

Project No. 2008/310

Future Seafood Leaders:- Taking Stock

To meet the challenges facing the seafood industry there is a need
*“to create a pool of inspiring, capable and confident people
with the capacity and willingness to provide leadership across
the seafood sectors to secure the industry’s future”*

Katherine Sarneckis and Chris Calogeras

2008



Australian Government
Fisheries Research and
Development Corporation



Fisheries Research and Development Corporation

FUTURE SEAFOOD LEADERS: TAKING STOCK.

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1 NON-TECHNICAL SUMMARY

Project No. 2008/310:	Future Seafood Leaders: Taking Stock.
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1.1 OBJECTIVES:

1. Co-ordination of *Advance in Seafood* Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous *Advance in Seafood* Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Develop strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to the Fisheries Research and Development Corporation (FRDC)
6. A summary of workshop outcomes to be distributed widely to industry.

1.2 OUTCOMES ACHIEVED TO DATE

The projects objectives led to the development of specific outputs which have allowed the development of the following major project outcomes.
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- Development of resources for FRDC (i.e. online survey, workshop report, FRDC Report, information brochures and graduates network) to assess and review its seafood industry leadership program, direction and commitment.
- Increased levels and formalisation of communication and cooperation between graduates of the *Advance in Seafood Leadership Development Program* and program sponsors.
- The creation of a stronger network circle amongst the seafood industry's emerging leaders which will assist them in achieving leadership goals for the industry now and into the future.
- Identification of a valuable pool of individuals with who can provide leadership to the fishing and seafood industry at all levels.
- Agreement across sectors that the an industry specific leadership program, such as the *Advance in Seafood Leadership Development Program*, currently provides the industry with optimal delivery of leadership development, but that this can be improved to meet the short and long term leadership needs of the seafood industry by taking onboard recommendations arising for this project.
- Discussions on the development of a multi-level approach to leadership approach across the industry in Australia will increase the return on any FRDC investment beyond the existing leadership capacity developed under the *Advance in Seafood Leadership Development Program*
- Development of a clear mission for the *Advance in Seafood Leadership Development Program* which is to „..... *to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry's future.*’
- The project's outputs will lead to greater marketing of the program, graduates, sponsors, supporters and the work the program is doing for the industry.
- Acknowledgement that even though there may not be a direct return on each sponsor's investment in leadership, there is recognition that investment in developing emerging seafood industry leaders will benefit all sectors of the industry

- Graduates and Industry can work to share information and develop positive outcomes for the betterment of the industry by creating opportunities for assisting graduates with pathways to leadership roles within the Industry.

1.3 KEYWORDS

People Development, Leadership, Seafood and Fishing Industry, Online Survey, Workshop, Alumni

1.4 ACKNOWLEDGMENTS

This project would not have taken place if the seafood industry had not provided the opportunity for over 100 people to undertake leadership training thereby allowing these past graduates to contribute to the ongoing leadership development of the Australian Industry. For that reason Cheryl Phillips, Martin Smallbridge and Jill Briggs are acknowledged for their past contributions to the Industry through the *Australian in Seafood* Leadership Development Program.

Without the time and effort of the volunteer project working group consisting of Sean Savage, Inga Davis, Kane Williams, John Mayze, Paula Kenny, Kellie Williams, Dos O'Sullivan, Geoff Blackburn, Chris Calogeras and Jo Ruscoe along with the support from the Northern Territory Seafood Council (NTSC) for Katherine Sarneckis (the Principal Investigator), this project could not have taken place.

The Queensland Department of Primary Industries and Fisheries (QDPIF) are thanked for providing the venue for the facilitated workshop, and John Mayze and his wife Aleta deserve special thanks for their assistance with arranging the venue and the exceptional catering for the workshop.

Tim Mirabella, Grahame Turk and Adam Smith's contributions to the workshop provided participants with the opportunity to see a wider picture when it came to Industry leadership.

Australian Survey Research Pty Ltd's work on the Online Survey provided the project with a sound basis to work from, and Leith Bouilly's workshop facilitation and reporting have given the project a series of valuable outputs that can be used to improve the seafood and fishing future Industry leadership programs.

The support of JoAnne Ruscoe and the People Development Program of the Fisheries Research and Development Corporation (FRDC) is greatly appreciated.

FINAL REPORT

Project No. 2008/310: Future Seafood Leaders: Taking Stock.
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2 BACKGROUND

In 2000 the Fisheries and Research Development Corporation (FRDC) funded a project¹ to develop and trial a model for an advanced leadership development program for the seafood industry. This program became known as the *Advance in Seafood* Leadership Development Program, (the program) which has been delivered by Leading Industries Pty Ltd. Since then approximately 100 people have graduated from the program, significantly enhancing the leadership capacity of the fishing and seafood industry in Australia.

