 3 - To deliver the two regional leadership programs and an additional third program

The original two and the additional third program were delivered. Participants were drawn from across the seafood sectors. The diversity included gender; age; sector and supply-chain, small business and larger enterprises. It was an expectation that programs would be delivered in regional locations and two of the three programs were delivered in regional locations to address one perceived barrier to involvement in leadership training. It should be noted that the two regional programs drew people who informally identified that having the program in the regional location was positive. It should be noted that despite this the participant registrations and attendance was significantly higher in Central Victorian program.

Although it may appear that it would be “easier”, due to the higher population of the Central Victorian Program location, to attract people to the Central Victorian Program it is a fact that

a high percentage (70%) of those who attended have business interests in the commercial catching sector.

All three programs were delivered in a timely manner and in response to the seasonal needs of the industry. Central Victorian program initial days was cancelled due to the timing of Day 1 and a scheduling of the program was adjusted.

A response from a stakeholder, through the questionnaire suggest that the program was a great start but that there was a need to attract more participants “in ways that works for them”. It is unclear from that comment what this may mean but it could suggest timing, locations or delivery methodology.

Objective 4 - To support the program participants in the above programs

Registration was provided to the industry in two formats a printable format for organisations and individuals to download and fill in and return. And secondly, an online form that was shared on social media platforms and accessible to the general public. The project administrator received three registrations via the online process and no printed registrations. It should be noted that all other registrations happened through SIV calling industry and businesses and encouraging.

Attendance – the project had a participant number deliverable and this was met. The project also had key stakeholders to involve in the program – participants and speakers. The variety of participants, although constrained by SIV, showed a variety including fishers, aquaculturalists, service providers, wholesalers and retailers. All participants gained insights and knowledge.

Guest speakers also provided variety during the panel session. SIV managed the guest speakers and PI provided briefing documents and administrative support for the speakers. Speakers were SIV Board members, local Victoria Members of Parliament, Regional Leaders and Victorian Fisheries Authority staff, Business Managers, Organisational Managers.

From the stakeholder questionnaire a respondent mentioned the hope for “some industry guest speakers” this is an interesting comment as all programs had industry guests and it would suggest that the guests provided didn’t match with expectations of the participant.

Training – Participants were supported through the program and although some of the evaluation suggests that participants were pushed out of their comfort zone. Sequentially participants were supported in the following way: -

- Registration sheets were simple (although not widely used)
- Confirmation communication was sent to the participants that were registered online and a conformation template was sent to SIV for distribution to the participants who registered through phone conversations.
- Participants were provided with a program folder which included all learning materials and general program information

Skilling – Key areas of skill development that had been articulated during the consultation were delivered to all groups. The participants were asked if there could have been further skills sessions and none were raised.

The stakeholder evaluation gave strong support for the unique model developed for “Catch the Drift”. This model was developing the communication and team skills on Day 1 of the program and then the meeting skills and outcome focused processes on Day 2. These two components then allowed the participants to enter the meeting with the industry stakeholders with a stronger purpose. The feedback from the stakeholders and the participants evaluations indicate that the design provided strong outcomes from the participants. 77% of the respondents indicated that the skills workshops and the group action with the guests were the most two useful part of the program. Participant evaluation at the closing of Day 2 of the program also indicated the positivity around preparation and then engagement as useful skills sessions.

Verbal comments made by a participants during all three programs after the guest session included: -

“That went well”

“I still didn’t get an answer but now, because of the way the meeting ran, I know the opportunity is there to follow-up and ask again”

“It was great that we were organised and we all had our voice heard”

“That worked well and it was constructive”

“We were planned”

“I felt very uncomfortable, hated what I had to do, but it worked”

Post Program – there has been no formal post program follow-up however it is clear that many participants are engaging and involving themselves. One notable public engagement was a graduate speaking to the state media about a local industry issue. The graduate spoke significantly more articulately than prior to “Catch the Drift”.

