

Take your pick! — The Seafood EMS Chooser

... to help you to decide on the environmental
management system that you need for
your business or fishery



SEAFOOD SERVICES
AUSTRALIA



A CATALYST FOR SUSTAINABLE DEVELOPMENT OF THE SEAFOOD INDUSTRY

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Second edition

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www.seafoodems.com.au



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“It is not the strongest species
that survive, nor the most
intelligent, but the ones
most responsive to change”

— Charles Darwin

Seafood EMS — your key to future security!

Our industry's future, and access to the natural resources used by fisheries and aquaculture, will depend increasingly on our capacity to *demonstrate* that we are utilising these resources in a sustainable, responsible way.

More and more seafood industry businesses and organisations are setting up environmental management systems (EMSs) to improve — and demonstrate — good environmental performance. In the process, they are increasing their profits and improving their relations with the community.

An EMS can help you to gain access to the latest and best knowledge, to be innovative, and to reap the benefits of adopting the best and most efficient industry practices. Fisheries and aquaculture enterprises that want to achieve greater self-management can also use their EMS to demonstrate a standard of achievement that meets the needs of regulators within a self-managed system.

The *Seafood EMS Chooser* is the first step in deciding on what should be in your EMS. It provides you with an overview of what's involved, without going into too much detail. When you have the big picture, it's time to move on to the Seafood EMS Resources — manuals, a CD-ROM and a website — which will take you through step-by-step.

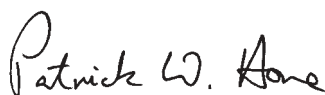
Your EMS won't be based on a "one size fits all" model — the *Seafood EMS Chooser* outlines the various choices you will make to meet your goals and tailor your EMS to your unique, day-to-day business activities. Similarly, your journey along the EMS path will be far from lonely — people who have already implemented EMSs are keen to pass on their experience, and industry trainers can help you to quickly acquire EMS skills and access government training assistance.

Seafood Services Australia is continually capturing the vast knowledge gained by the pioneers of EMS in our industry. Be assured — the Seafood EMS Resources are based on solid, practical experience. Our sincere thanks go to these many people who have shared their experiences and ideas with us.

Seafood Services Australia especially appreciates the funding it has received from the Australian Government, through the Department of Agriculture, Fisheries and Forestry and the Fisheries Research and Development Corporation, which has helped to make the Seafood EMS Resources a reality.



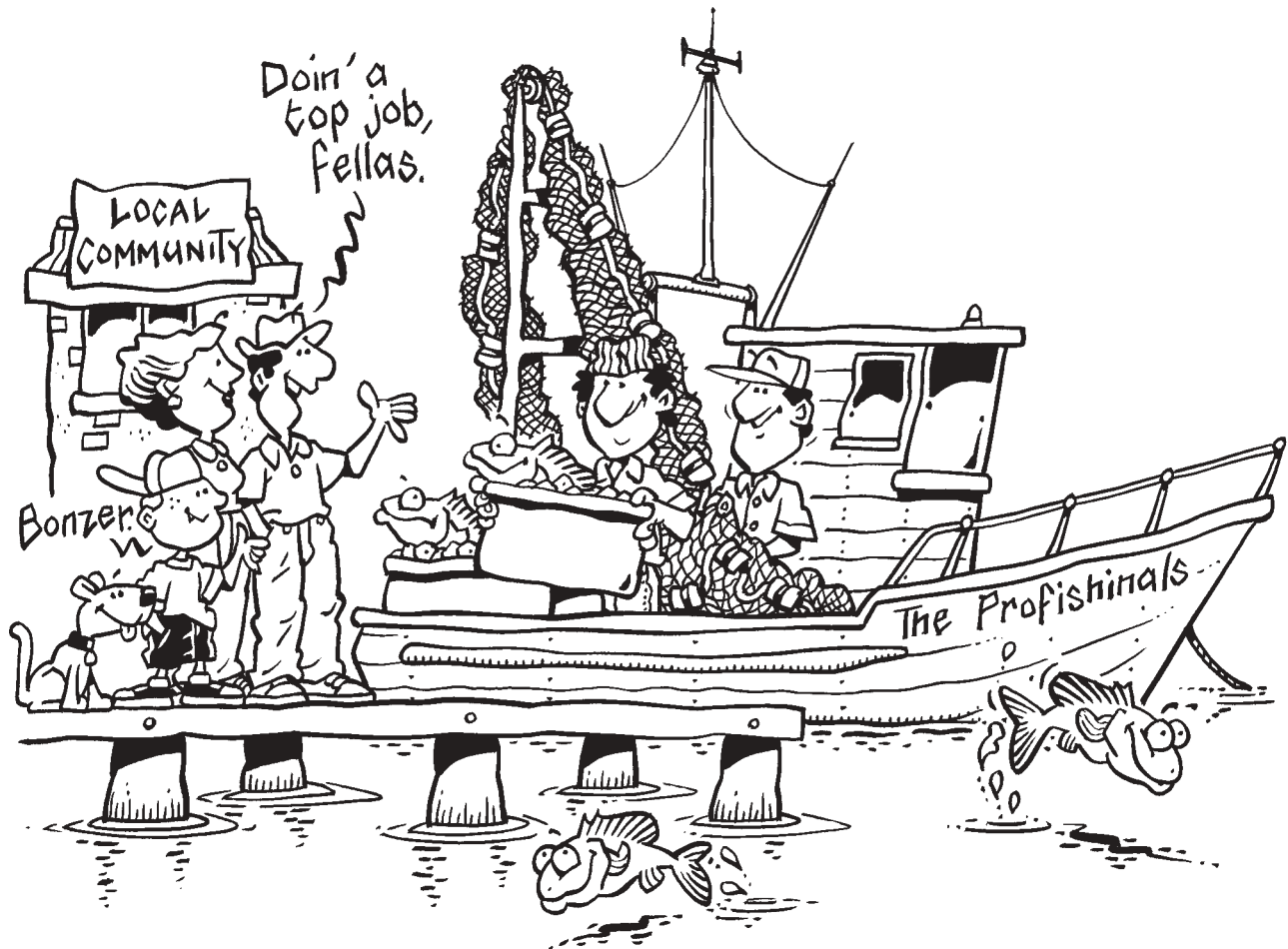
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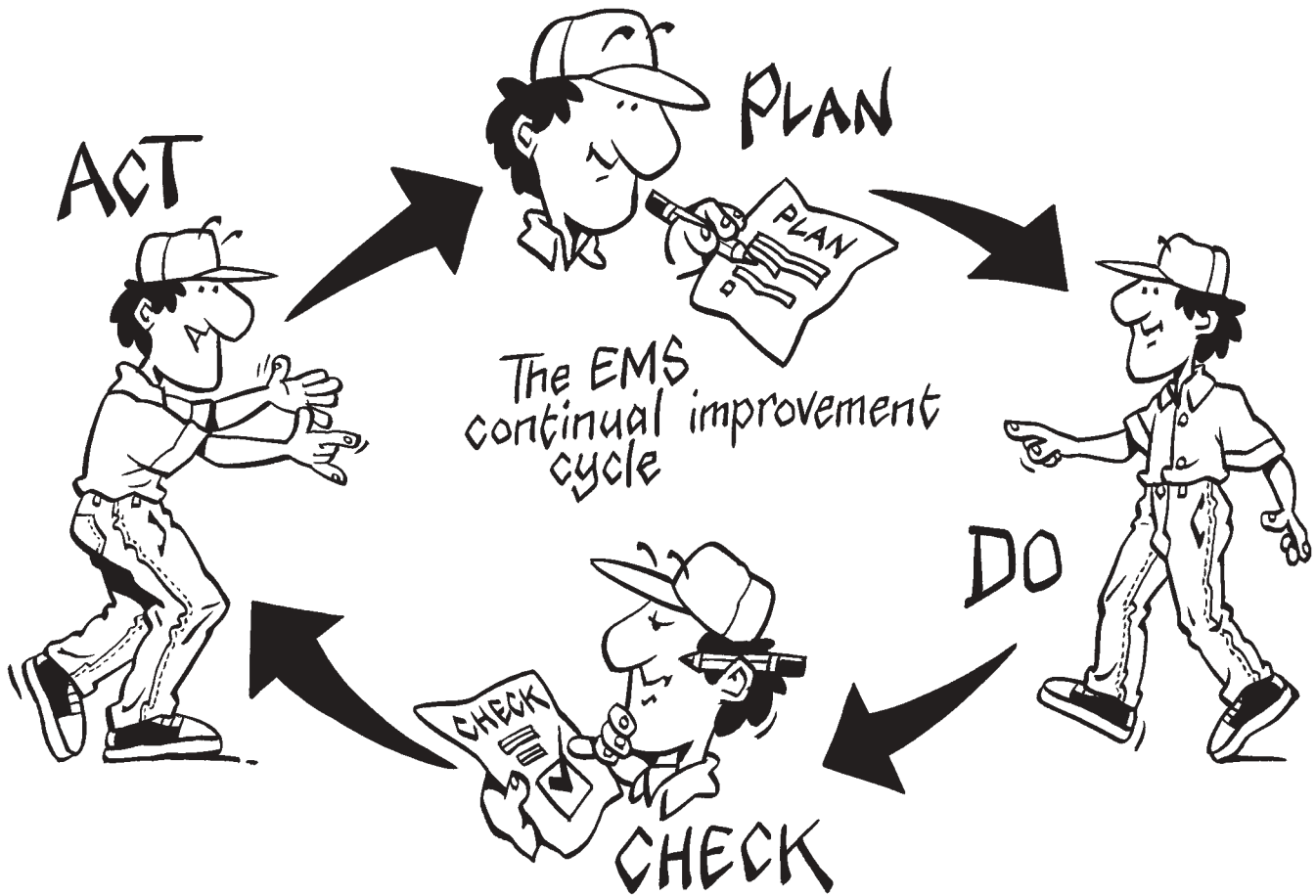


*Improve your
environmental performance —
and demonstrate it!*

Why focus on the environment?