The program concluded at the end of 2007², and FRDC felt this was an appropriate time to review its leadership development investments, and assess how well the program has met its objectives.

At the end of 2007, a small group of past graduates formed a project team to develop a funding proposal for consideration by FRDC. As part of the project development, consultation was held with previous course facilitators Cheryl Phillips, Martin Smallridge and Jill Briggs along with Jo-Anne Ruscoe of FRDC's People Development Program.

Past participants of the program via email and phone, and also at a meeting at Seafood Directions in Hobart 2007, agreed that the need for a review of the program was a high-priority tactical fishing industry issue, and therefore determined to submit a proposal for consideration under FRDC's Tactical Research Fund (TRF) program. A working group was formed to oversee the proposal development and the subsequent project if it was successful. The group consisted of Sean Savage, Inga Davis, Dos O'Sullivan, Geoff Blackburn, Kellie Williams, Kane Williams, Paula Kenny, Chris Calogeras, and John Mayze. Katherine Sarneckis was to be the Principal Investigator (PI) and the Northern Territory Seafood Council

¹ 2007/307 Development and delivery of a model for a national seafood industry advanced leadership program

² The FRDC has funded an interim leadership development program in 2008, the National Seafood Industry Leadership Program, while this review was undertaken.

(NTSC) the lead agency.

It was agreed that the best means of reviewing the program was to undertake an online survey of past graduates and key industry stakeholders, hold a facilitated workshop to review the online survey's results, assess the strengths and weakness of the program based on graduates' experiences, to seek options for developing a communication network between past course participants, and identify pathways to leadership within the fishing and seafood industry.

3 NEED

FRDC's contract with Leading Industries Pty Ltd expired on the completion of the 2007 program. FRDC is therefore looking to review its future leadership development commitments for the future.

There is a real concern that the significant investments made by FRDC and numerous other program sponsors will be lost if a national seafood leadership program is not continued into the future. In the longer term this could potentially lead to a lack of appropriately skilled people to take leadership and representative roles at local and national levels. This is particularly poignant as the number of industry participants in general is shrinking and there is a growing need within Industry for leaders. There is an overlying imperative to ensure that whatever leadership program used is attractive to industry members in the fishing, processing and aquaculture sectors and not just aimed at people in government or quasi government roles associated with Industry. It was therefore considered opportune to take stock of the program and identify possible areas for improvement, to ensure that any future leadership programs continue to meet the needs of the fishing and seafood industry.

Past graduates have over time identified the need to consider establishing an alumni of past participants to allow effective engagement with industry and for graduates to remain connected and receive continued support from the industry to enable them to develop into leadership roles.

These key issues and the recent enhancement of the people development program within FRDC, mean that the need for a „Taking Stock“ workshop was timely. Under the people development program this project will assist in meeting long-term demand for people who will help the fishing industry meet its future needs and develop leaders among those within, and supporting the industry. Anecdotally there are considered to be barriers to „dipping the

toe in the water” of leadership, so this project also sought to investigate the need for other levels of leadership development to encourage participation and to support leadership pathways. A diverse number of leadership related courses, not specific to the fishing and seafood industry, that are available and this project sought opportunities to identify and maximise linkages with other programs and alumni.

4 OBJECTIVES

The project objectives are:

1. Co-ordination of *Advance in Seafood* Leadership Development Program graduates to collate experiences and ideas for the improvement of industry leadership courses.
2. Undertake a critique of the previous *Advance in Seafood* Leadership Development Program to identify areas for improvement and to ensure future programs meet current and future needs of the seafood industry.
3. Identification of options for developing and maintaining a communication network between past course participants.
4. Development of strategies for ongoing pathways to leadership within the seafood industry
5. Production of a report to FRDC
6. A summary of workshop outcomes to be distributed widely to industry.

5 METHODS

A project working group of past graduates was developed to oversee the project, with Katherine Sarneckis from the NTSC, the PI, overseeing and coordinating activities.

The working group felt that a review of the past leadership program and the provision of advice to improve FRDC’s leadership investment could be best achieved through a two staged approach.

Firstly, it was felt that it was critical that the views of past graduates and industry sponsors/employers who’d had involvement with the last seven years of the program should

be obtained as a basis for an assessment of the success of the program. This was to be best achieved through an online survey.

It was also considered that face to face discussions between past graduates and selected key industry people would allow the necessary full and frank discussion to take place to achieve the project's objectives. A facilitated workshop was considered the best means to achieve this.