<https://www.abc.net.au/news/2018-06-21/gippsland-lakes-fisherman-gary-leonard/9886644>

Objective 5 - To create strong network and leadership succession opportunities

Facilitator Observations

Although it was clear due to regional settings for the programs some participants would be known to one another, it was interesting to see that many participants did make new connections. It should be noted that in the Warrnambool program connections were made between indigenous, aquaculturalists and commercial fishers. It was also clear that through the participation of the older members of the industry and the younger generation new knowledge of the skills and knowledge held by the younger generation was on display. During the program the facilitator was pro-active in encouraging the younger generation to take on some of the more challenging responsibilities in the program and particularly during the guest session.

One of the building networks activities that is designed into the program is to intentionally not provide a “program participant” contact details sheet. The intention of this process is to see whether the participants self-manage this process. Each program group self-managed and organized a group contact sheet by the conclusion of the program. The PI would have facilitated this if this hadn’t occurred. This is always an indicator of the strength of the network development of a group.

Participant Industry Involvement

The stakeholder questionnaire asked a number of questions that directly relate to networking and leadership growth of Catch the Drift participants. It can be seen from the responses that there has generally been a growth in involvement and in some cases a strong growth. This growth has been in confidence and involvement.

A specific question asked about the whether organisations had specifically approached program participants to engage with the industry organisations and there was a strong two-thirds “no” response to the questions. This response is possibly due to the cycle of industry organisation elections. The question was put into the survey with full knowledge of this cycle.

The comments provided respondents to the stakeholder survey provided further evidence of the involvement of Catch the Drift participants into the industry. Phrases such as:

More likely to chair meetings...Confidence to speak to their peers...I have seen engagement with management...More confident to speak their minds...Approach stakeholders in a meaningful way”

Suggests that participants move beyond CTD with an increased skill set to get involved and so although none have been placed in positions of responsibility within an industry organization, at this stage, they from those comments it would appear that they are more able and willing to represent the industry.

Objective 6 - To develop and deliver a project evaluation process at the conclusion of the project

This objective has been completed and has been fully incorporated into the final reporting process.

Conclusion

At the commencement of this project it was identified that the Victorian seafood industry have a need for new and skilled people to take up leadership roles through the industry. VICFRAB identified a need to develop the capacity of individuals within the industry to ensure that commercial fishers and aquaculturalists are able to take up roles and responsibilities with an enhanced skills base to ensure that the industry is effectively represented. VICFRAB identified that, within the Victorian seafood industry, there was a need to undertake industry research, industry consultation and develop a pilot leadership learning opportunity targeting young people across the state, from those already working in the commercial fishing and aquaculture industries to those who have completed a university degree should be developed and delivered.

The Catch the Drift project was designed with assistance from the industry and with input from SIV and numerous Victoria seafood industry individuals. The design of the project and the program developed and delivered also addressed strategic directions outlined in the SIV Strategic Plan focusing on people and leadership.

The project aligned with the eight objectives in the SIV plan and focused on the themes of leadership and innovation, business growth, people and operational issues.

Catch the Drift delivered on the participant numbers for the project and responded to and addressed the project objectives. It can be seen from the results and the discussions that significant resources were developed throughout the project and industry engaged individuals have been skilled and networked across the seafood communities of Victoria.

Implications

At a **personal development level**, the major outcomes, as identified by CTD 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 feedback about the program structure, delivery mechanisms, logistics and content were positive. Participant diversity was identified as a strength of CTD. However, a few respondents commented on the ability to keep raising the level of the capability of participants.

Recommendations

From the evaluation and discussion section of the final report there are four (4) recommendations.

1. To further understand ways of attracting a higher level of participation in future CTD programs. This will require further consultation with the industry.
2. To provide clearer understanding to the participants the level and industry connection of the program guests and to seek greater feedback regarding the calibre of program guests
3. To ensure that through the extension of the project all state industry organisations are made aware that this program has happened, and future members and office-bearers should or could be sourced from this pool of skilled individuals.
4. To circulate the success of this project to all state RAC's for further adoption.

Extension and Adoption

The project was extended through the regional consultation process. Further extension, highlighting the recommendations outcomes and evaluation will be sent to the project stakeholders and state and industry organisations as an electronic copy. PI will extend the findings and outcomes of the report via social media.