- Improve your bottom line — save time and money.
- Secure access to fisheries and aquaculture sites.
- Demonstrate that you use natural resources in a responsible, sustainable way.
- Gain community support — good environmental performance is the key.
- Gain a competitive advantage through best environmental practice — and help to secure market access.
- Gain a reputation as a responsible operator — have more influence in debates about your industry.
- Demonstrate compliance with relevant laws.
- Increase safety and morale — fewer accidents are their own reward and can reduce insurance rates.

In this book and other Seafood EMS Resources, the term “environment” is used in its fullest sense. It refers to all the surroundings in which we operate — air; water; soil; land; natural resources; flora; fauna; and humans and their interactions, including economic, social and ecological interactions.



*It's essential to design your EMS
to suit your own goals and priorities
— then continually improve on
what you achieve*

What is an EMS?

An environmental management system (EMS) puts in place a continual process of planning, implementing, reviewing and improving the actions that an organisation undertakes to manage its risks and opportunities relating to:

- the environment
- food safety and quality
- occupational health and safety
- profitability
- public relations
- other aspects of the organisation.

The great thing about an EMS is that you can design it to suit your own circumstances and priorities. There is no stock standard EMS. An EMS can be designed to:

- manage a particular environmental risk — for example, the environmental impacts of a certain fishing method or aquaculture activity
- focus on more efficient use of your resources (less waste = more profits)
- integrate environmental management into an existing management system — for example, a system for managing food safety or other aspects of a business.

An EMS may cover:

- an **individual business**, such as an aquaculture business or fishing vessel
- several businesses with common interests, such as the members of an **industry association**
- all businesses in a particular fishery or aquaculture **sector**.

An EMS may be:

- as simple as a code of best practice supported by a clear plan for implementation and compliance, or
- as comprehensive as a third-party certified system complying with international standards such as ISO* 14000 or the Marine Stewardship Council certification scheme.

Key aspects of an EMS are:

- a vision for the future and a clear plan of action for achieving that vision
- capacity in your organisation to implement the action plan and to monitor progress
- capacity to demonstrate continual environmental and other improvements.

* ISO is the International Organization for Standardization, which has developed internationally accepted standards for quality management (ISO 9000 series) and environmental management (ISO 14000 series).

Frequently asked questions

How much will it cost?

You may start by addressing issues that only need time and input from you and your mates, then increase the scope of your EMS as time and resources permit

How will EMS benefit me?

It will help you to:

- increase business security
- improve efficiency
- increase profits
- reduce environmental impacts
- improve community relations

How long will it take?

That depends on how much effort you put into it. The more you put in, the more benefits you will receive

Do I need to be an expert?

No! An EMS is not rocket science. With the *Seafood EMS Resources*, you can make it happen!

Definitions and jargon

Don't get bogged down in jargon — you have more important things to focus on!

SSA's Seafood EMS Resources simplify and demystify the EMS process so it can be picked up and used by the seafood industry with a minimum of fuss. The strongest of all messages from the industry EMS case studies involved in the development of the Seafood EMS Chooser was: "keep it simple".

In line with this, we have standardised the terms used in the Seafood EMS and have kept away from complicated or confusing management jargon as much as possible.

As the Seafood EMS continually improves, we'll further refine the terminology, but always in the interests of keeping it as clear and concise as possible.

For the moment, we *strongly recommend* that you stick with the terms used in the Seafood EMS model so that everyone can understand exactly what you mean.

Now you can spend your valuable time focusing on achieving results!



Seafood EMS

1. Vision: Decide where you want your industry or business to be in the future

2. Scope: Determine the activities to be covered by your EMS

3. Risk assessment: Identify your risks and opportunities

4. Policy: Make a commitment to act!

5. Action plan: Decide on actions to make it happen!

6. Implementation: Make it happen!

7. Audit, certification and review: Demonstrate your performance — and achieve credibility!

8. Reporting: Tell your story, celebrate success, promote your achievements!

Eight
easy-to-follow
steps



The eight Seafood EMS steps



To set up your own Seafood EMS, you need to follow the eight Seafood EMS Steps shown opposite. Study the diagram now, to understand the sequence of the steps before we move on to each in turn.

Working through the steps — key points to remember

This section is an outline of what's involved in each of the eight Seafood EMS steps. Don't be concerned if they seem complex — the Seafood EMS Resources, outlined on page 28, will take you through the process step-by-step. Just absorb the general ideas when you look at the steps. After that, we'll show you how to get started.

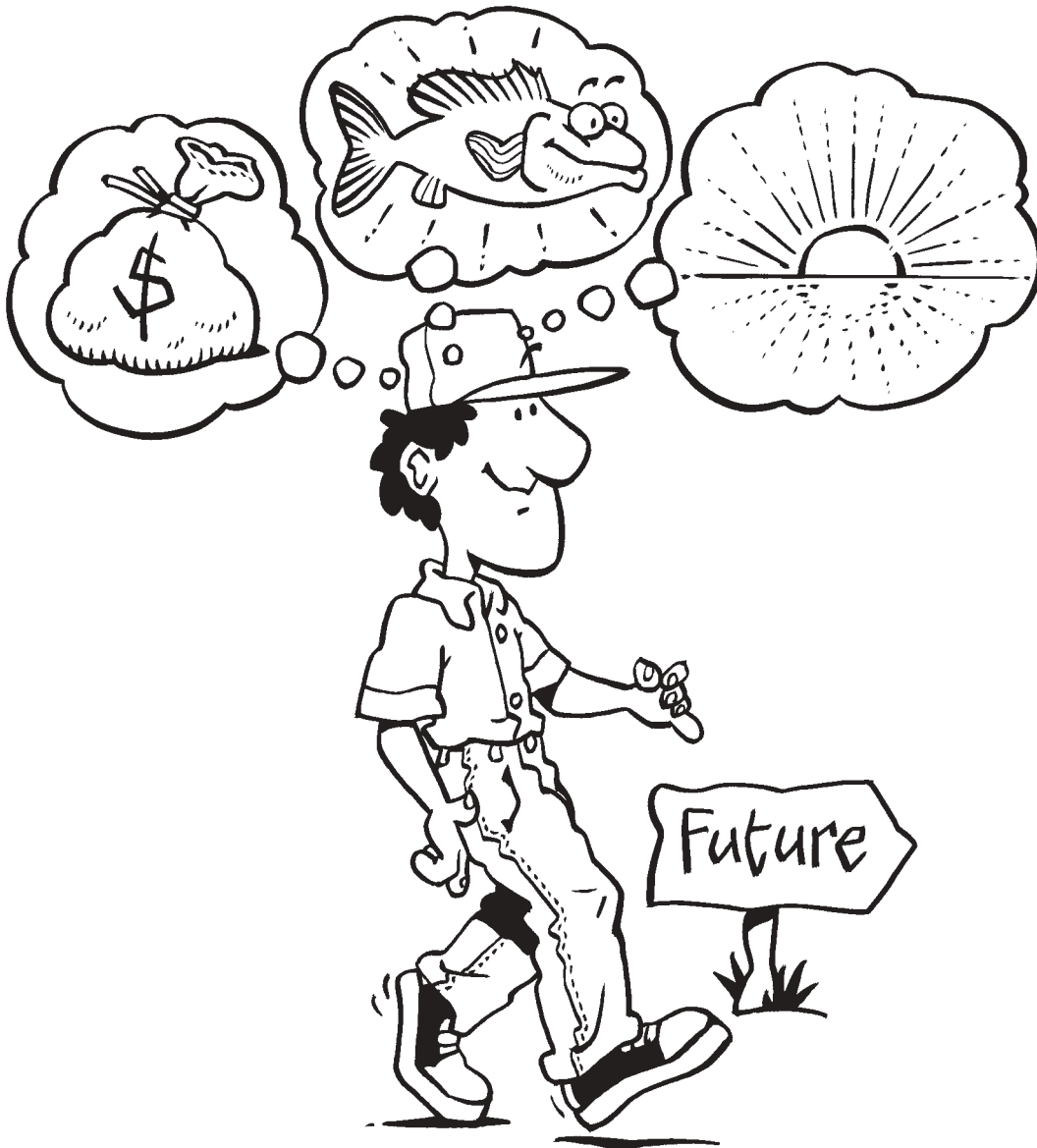
When you get down to the business of doing your EMS, the Seafood EMS Self-assessment and Training Manual provides detailed advice, instructions, worksheets, examples and ideas, exercises and self-assessments to help you to develop and implement an EMS that meets your needs.

Some key points to remember as you work through this process are:

- start at step 1 (vision)
- don't skip any steps — they are all important to a successful EMS outcome
- refer to previous steps as required — that's a normal part of the process
- follow the instructions, read the helpful hints, look at the ideas and examples
- use the checklists and worksheets in the Seafood EMS Resources to develop your EMS and to record the outcomes from each step — this information will help to form your EMS plan.

The sequence and content of the eight Seafood EMS steps results from intensive consultation with seafood industry people who have been developing EMSs. We're grateful for their help!

*If you don't know
where you're going,
you could end up
anywhere!*



Step 1. Vision: Decide where you want your industry or business to be in the future

Your vision is a concise statement describing what you want your industry and business to look like in the future.

Your vision is an extremely powerful point of focus. In fact it's more than that — it's a tool, an over-arching “signpost” to achieving collective action from members of your group. A shared vision for the future gives you a solid base to achieve cooperation on many issues, and to work through complex or difficult issues.

Most importantly, before you start on your EMS journey you need to know where you want to go. Your vision is your destination. It will help you to work out the **activities** your EMS needs to cover, **who** will need to come on your EMS journey, and **how** you will reach your destination.