Some guidance on FRDC processes and protocols was provided to the project through the FRDC Project 2007/304 – *'Empowering stakeholders to initiate and advance R&D projects in the fishing and seafood industry'*.

5.1 ONLINE SURVEY OF PAST PARTICIPANTS AND SPONSORS

An Online Survey was developed by the working group in conjunction with the service provider to examine all past course participants' and selected sponsors' perspectives of the course. The survey was to consider the strengths and weaknesses, what worked well, what didn't, the key skills gained from undertaking the course, and what aspects were considered to be deficient.

5.1.1 Selection of Online Survey Provider

A brief was developed by the working group outlining the Online Survey requirements (Appendix III). This was forwarded to a number of potential service providers who were requested to tender for the project. The key aspects of the survey were:

Survey Participants

- graduates (approximately 100)
- facilitators (approximately 10)
- sponsors (approximately 30)

Survey Structure

- qualitative and quantitative data
- open comment questions

Survey Results Required

- a list of key skills gained from the program and any deficiencies

- a critique of previous course structure and content, strengths and weaknesses
- ideas for improvement in future courses
- an indication of past graduate's intention of further involvement with each other and established networks
- the identification of needs and options from graduates with regards to
 - pathways to leadership roles within industry
 - linking of other leadership programs and opportunities
 - leadership accreditation and barriers to obtaining such
 - options for additional levels of leadership programs appropriate for industry
 - additional training needs.

The working group, in conjunction with FRDC's Manager of People Development, selected Australian Survey Research Group Pty Ltd (ASR) as the successful tenderer.

5.1.2 Online Survey Details

Two separate questionnaires were developed by the working group and ASR. One was aimed at all past graduates of the program and the other was sent to previous sponsors of the program. The questionnaires were loaded into ASR's proprietary web survey tool, „Survey Manager“, and housed at the Securiton Data Centre in Melbourne. Copies of the survey questions are shown in the ASR, „Report on the Evaluation Survey Results“, included as Appendix IV.

ASR was provided with email contact details of previous graduates and sponsors. ASR sent an invitation to all email addresses containing a hyperlink to the survey. There was a total of 95 current graduate and 12 sponsor emails.

The survey was open from 21 April 2008 to 9 May 2008. During this period ASR also sent two email reminders to graduates and sponsors who had not as yet completed the survey.

On completion of the survey data was extracted and, where relevant, analysed statistically. Data was then rendered into tables and graphs as part of the written report, along with the interpretation of the information and subsequent recommendations. The report (Appendix IV) was provided to the PI on 27 May 2008.

5.2 FACILITATED WORKSHOP

A key component of the project was to hold a facilitated 1 ½ day workshop for approximately 20 past program graduates and a small number (2 to 3) of current industry leaders, to assess the outcomes of the Online Survey, critique past courses, and identify strengths and areas for improvement to ensure future courses meet the industry's need in the constantly changing environment the fishing industry operates in.

Funding received from FRDC supported travel and accommodation costs for the graduates and industry leaders. A suitable industry based location, supplied as in-kind support, was to be sourced by the working group.

The workshop was originally going to be held in either Sydney or Melbourne, but after discussion between the working group members and graduates it was agreed that Brisbane would be a more suitable, cost effective and logistically appropriate venue in this instance. Queensland Department of Primary Industries and Fisheries (QDPIF) provided the venue at no cost, and suitable accommodation was found within a few minutes walking distance. The workshop took place on the 10th and 11th June 2008, and the facilitator's workshop report was provided to the PI in late June 2008.

5.2.1 Selection of Workshop Participants

It was agreed that the funded workshop participants would be sourced from as diverse a group as possible, covering a range of course years and locations, but with a majority representation of industry based people (i.e. non-government).

Nominations were formally sought from all past graduates. The working group then liaised with Jo-Anne Ruscoe, FRDC People Development, and Leading Industries Pty Ltd to finalise the list of workshop participants, including the three industry leaders. To allow for unforeseen contingencies a number of „reserve“ participants were also identified (see Table 1 for workshop participants list).

Table 1: Graduates and industry leader attendants at the Brisbane workshop.