Helpful hints

- before you can agree on a vision, you need to define who you are as a group — if you don't have an established organisation, agree on a name that describes your group
- the best vision statements are brief and concise — 20 words or less is best — if it has to be longer, use dot points to divide it into manageable “bites”
- describe **what** you want your industry to look like in 5 to 10 years' time
- think more broadly than the physical environment (e.g. economic and social aspects)
- step back from today's challenges — think about the key characteristics of your future industry or business (e.g. profitable, secure resource access, public support, etc)
- avoid getting into any detail of **how** you will achieve your vision — that comes later
- don't get hung up on perfecting your vision statement the first time around — there will be plenty of opportunities to fine-tune it later
- keep it simple — for others to share your vision, they need to understand it
- make your vision credible — and reasonably achievable in the timeframe
- remember this is *your* vision — you need to be happy with it
- circulate your draft vision to people who were unable to be involved in developing it — they will be more likely to share “ownership”
- your vision is a great tool for positive promotion — include it in reports and on brochures to help others to understand your commitment to a sustainable, prosperous future
- check out the examples in the Seafood EMS Resources.

If members of your organisation, business, fishery or aquaculture sector are actively looking for ways to improve the future, they will gain a powerful advantage over organisations that are not.



*Determine the activities to be covered;
consider who else needs to be involved*

Step 2. Scope: Determine the activities to be covered by your EMS

Your scope describes the sector, operations and activities to be covered by your EMS, and helps you to define the people who need to be involved.

Under the Seafood EMS model, your scope will describe the industry sector and jurisdiction; fishery or aquaculture operations; area of operations; species; and fishing or aquaculture methods.

Be careful not to include activities that members of your group do not have any control over. The success of your EMS is dependent on being able to demonstrate that risks and opportunities associated with your activities are addressed.

However, you may decide later to take actions aimed at *influencing* other activities that impact on your industry or business. For example, you may decide to lobby for changes to land-based activities to reduce their downstream environmental impacts on your fishery.

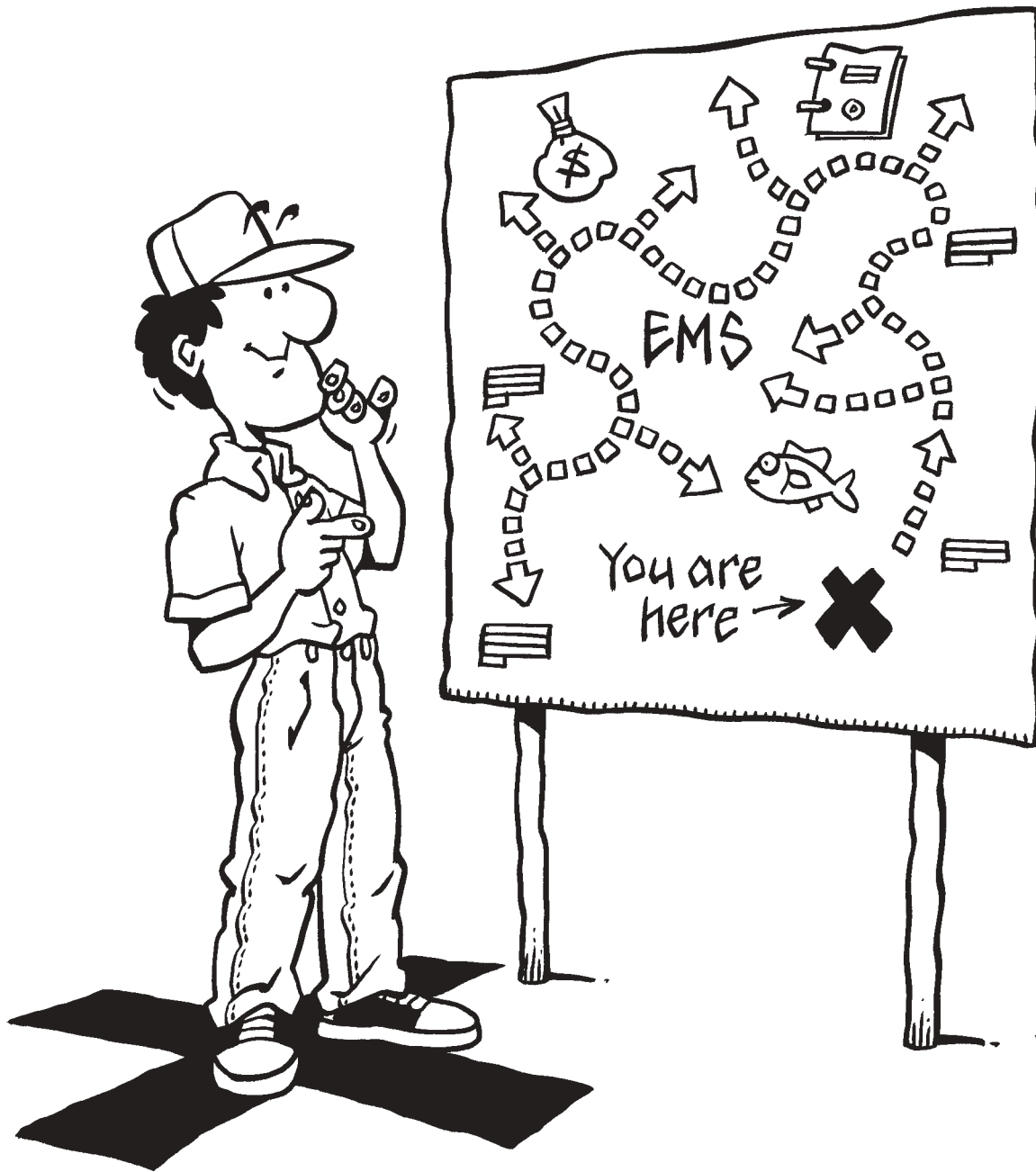
Helpful hints

- be concise — avoid confusion about what your EMS covers and what it does not
- cover only the industry sector, activities, species and areas that are relevant to your members' operations
- don't confuse your scope with your priorities — your EMS should cover **all** of your operations with potential environmental impacts, even if you decide to address only high-priority issues for now
- you need a core group of people who are keen to “make it happen”, so get them involved early in the process to make sure they understand what you are doing — others will come on board when they see the EMS taking shape
- visit the Seafood EMS website (www.seafoodems.com.au) for some good examples — modify them to suit your situation
- briefly revisit your vision to ensure it is consistent with your scope
- start discussion on your EMS management structure — this will be formalised later.

The *Seafood EMS Chooser* you are now reading gives a broad-brush picture of what an EMS involves. To develop and implement your own EMS, you need more comprehensive information. You'll find it in the *Seafood EMS Self-assessment and Training Manual*, available from:

www.seafoodbookshop.com.au

If you choose, you can have your skills and knowledge recognised against EMS units of competency under the National Seafood Industry Training Package. More information is in the *Seafood EMS Self-assessment and Training Manual*.



Identify your risks and opportunities!

People who go on the EMS journey often find that risks and threats are opportunities in disguise. Your risk assessment should also be an assessment of your opportunities!

Step 3. Risk assessment: Identify your risks and opportunities

Your risk assessment helps you to identify the internal and external risks to your industry or business, and to decide which risks need preventative actions.

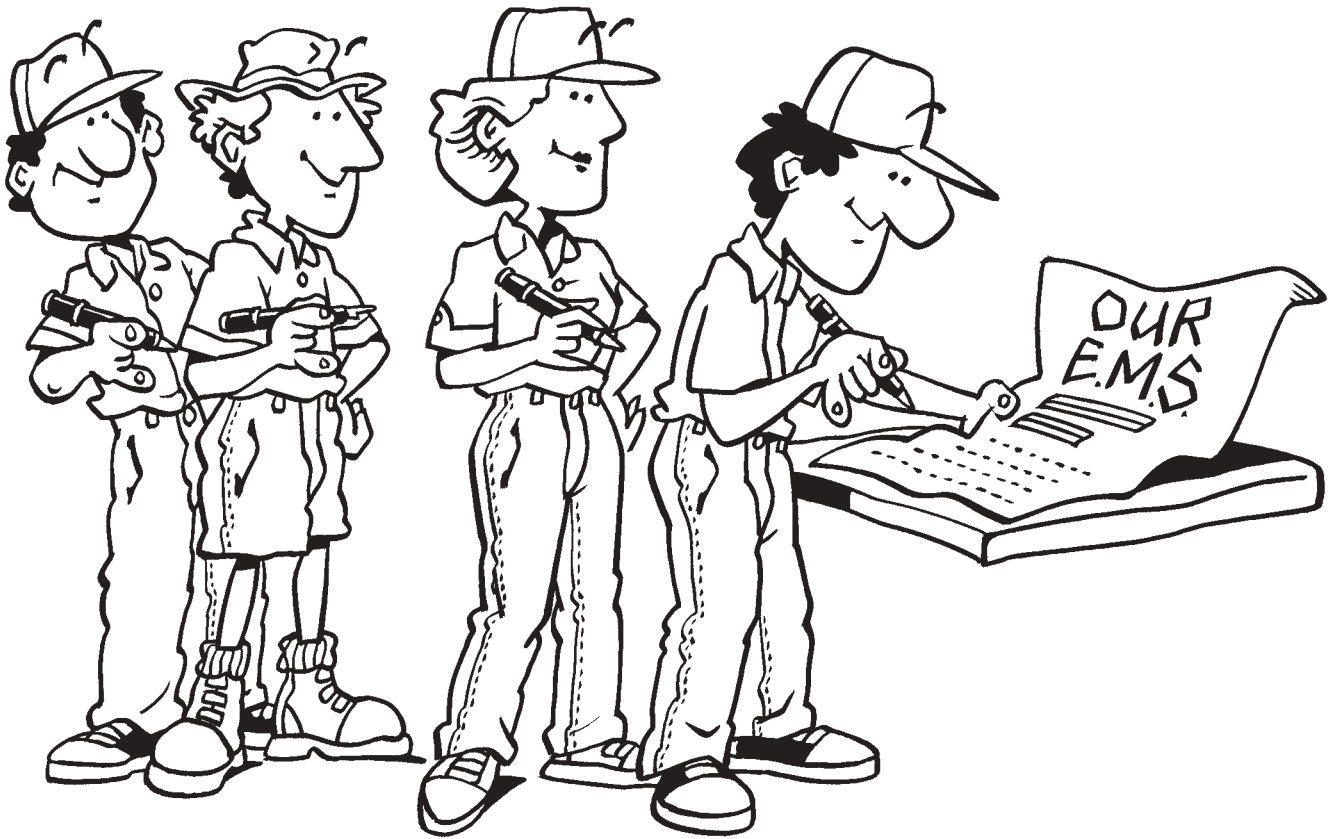
Risks to your industry or business may relate to the environment, food safety, OH&S, profitability or public relations. *Internal risks* are those arising as a consequence of your operations and activities. *External risks* are those arising from other people's activities, or from natural events such as extreme weather conditions.

By planning to manage your risks, you can put counter-measures in place to help offset negative impacts before they materialise. You can also capitalise on opportunities that may otherwise pass you by. However, to do this you need to know what those risks are and the level of risk they may pose. Then you need to decide which risks require corrective actions.

Risk assessment can help you to achieve more effective business planning, better cost control, higher efficiency, enhanced public perception of your industry, adoption of improved practices, more efficient utilisation of resources, and a stronger culture of continual improvement.

Helpful hints

- this step is all about **where** you are now — don't get distracted by debates about **why** you are there, or **how** you will fix it (that happens later)
- list as many of your activities as possible — then, work through each activity and identify the associated risks (these are internal risks)
- then move on to external risks — those associated with other people's activities
- decide which risks need corrective action, taking into account current arrangements
- don't get bogged down by considering what action to take — you'll decide that later
- consider the public's perception of your industry, and your image in the media
- think more broadly than the physical environment — consider economic and social aspects
- put all issues on the table — experience shows that sweeping any under the carpet will "cost you" in the long term
- remind yourselves of your common vision if the going seems tough
- identify the things you are doing well, and build on these strengths
- scan the horizon for future opportunities to forge a more secure industry
- identify many "good news" stories that can be used later to promote your EMS plan and your industry and business
- in this and the other Seafood EMS steps, remember that the Seafood EMS Resources, outlined on page 28, will take you through the processes step-by-step — for now, just absorb the general ideas when you look at these steps.



Make a commitment to act!

Step 4. Policy: Make a commitment to act!

Your policy is a commitment to manage your environmental and other risks.

Your policy statement reflects your commitment to decide on and implement actions aimed at reducing or eliminating risks and capitalising on opportunities. It provides a framework to focus the efforts of your organisation on closing the gap between where you want to be in the future (step 1) and where you are now (step 3).

You also need to give your EMS some “legs”. Identify your industry champions, and lend them support. Form an EMS team to make sure it happens. Think broadly about your communication strategy. Consider whether you need to form an association. Consider what other resources you will need.

Helpful hints

- this step is about **making a commitment** — don’t get bogged down trying to work out actions to deliver on your commitment — that happens in step 5
- think of what you **want** to achieve — not just what you **think** you can achieve
- keep your policy brief and concise, so everyone understands it
- word your policy statement in terms that are clear and measurable, so that they can be specifically addressed in your action plan
- commit to addressing the impacts and opportunities identified in step 3
- make your commitments **reasonably achievable** — over-commitment may result in a loss of credibility
- don’t commit to changing activities that you have no control over — although you may decide to commit to influencing those activities
- road-test your policy statement with some friendly, objective, **external** interest groups before launching it — and address any legitimate concerns they raise
- consult as many industry members as possible to ensure they understand your policy, have some “ownership” over it, and have commitment to subsequent actions
- make every effort to accommodate the legitimate views or concerns of stakeholders
- ensure everyone in your group signs on to your policy statement
- briefly re-visit your vision and scope to make sure they remain compatible with your policy
- make the launch of your policy an opportunity for positive publicity — to demonstrate your environmental commitment to the public
- decide on an appropriate EMS management structure and the membership and role of your EMS management team
- decide on an organisation (existing or new) to take carriage of your EMS
- look for one or more leaders or champions in every group — the challenge is often to identify them and then to encourage them to take on a more formal leadership role, in this case to champion the EMS in the industry and community.



Decide on actions to make it happen!

Step 5. Action plan: Decide on actions to make it happen!

Your action plan defines the goals you are aiming to achieve in addressing each priority risk; the actions to be taken to achieve those goals; who is responsible; and a deadline for each action.

Your action plan is your blueprint for the future. Already you will have done a lot of the work required. This step consolidates on that work to create a cohesive action plan with clear goals and allocations of responsibility.

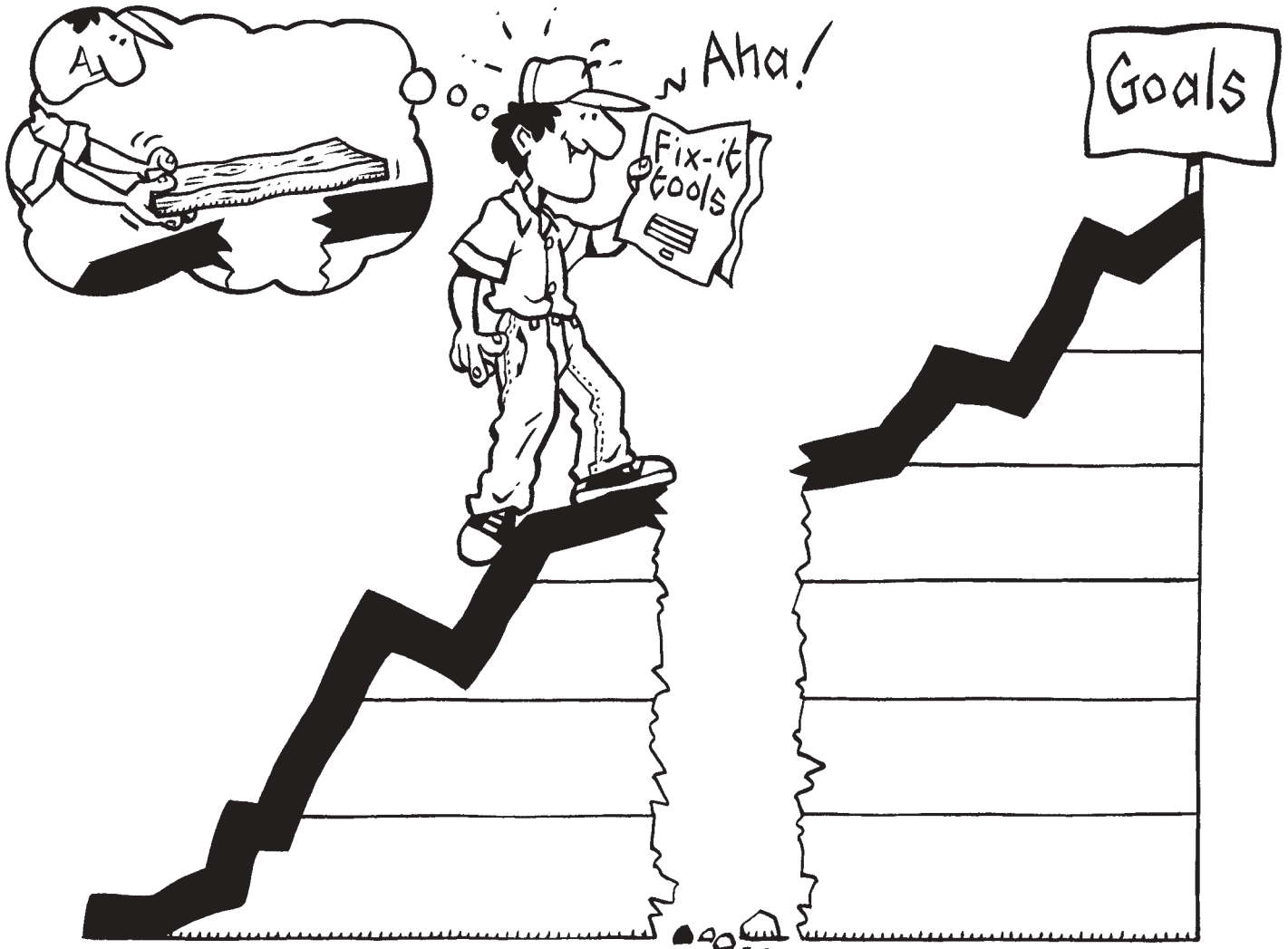
Helpful hints

- involve everyone in your group — make sure they understand what is happening and inspire others to come on board
- look at codes of practice and ideas used by others to tackle similar issues
- set realistic and achievable goals, actions and completion dates — match these with your available resources
- utilise each individual's strengths — then work out how to acquire the missing skills the group needs
- develop a communication strategy and a training plan
- address high-priority issues first, then medium-priority as resources permit
- decide on actions to address each high-priority issue and nominate someone to be responsible for making it happen, even if several people are involved in doing it
- give all key people a copy of your action plan — a good plan will help others to understand what you are trying to achieve and what their roles are.

If you're reading this for the first time, you may be wondering about how complex the eight EMS steps are going to be. Don't worry — you aren't the first to ask that question.

In practice, the Seafood EMS Resources make the process easy to follow, guiding you step-by-step. Your EMS plan will be prepared over time, and isn't all that difficult. As you go on, you'll find everyone becoming more and more enthusiastic as they see more of the potential benefits.

Here's the ultimate indicator: **we haven't come across anyone yet who has successfully followed the EMS process and regretted it!**



*Do it and check it. Know what works
and fix what doesn't!*

Step 6. Implementation: Make it happen!

In this step you will implement your action plan, and monitor and refine your actions to ensure you are achieving the outcomes you want.