Name	State	Year Completed	Sector
Brad Warren	NSW	2002	Fisher
Neville Perryman	TAS	2002	Fisher
Lisa Mackenzie	QLD	2002	Processing
Jo Ruscoe	CANB	2003	Government
Martin Perkins	QLD	2003	Consultant
Geoff Blackburn	NSW	2004	Fisher
Chris Calogeras	NT	2004	Consultant
Dos O'Sullivan	SA	2004	Education
Alan Snow	QLD	2004	Consultant
David Mills	NT	2005	Fisher
Jo Coco	QLD	2006	Education
Jonas Woolford	SA	2006	Fisher
Kate Millner	VIC/TAS	2006	Fisher
Daniel Gixti	VIC	2006	Research
John Mayze	QLD	2006	Research
Helen Jenkins	QLD	2006	Peak Industry Body
Katherine Sarneckis	NT	2007	Peak Industry Body
Paula Kenny	SA	2007	Fisher
Kellie Williams	QLD	2007	Peak Industry Body
Dan Machin*	WA	2008	Aquaculture
Grahame Turk	NSW	NA	CEO SFM
Tim Mirabella	VIC	NA	Commercial fisher
Adam Smith	QLD	NA	RecFISH
Leith Bouly	NA	NA	FACILITATOR

	Past graduates or *current ASLDP participant
	Industry guests/experts
	Facilitator

5.2.2 Selection of Facilitator

An independent consultant was to be engaged to analyse and present the findings of the Online Survey and to facilitate a 1½ day workshop. The Online Survey findings were to form the basis for discussions at the workshop.

A brief was developed outlining the requirements for the facilitator (Appendix V), requiring them to:

- assess and review the outcomes of the Online Survey of the previous program
- workshop and critique the program, identifying areas for improvement to ensure future leadership programs meet the current and future needs of the seafood industry
- report on issues, options, recommendations and pathways forward as identified at the workshop.

This was forwarded to a number of potential service providers. The successful tenderer was to be selected on their ability to demonstrate:

- a sound understanding of the project
- experience and expertise in facilitating workshops with a diverse range of participants, particularly those from a primary industry background
- a track record in development and delivery of outcomes that are practical and technically sound
- value for money; and
- an ability to meet the timelines.

The working group, in conjunction with FRDC's Manager of People Development, selected Leith Bouilly as the consultant.

The consultant's specific brief was to facilitate the workshop and produce a report that included recommendations on how to take issues and options identified through the Online Survey and the workshop forward.

6 RESULTS AND DISCUSSION

The project had three key components, the Online Survey, facilitated workshop and reporting/extension of the project's outputs and outcomes. These are discussed below.

6.1 ONLINE SURVEY

A copy of the Online Survey report produced by ASR outlining the key raw data and findings from the survey is included as Appendix IV. There were two surveys; one assessed past graduates and the other program sponsors. The graduate and sponsor results are discussed below.

Initially it was proposed to also survey course facilitators but that did not go ahead due to the high costs associated with setting up an online survey for such a small group.

6.1.1 Past Graduates Online Survey Results

ASR contacted 95 previous graduates to take part in the survey. There was a high response rate to this invitation with a total of 42 graduates responding giving a response rate of 44.2%.

The survey showed that there was generally high support for the program. Key findings are discussed below.

6.1.1.1 critique of the previous Program

The Online Survey revealed that the vast majority of respondents were satisfied with the program on all dimensions. From a maximum score of 5, the mean score of people who would recommend the program to others rated a very high score of 4.6 (Table 2). This was a positive outcome, as past graduates are most likely to be strong supporters and endorsers of programs.

Very strong support (4.2 to 4.5) was given over a range of questions seeking to identify if the skills learnt through the program were being adopted, and the knowledge and skills gained from the program flowed on to businesses and the Industry (Table 2).

Table 2: Graduate's survey responses to the Program

SERVICE DIMENSION	N	MEAN	STD DEV
I would recommend this program to others	41	4.6	0.5
In my work I am likely to implement the ideas and skills taught in the program	41	4.5	0.7
My organisation or business is likely to benefit from the ideas and skills learned in this program	41	4.5	0.6
Information was conveyed in an effective manner.	41	4.3	0.7
The knowledge, theories and concepts were explained well throughout the program	41	4.3	0.6
The individual project component of the program was useful	42	4.3	0.9
The program gave me the skills and knowledge to move into a senior or leadership role within the seafood industry in the future	40	4.3	0.9
The program builds leadership for the seafood industry	41	4.3	0.7
The quality of information presented in this program was sound (eg, reflecting best practice).	40	4.2	0.6
Throughout the course I received feedback from the facilitators that is constructive and helpful	42	4.2	1.0
The program gave me a good understanding of the seafood industry as a whole	42	4.2	0.8
Program content was of appropriate difficulty	41	4.1	0.8
Program content is arranged in a clear, logical and orderly manner.	40	4.1	0.7
In general, participants selected for the program were at an appropriate level	42	4.1	0.8
The program met my expectations	41	4.1	0.9
The workload for this program was reasonable given my other work commitments.	41	3.8	0.9