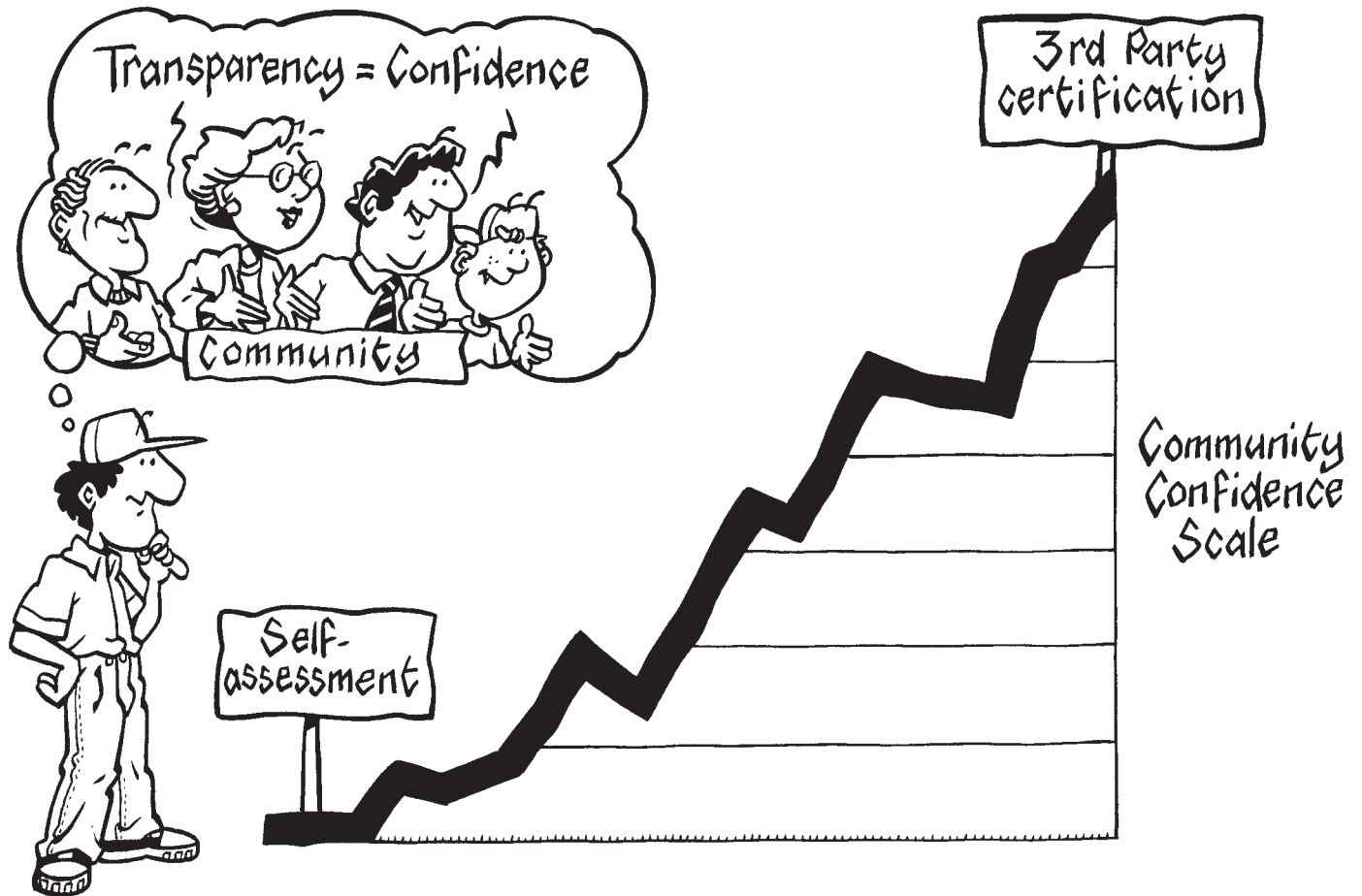
The previous five steps have covered planning where you want to be and how you will get there. You now start on the “doing” stage of your EMS.

By now you know what you have to do, and you know how you intend to do it. Next you need to put all of these plans into action. This requires your organisation to develop or acquire the capabilities to implement your EMS action plan. You will need a communication strategy, a training plan and resources to make the EMS happen.

As you implement your action plan, you need to monitor progress to make sure it is achieving the results you want. If what seemed like a good plan of action to address a particular risk does not work, you need to know so that you can take alternative action. For example, a code of practice may not work because some people ignore it. Your corrective action could be to make sure everyone is aware of the reasons for the code of practice and the consequences if they do not follow it. You could also resolve public criticism by publicly promoting the code of practice as the standards by which you work.

Helpful hints

- monitor your actions and change them as circumstances require — what worked six months ago may not work now, because conditions change
- stick to monitoring the actions that your group is responsible for — prioritise actions to monitor and allocate time and resources accordingly
- you don’t have the time or resources to monitor actions that other organisations are responsible for — instead, keep those organisations accountable for doing their job
- use the Seafood EMS Resources — look at what has (and has not) worked for others
- remember that public opinion is a good indicator of how well your communication strategy is working
- involve the community as much as possible — this will help to build your credibility and will ensure that public opinion is based on good information
- review your priorities and action plan regularly to keep focused on key issues
- consider alternative actions that you can implement quickly if needed
- set up an efficient (but not complex) document control system — experience shows it’s essential in helping to reduce your workload, eliminate duplication, and make sure everyone is working from the same and latest EMS documents.



*Demonstrate your performance —
and achieve credibility!*

Step 7. Audit, certification and review: Demonstrate your performance — and achieve credibility!

Your audit program will help to continually improve your performance. It will also help to increase your credibility by demonstrating your improvement to stakeholders.

The formula is very simple: more transparency = more confidence by others that you are achieving the outcomes you say you are achieving.

There are several options available for auditing an EMS. The one you choose should directly relate to the level of confidence in your performance that you want your customers, the community or governments to have. For example, gaining the community's confidence that you are serious about a particular issue may be as simple as involving community representatives in the process. But it may take more.

If you want your EMS to help to “bullet-proof” your industry against ill-founded claims about its environmental performance, consider having your performance independently assessed against international standards by a third-party auditor.

Helpful hints

- be clear about who your customers are and what their needs are
- remember your customers include politicians who could deny your resource access
- involve the community when assessing progress on issues of community concern — this will help to avoid misunderstandings and ensure you are aware of public views
- help people in the community to understand the impacts of *their* activities and to accept responsibility for addressing them
- think about this: certification is formal recognition of your performance
- recognise that finding an audit team with all the necessary skills can be difficult, because the seafood industry's interest in EMS is relatively recent; it's likely to be more cost-effective to link up with other seafood industry businesses or organisations
- your auditors need to be familiar with regulations that are relevant to your operations
- you may also need to seek out auditor training programs that can be used by your own people; training can also be obtained on the job by being involved in audits
- avoid duplication of audits (duplication of audits = duplication of costs!)
- if your company already has an ISO 9000 system, consider using your quality auditors as EMS auditors — some additional training might be needed
- demonstrate your compliance with regulatory requirements
- continually improve your EMS by reviewing it at regular intervals — your audit report will help you to identify where improvements can be made
- make sure the management review answers the question: “Is the system working — is it *suitable, adequate and effective*, given our needs?”
- involve people in the management review who have the right information and knowledge, and can make decisions about the organisation and resources.



*Tell your story, celebrate success,
and promote your achievements!*

Step 8. Reporting: Tell your story, celebrate success, promote your achievements!

Reporting your EMS achievements to stakeholders is critical — if you don't tell your good news stories, who will?

Reporting EMS outcomes is essential if you are to demonstrate your environmental credentials to customers, governments and the community. Government agencies and research organisations report on what they are doing to meet their obligations. But who is telling *your* good news stories?

More and more, the community is demanding to know that industries using the nation's natural resources are doing so in a sustainable, responsible way. Governments are responding by requiring industries to demonstrate that their operations are responsible and sustainable.

Reporting also provides an opportunity to positively profile your organisation and members. Tell your story — about your achievements, about your successes, and also about where you would like to do better. You need to think about who you should report to, what your message is, and the best way to communicate your message to your target audience.

Helpful hints

- your reporting program is the best opportunity you will get to improve your public image as a responsible and accountable industry — it can help you to build a more positive, open relationship with the community and other interest groups
- involve all of your group — it will help to create a sense of pride and increase everyone's commitment to improving performance
- report progress against your priorities
- be open and honest — also report where you would have liked to make more progress and how you intend to in the future — this lets you, not the news media or pressure groups, put the issue in its proper perspective
- if you don't have a website, put your EMS reports on SSA's Seafood EMS website (www.seafoodems.com.au)
- prepare a newsletter to highlight your achievements — include graphs and pictures that help to tell your story — look at other reports and newsletters for ideas
- remember that your EMS plan is a great source of information in its own right
- the *Community Communications Guide*, one of the Seafood EMS Resources described on page 28, has some great tips about getting your message across to your target audience.

Your EMS plan

When you have completed the eight Seafood EMS steps, you will have the first draft of your EMS plan — the main document in which to put the main results of your work. The plan should present a good “mountain-top view” of your EMS, without going into too many details, so that it’s interesting and useful *internally* (to members of your group), and *externally* (to people who are interested in what you are achieving).

It’s important not to produce a “bottom drawer plan” — it’s essential that everyone in your group uses it and helps to modify it as you continually improve your processes. If the copies become dog-eared, you’re doing well!

A good external use for the EMS plan is to promote your achievements and success stories; in particular to guide your response to misleading information in the news media or elsewhere.

You’ll find more about the EMS plan in the Seafood EMS CD-ROM and the Self-assessment and Training Manual.



Your EMS plan is the key to making your EMS a success!

What to include in your EMS plan

- your vision (include it early in the document — even on the front cover)
- executive summary (highlights, major achievements, history and background)
- your environmental policy and your group’s commitment to EMS
- your commitment to consultation with stakeholders
- an overview of your industry and sector, including highlighting its economic and social importance, giving examples of being an environmentally responsible industry, and providing a brief description (area, method, production) of your fishery or aquaculture sector
- summary of your action plan
- your achievements
- lots of photos (seafood, and plenty of smiling people in your group going about their business, talking to the public, helping the community)
- references to any source material.

How to create your EMS plan the easy way

- use the Seafood EMS Resources (page 28) to help you to work through each step of the process and to record the information you generate in a way that allows it to be easily managed and analysed
- when you have completed the eight steps, you will have your draft EMS plan
- decide what other information you want to include and how to gather it
- when you are reasonably happy with your draft plan, have it reviewed by someone from outside your group — make sure it is someone who is objective and not “pushing their own barrow”
- provide a consultation copy to some objective stakeholders for initial feedback, then amend the draft to address legitimate concerns raised by reviewers
- consider making the draft plan available for wider consultation — then finalise the draft, taking into account legitimate comments
- launch version 1 of your EMS plan!