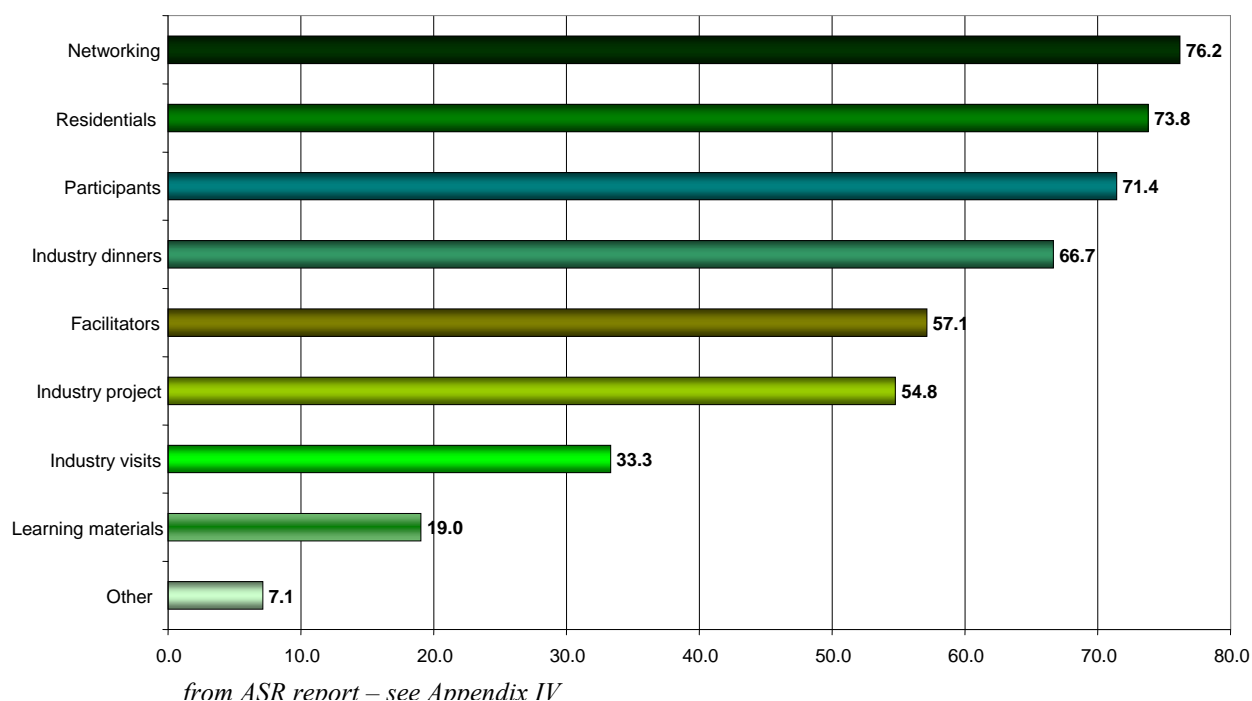
from ASR report – see Appendix IV

The lowest score related to workload associated with the program, however even this score of 3.8, was still considered to be a very positive response (Table 2).

It was also identified that although some aspects of the program could be improved, the overall scores of 4.0 to 4.7, paint a very positive picture and demonstrate high level of satisfaction with the program (Table 2). Importantly, ratings of poor or very poor, were low ranging in total (from 2.4% to around 15% of respondents), with the industry project, quality of learning material and handouts the only aspects rating higher than 10% dissatisfaction. A rating of very poor was evident in only one aspect, relating to concerns about „participants from a variety of sectors within the industry“. This was not expanded on but most likely related to diversity of participants. Interestingly „participants“ was generally seen as a program strength (Figure 1)

Respondents identified „networking“ as the number one strength of the program, but also identified the „residential“, „participants“ and „Industry dinners“ as program strengths. Again learning materials were not rated highly, with only 19% considering them to be a program strength (Figure 1).

Figure 1: Program strengths as identified by past graduates



A number of possible improvements to the program were identified through the Online Survey. These related to:

1. Follow up after the program is completed

2. Additional, or refresher training after completion of the program
3. Additional opportunities to keep in touch or make contact with program graduates
4. Qualifications as a result of program completion
5. Refinements to the mentoring system
6. Refinements to the industry project component
7. Diversity and quality of participants.

Only two matters, points 5 and 6 relate directly to the delivery of the program, with the others relating to the selection process and follow up activities outside the existing program's scope.

6.1.1.2 developing and maintaining a communication network between past course participants.