Maintaining your EMS plan

- establish a simple procedure for updating and distributing your EMS plan — this will minimise your administrative workload and ensure everyone is working from the current version
- your master copy will be an electronic copy, probably in Microsoft Word, and you will benefit from:
 - nominating one person to be the custodian — responsible for maintaining the master copy, updating it etc (and making frequent back-up electronic copies, preferably on CD, and kept in a separate building from the working copy)
 - recording in the footer of each revised edition “edition [no.] of [date]” — for example, edition 2 of 25 November 2007”
 - maintaining a master list showing previous versions and their issue dates
 - keeping a hard copy of each version and all amendments on file.

Distributing your EMS plan

- draw up a list of the people and organisations that you want to give a copy to — include everyone directly involved in your EMS
- following each update, distribute a hard copy to everyone on that list
- also consider:
 - making your EMS plan (or a summary) available to the public
 - putting it on your website and creating a link from SSA’s *Seafood EMS* website
 - if you don’t have a website, putting it on SSA’s *Seafood EMS* website.

Resources to help you

The Seafood EMS Resources

Time and money can't be wasted when you're in business. SSA's Seafood EMS Resources help to de-mystify EMS and distil a huge amount of experience for you to tap into. The ideas and methods have been tested and refined by SSA and people in the seafood industry so that you can start preparing an EMS right now — one that's tailored uniquely to your situation.

You are already well through the introductory SEMS Resource — the publication you are reading now:

The Seafood EMS Chooser

... to help you to decide on the environmental management system that you need for your business or fishery

The other Seafood EMS Resources, listed below, are outlined on the following pages.

Seafood EMS CD-ROM

... an interactive program to help you to set goals for the environment, food safety and quality, OH&S, profitability and community relations — and integrate them into your day-to-day business activities

Seafood EMS Self-assessment and Training Manual

... to help you to develop and implement an EMS — and to have your skills and knowledge recognised against EMS units of competency under the National Seafood Industry Training Package

Seafood EMS Assessor's Guide

... to help the Seafood EMS Assessor to judge your skills and knowledge against the EMS units of competency in the National Seafood Industry Training Package

Seafood EMS website

... to bring you new resources and ideas about EMS as they are developed

It's no longer necessary to "go it alone" in setting up your Seafood EMS — the Seafood EMS Resources are specifically designed to help you!

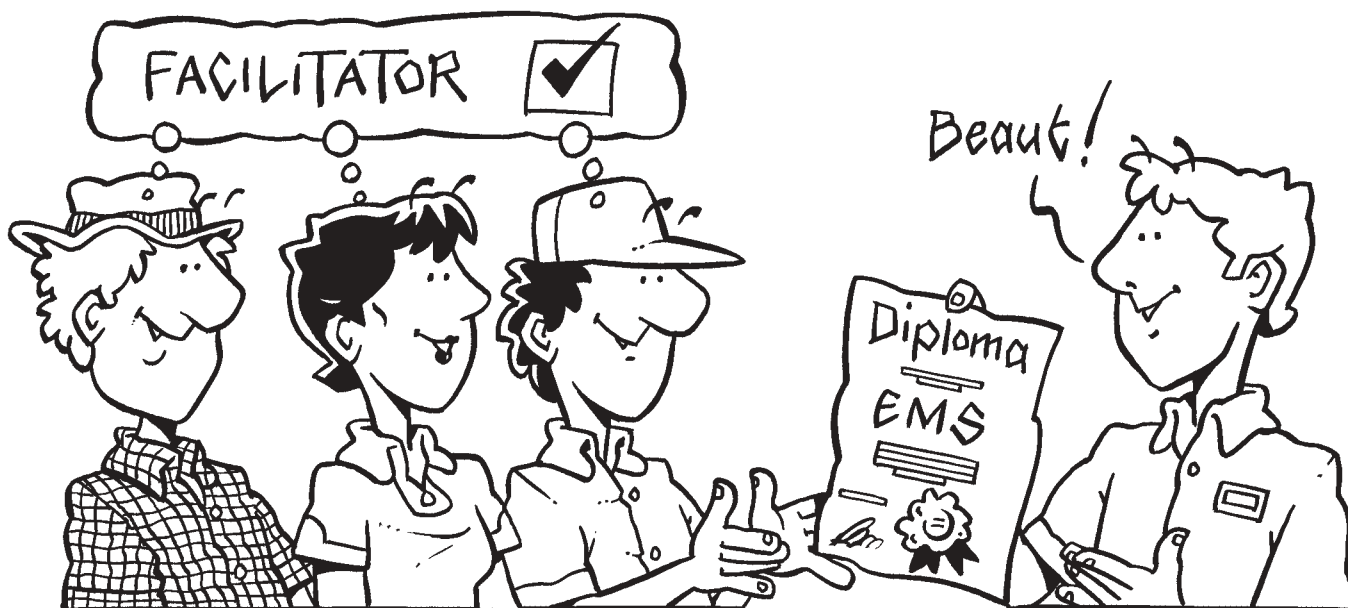


Seafood EMS CD-ROM

The interactive electronic program on the Seafood EMS CD-ROM will help you to set goals for the environment, food safety and quality, OH&S, profitability and community relations — and integrate them into your day-to-day business activities.

Use the Seafood EMS CD-ROM to help you to work through the eight-step Seafood EMS process and record the information that you generate so that it can be easily managed and analysed. The program enables you to open any of the following plans in a Microsoft Word document, where they can be edited and fine-tuned as required:

- Seafood EMS Master Plan
- Environmental Management Plan
- Food Safety Plan
- OH&S Plan
- Profitability Plan
- Public Relations Plan.



Seafood EMS Self-assessment and Training Manual

This manual includes customised worksheets, checklists and other information designed to help you to develop and implement an EMS that meets the particular needs of your organisation.

The manual is suitable for use by an industry organisation, such as an association, a group of enterprises with common interests, or an individual enterprise — the process to be followed is the same. Some of the tasks may vary depending on the size of your organisation.

Even if you don't intend to become assessed, the Self-assessment and Training Manual is a really good tool for simplifying your work on an EMS

By working through the manual, and successfully completing the exercises and assignments for each step, you can also have your skills and knowledge recognised against EMS units of competency under the National Seafood Industry Training Package. Statements of Attainment against these units of competency meet the seafood industry's requirements for an EMS Facilitator. You may then later qualify for a higher qualification through recognition of prior learning.

By successfully completing the exercises and assignments in the manual you will meet the requirements of the units of competency for recognition as an EMS Facilitator



Seafood EMS Assessor's Guide

This guide helps the EMS Assessor to judge your skills and knowledge against the EMS units of competency in the National Seafood Industry Training Package. This ensures national consistency in the assessments, enabling people to be assessed by any registered training provider accredited for assessing these units of competency.

Please note: Although non-accredited training providers may possess the competence required to assess your skills against the EMS units of competency, they are unable to issue you with statements of attainment that recognise your EMS skills. A list of accredited training providers can be found at www.seafoodems.com.au

Seafood EMS website

The seafood EMS website (www.seafoodems.com.au) brings you new resources and ideas about EMS as they are developed.

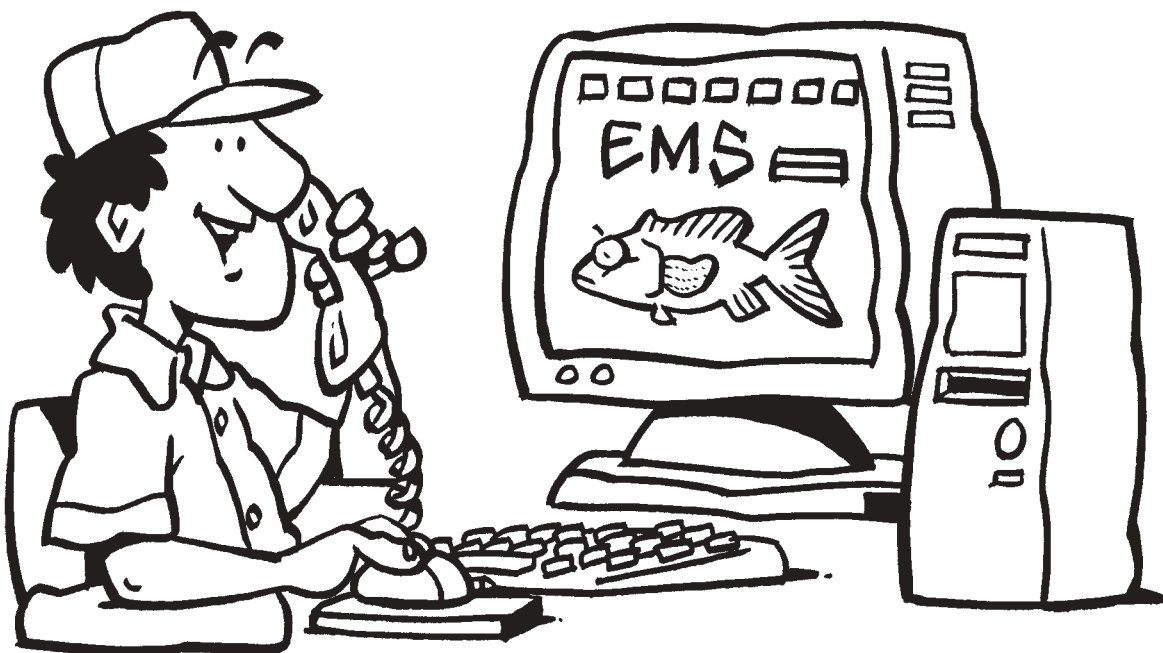


The Community Communication Guide

The *Community Communication Guide*, developed for the Australian Seafood Industry Council (ASIC) and the Women's Industry Network — Seafood Community (WINSC), is a resource that can help you to plan and implement effective communication strategies. It provides a practical framework for working through planning, communication and implementation of strategies for positive action, including:

- using networks to get started
- setting objectives
- shaping messages for local communities
- deciding who to communicate with
- choosing activities
- developing action plans
- evaluating your success.