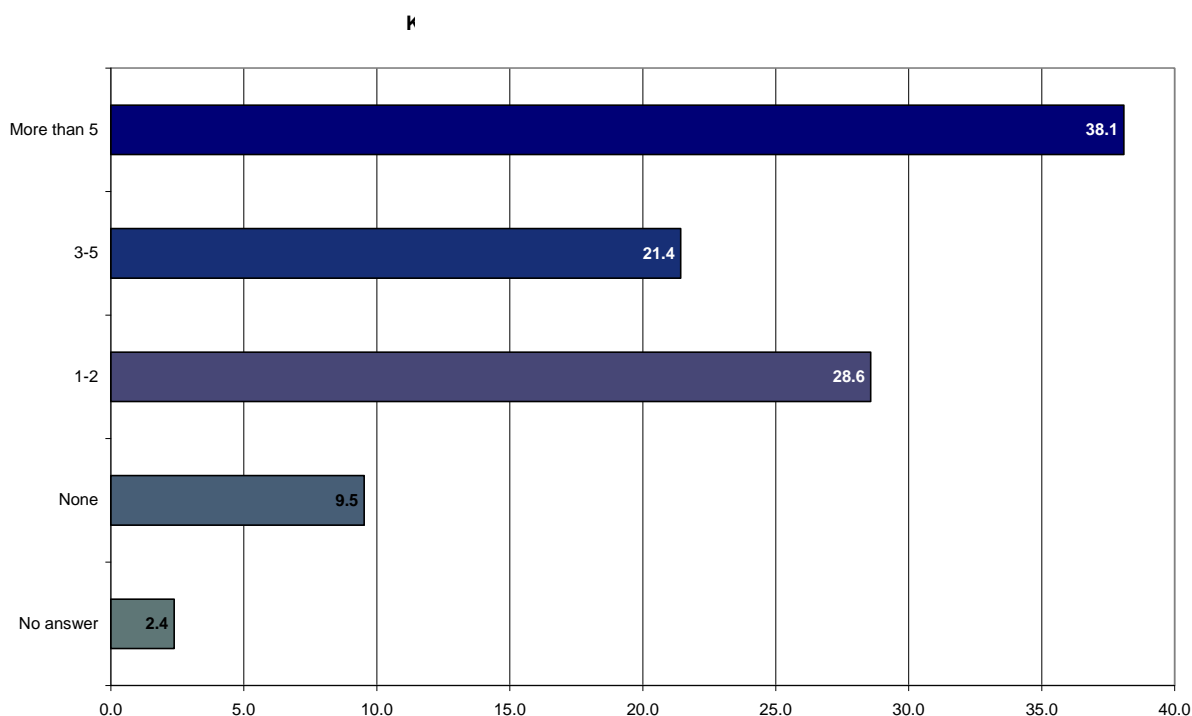
The vast majority of respondents (88.1%) indicated it was important to remain in touch with other participants, and only 9.5% indicated that it wasn't (Figure 2).

Despite there being no formal network, over 60% of respondents indicated that they keep in touch with at least three other graduates and 88% with at least one other graduate (Figure 2).

The Online Survey highlighted that graduates want continued support both during and after the program's completion. This is particularly important for those whose current positions may not allow them to practise the skills or utilise the knowledge obtained from the program.

Respondents indicated that they required an industry contacts data base, an alumni contacts list, further mentoring/coaching and further training in the form of additional activities or support, to enhance what had been learnt on the program.

Figure 2: Graduate's responses to the level of contact with past graduates.

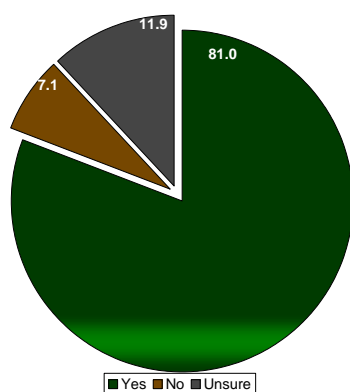


from ASR report – see Appendix IV

6.1.1.3 accreditation for graduates of the program

Although the program was initially aligned with the Seafood Industry Training Package (SITP), the program has not lead to a formal qualification or national accreditation. (Although opportunity for graduates to seek recognition of prior learning with a registered training provider (RTO) has existed, this has not been taken up to any extent). The majority (81%) of respondents indicated that accreditation would add value to the program (Figure 3), but no reasons were sought as to why.

Figure 3: Graduate's views on value of accreditation arising from the program



from ASR report – see Appendix IV

6.1.1.4 need for additional leadership training.