The guide is available from www.seafoodbookshop.com.au



www.seafoodems.com.au

SSA's many close links with industry ensure that you'll receive the benefits of their experience from the outset.

Contact SSA and tap into knowledge and ideas

SSA is continually improving the Seafood EMS Resources as we gain more knowledge and ideas from people and organisations already developing EMSs.

Industry trainers can be a great help



A list of registered training providers accredited to deliver EMS training under the National Seafood Industry Training Package is available at SSA's EMS website (www.seafoodems.com.au). Contact seafood industry training providers and find out what EMS training they have on offer.

A training provider can develop and deliver a Seafood EMS training program tailored to meet your needs. In fact, the Seafood EMS program has been specifically designed, in conjunction with training providers, so that your EMS development and implementation can be undertaken within a training program framework.

A training provider can also help you to access training assistance under government programs, greatly expanding the outcomes that you can achieve for your investment in training.

Some smart EMS tips

Enjoy the benefits of your EMS

The benefits you receive from your EMS will be directly related to the time, effort and resources you and your colleagues put into it. The following tips will help you to use resources efficiently and gain access to other sources of help.

For starters ...

- work smarter, not harder — look around for good ideas and successful models, including those outside the fishing industry
- understand the individual elements of an EMS, then start putting these elements in place
- follow a logical sequence to save time and money and minimise “false starts”
- match your expectations to your time and resources
- match your high-priority activities to your resources — get the biggest “bang for your buck”

In a nutshell: Work smarter, not harder!



Don't re-invent the wheel ...

- use all existing resources — the Seafood EMS Resources are customised to specifically help people in the seafood industry
- use a computer, e-mail and the Internet to save vast amounts of time and money and gain direct access to a wealth of information
- contact training providers to help you to develop and implement your training plan
- contact a local TAFE college or a university's environmental department — your EMS will be an ideal topic for student projects, and the results of their studies should help to improve your EMS.

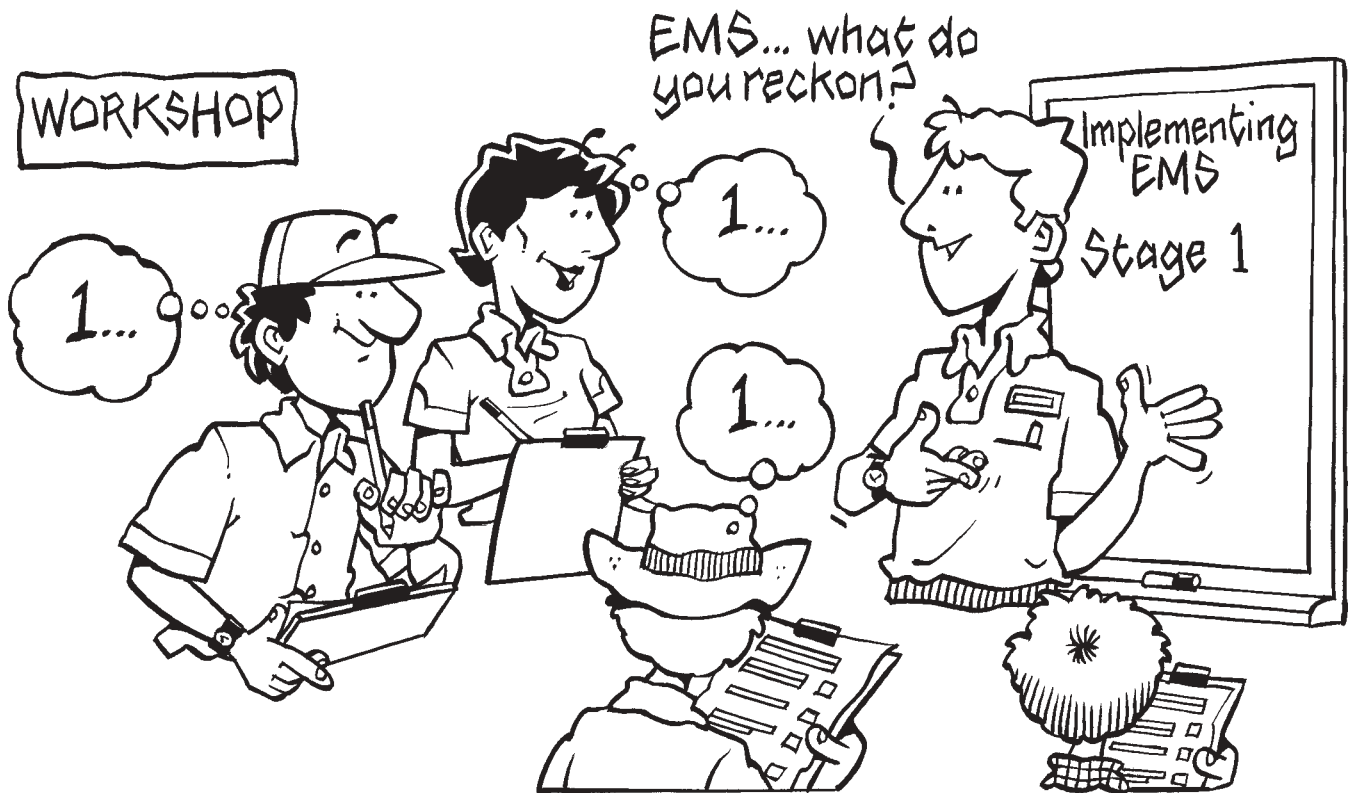
Plan your approach...

- you can achieve a lot by having all members of your group pulling together and dedicating modest amounts of their free time towards specific tasks. Think about the impact that some anti-fishing groups have, with little more than their freely given time!
- many of your existing resources can make a huge contribution — look for opportunities to increase efficiency and eliminate duplication of effort and costs
- from the outset, create a workable document control process and filing system — it will save frustration later
- if resources are limited, tackle the most pressing issues first and expand your actions later
- if you have a very ambitious vision, or want your EMS to cover a large number of operators, you may need to employ staff to drive and manage your EMS process
- if you are seeking certification, identify your documentation requirements up-front.

Build on your strengths...

- when you think about it, you'll probably realise you already have many elements of an EMS in place
- you'll find that many of the issues you identify are already being addressed, even though a formal documented process may not exist, so that for many of them you may only need to document your current work practices
- always keep in mind that transparency is essential to success — a positive public image is vital to your industry
- remember that you not only need to do good things, you need to tell plenty of people about them — where will the community get its information from if you don't tell the good news stories?

Do good things, and tell plenty of people about them!



EMS workshops build support and commitment from others!

EMS workshops — to set and achieve common goals

For your EMS to be successful, everyone whose activities may be affected **must** understand and support it. Get them involved!

A good way to do this is through workshops, which can be structured as part of your formal training program, saving time and money. Make sure you invite everyone who needs to share your vision and goals.

The EMS is primarily about identifying and addressing risks and opportunities relating to your business and industry. You might like to give some thought to how your EMS could lead to benefits for all businesses in your industry sector — because many of these risks and opportunities will be similar to yours. It may eventuate that:

- your association takes action (for example, to maintain resource access)
- everyone in your association takes similar individual actions (for example, to reduce bycatch)
- each business takes action appropriate to their circumstances (for example, individual seafood safety plans).

SOME SMART EMS TIPS

It therefore makes good sense to drive the development of your EMS using a group process through which issues needing collective and/or individual actions can be identified, common goals agreed, and progress monitored.

You will also be asking members of your group to “sign off” stages in the EMS’s development and ultimately to become signatories to the finalised EMS — and to be bound by it. The more involved they are in its development, the more they will have “ownership” of it and the less likely they will hold up final implementation.

Individual businesses may also wish to develop an enterprise-level EMS to provide a framework for the business to address issues arising from your group EMS, and other aspects relevant to that business. Such an EMS would fit in with your group EMS process.

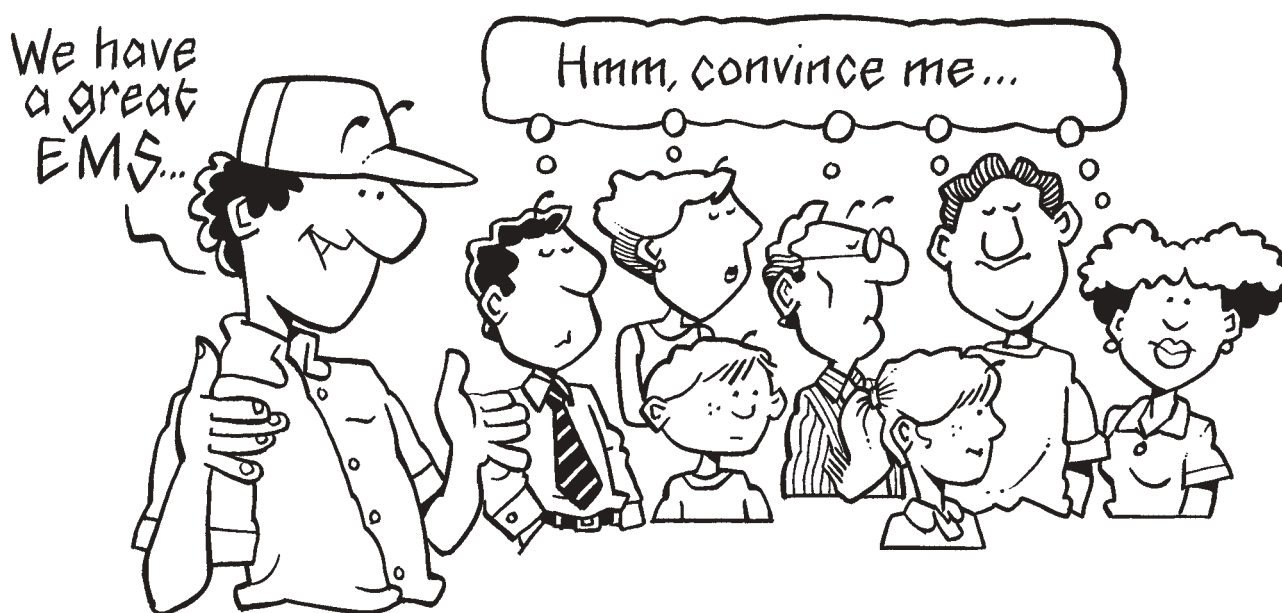


EMS facilitators — to help drive the process

The Seafood EMS model is founded on practical, industry-based EMS case studies which identified the need for groups developing an EMS to **agree on a facilitator** early in the process.