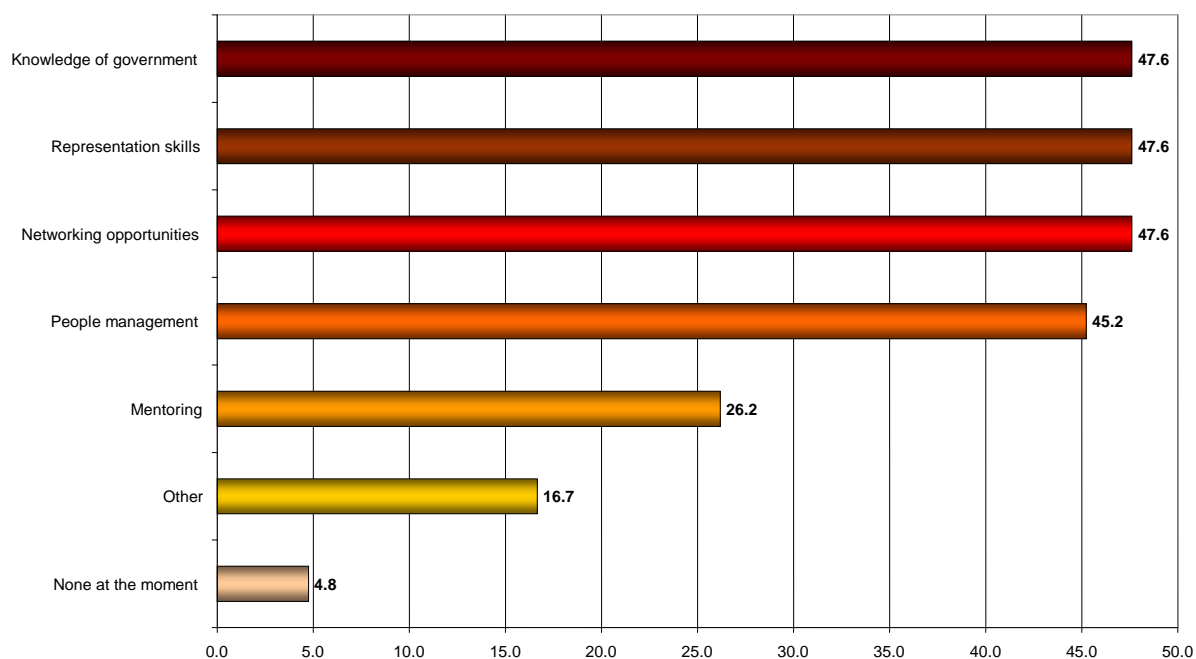
Respondents identified the key areas for further activities or training programs as;

- networking opportunities (47.6%) (in addition to what is already provided)
- knowledge of government (47.8%)
- representation skills (47.8%); and
- people management (45.2%) (Figure 4).

Less than 5% of respondents indicated that no other training or activities were necessary to help run their business, or develop their career (Figure 4).

It wasn't clear if respondents were looking at additional formal training at another level (eg Australian Rural Leadership Program (ARLP) or access to specific training outside of the program or the ARLP.

Figure 4: Other potentially beneficial training or activities



from ASR report – see Appendix IV

6.1.2 Sponsor's Online Survey Results

ASR contacted 12 sponsors to take place in the survey. Seven organisations responded giving a response rate of 58%. When interpreting the results ASR advises caution as the sample size is small for making quantitative analysis, and therefore statistical inferences cannot be reliably made.

6.1.2.1 critique of the program

The Online Survey revealed that the vast majority of sponsor respondents were satisfied with the program on all dimensions. Mean scores ranged from a low of 3.2 to a high of 4.1 from a maximum score of 5 (Table 3). As a pattern, sponsors rated survey items lower than graduates.

Direct business/organisation benefit was the lowest rated item (3.2) but this was still in the midpoint of the scale. Despite having the lowest score this result should not be interpreted on its own, as the highest scoring item (4.1) indicates that although there may not be direct benefit for the company, sponsors still view the program as beneficial to the industry as a whole (Table 3).

Table 3: Sponsors satisfaction with the program

SERVICE DIMENSION	N	MEAN	STD DEV
This program is beneficial to the seafood industry	8	4.1	1.4
My organisation or business would like more involvement in selecting program content	9	3.8	1.0
We are likely to sponsor a National Seafood Leadership Development Program again next year	9	3.8	1.1
Participants of the program and the broader industry were made of aware of my company's sponsorship	8	3.5	0.8
My organisation or business would like more involvement in selecting course participants	9	3.3	0.9
Sponsorship of the program resulted in a direct benefit for my organisation or business	9	3.2	0.7

from ASR report – see Appendix IV

Although many sponsors felt that the program did not provide a high enough profile for sponsors, or cover a broad enough range of stakeholders, longer term sponsor organisations tended to remain as sponsors over time (Table 4).