The facilitator may be a member of the group, another industry person who is keen to champion the EMS process, or someone not directly involved in the industry. The facilitator needs to possess, or acquire, the skills and knowledge needed to help make the process of developing and implementing an EMS clearer and easier to follow. A good facilitator will enable the other people involved to work in ways that suit them best.

However, everyone must start somewhere, and with the Seafood EMS Resources, people who are keen to act as facilitators will quickly develop these skills.



Communication — a critical success factor

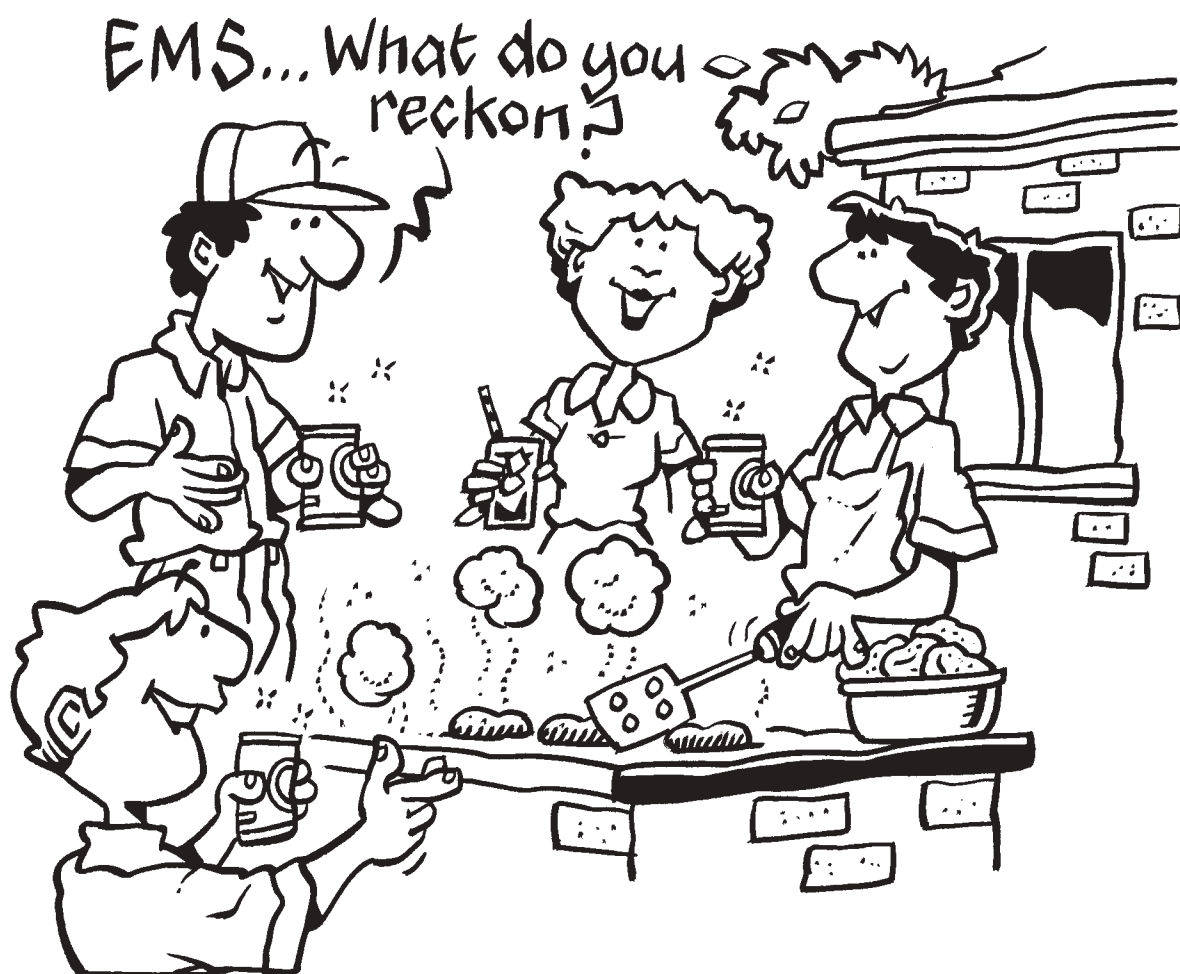
Public perceptions

Sadly, our seafood industry — held in such high regard overseas for having achieved world-class outcomes on matters such as sustainability and food safety — is often publicly maligned by Australians.

Changing the public's perceptions about our industry demands a broad, organised strategy aimed at all levels of the community and key decision-makers. Your EMS will generate a wealth of positive information and facts about our industry to underpin such a strategy. That's a good reason to use it!

Effective communication is an on-going process. You need to refine your messages and consider a variety of methods to deliver them to your target audiences.

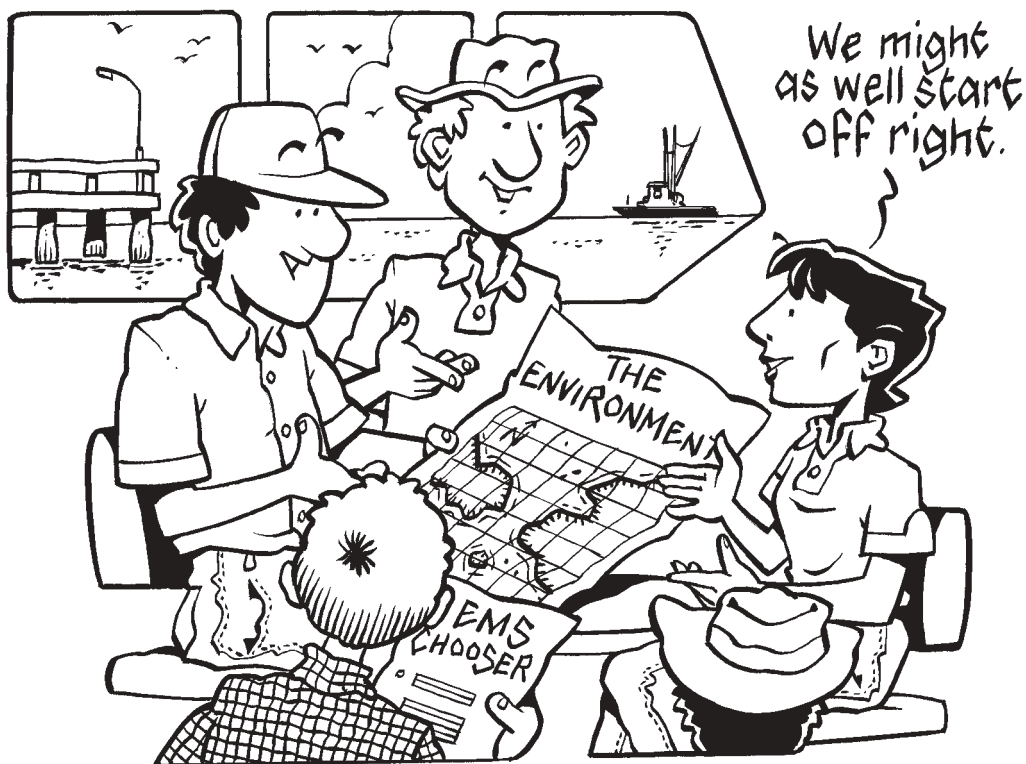
Often the people or groups that you find the most difficult to deal with — and the ones you might be hoping to avoid — are the ones you most need to communicate with.



Talk about EMS with your mates

You'll need broad support from your industry colleagues if your EMS is to be successful.

Getting off to the right start



*A little planning can
yield great results*

Planning for EMS success

By now you have probably gathered that planning your EMS approach will help you to:

- save time and money
- achieve the best possible EMS results
- tap into existing ideas, knowledge and experience
- avoid duplication
- identify ideas that have worked for others
- avoid trying ideas that haven't worked for others
- gather the broad industry support that is critical for your EMS success.

Now you know the broad outline of what's involved in the EMS process, let's see if you are ready to start the process.

Ready to start? Check for yourself!

When you can tick each of these boxes, you are ready to start your EMS

As mentioned earlier in this Seafood EMS Chooser, a little planning can go a long way. Use this checklist to assess whether you are ready to start developing and implementing your EMS.



I have read all sections of the Seafood EMS Chooser.

☐

I understand the basics of EMSs and the potential benefits from doing our own EMS.

☐

I broadly understand the eight Seafood EMS steps, and the process of working through them sequentially.

☐

I have discussed EMS with my mates and there is broad support to start the process.

☐

I have contacted some industry training providers to discuss the programs they have on offer, and how they can help our group to gain access to government training programs.

☐

I have contacted SSA to obtain the Seafood EMS Resources we need to use, and I broadly understand them.

☐

We have identified how some of our existing resources can help with our EMS process.

☐

We have chosen a facilitator (or are in the process of selecting one) to help us to drive and coordinate our EMS process.

☐

We are planning EMS workshops to engage key industry stakeholders, and other stakeholders, in our EMS process.

☐

Enjoy your EMS journey!

*All of us at SSA wish you
the very best for a successful
and enjoyable EMS journey!*

Contact SSA for the latest EMS information:

www.seafoodems.com.au

ssa@seafoodservices.com.au

phone 1300 130 321 toll-free.



“It is not the strongest species that survive,
nor the most intelligent, but the ones
most responsive to change.”

Charles Darwin

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