Table 4: Status of sponsors support for the program

ORGANISATION	2000	2001	2002	2003	2004	2005	2006	2007	2008*
Sponsor 1									
Sponsor 2									
Sponsor 3									
Sponsor 4									
Sponsor 5									
Sponsor 6									
Sponsor 7									

from ASR report – Appendix IV

	or		sponsoring program		unsure if sponsoring 2008		not sponsoring 2008
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6.1.3 Recommendations by ASR from the Online Survey

ASR made the following recommendations based on the Online Survey results. These recommendations were key areas for discussion at the facilitated workshop.

1. Focus on networking

Both the numeric and qualitative results highlight networking as an area of strong importance for respondents. The quantitative analysis highlighted networking as the number one strength of the program. The program must keep its momentum when dealing with networking - do not let the focus on networking drop, as graduates indicate this is one of the most important aspects of the program.

Investigate the feasibility of a contacts or alumni database for graduates to expand their networks.

2. Ongoing support

Graduates want continued support both during and after the programs completion. This is particularly important for those whose current positions may not allow them to practise the skills and knowledge obtained from the program. Graduates would benefit from regular follow up and access to opportunities after the programs completion.

3. Participants

Selection of participants was highlighted as an issue both by graduates and sponsors. The evaluation project team should consider various options to address the issue of participant diversity and participant ability. An investigation into streaming by sector or by level would be beneficial. Alternatively, additional funding and support for non government participants could also be explored.

4. Benefits for sponsors

It is difficult for any program of this nature to provide direct and measurable benefits for sponsor businesses and organisations. More realistic and long term expectations for sponsors need to be generated. The numeric results indicated that although no direct company benefit is perceived by sponsors, they still recognise that the program is beneficial to the industry at large, so this is the message that should be promoted.

6.2 WORKSHOP

The workshop was held in QDPIF's Hamilton, Queensland offices on the 10th and 11th of June 2008. Prior to the workshop, delegates were provided with a program and briefing notes to set the scene, in preparation for the workshop (Appendix VI).

The workshop was facilitated by Leith Bouilly and attended by 20 past graduates of the program and three industry delegates, Mr Grahame Turk, Managing Director, Sydney Fish Market, Tim Mirabella, commercial fisher and Mr Adam Smith, RecFish Australia (Table 1, Figure 5).

Based on the insights and experiences of the graduates and sponsors of the program, it was felt that this group's intimate knowledge of the industry, understanding of the leadership challenges it faces, hands on leadership experience, and their capacity to articulate how the program has been able to assist in the achievement of individual/industry aspirations, allowed an insightful assessment and critique of the program.

Through the Online Survey and project objectives, five areas were identified as requiring analysis at the workshop. These were:

- critique the previous program

- identify options for developing and maintaining a communication network between past course participants
- develop strategies for ongoing pathways to leadership within the seafood industry
- accreditation for graduates of seafood leadership training
- investigation of the need for an additional level of leadership development.

These matters were covered in the workshop and on completion; a report was prepared by the facilitator and forwarded to the PI. A copy of the report “Future Seafood Leaders: Taking Stock - Workshop Summary, June 2008” is included at Appendix VII. A brief summary of the key findings follows.

Figure 5: Participants at the Taking Stock Workshop - Brisbane



Back row L-R: Grahame Turk, Martin Perkins, Dan Machin, Paula Kenny, Jo Coco, Katherine Sarneckis, Chris Calogeras, Jonas Woolford, Dos O'Sullivan, Tim Mirabella, Adam Smith. **Middle row L-R:** Leith Bouilly (facilitator) Lisa Mackenzie, Geoff Blackburn, Daniel Grixti, David Mills, Kate Millner, Jo Ruscoe, Alan Snow, Brad Warren. **Front row L-R:** Neville Perryman, Helen Jenkins, John Mayze. (Not in shot Kellie Williams).

6.2.1 Critique of the previous Program

The Online Survey revealed that the majority of respondents were satisfied with the program on all dimensions, and although there was room for improvement in some areas, there was a high degree of satisfaction with the current product.

In order to establish a context for the programs evaluation, participants identified what

leadership styles are most likely to sustain the seafood industry into the future. The following leadership capacities and attributes required to meet the Industry's needs were identified (Table 5).

Table 5: Fishing and seafood industry leadership attributes and capacities

ATTRIBUTES	CAPACITIES
Emotional intelligence	Act in the interests of industry as a whole
Passion and commitment to the industry	Adopt different leadership styles when necessary
Resilience	Work collaboratively across all levels of industry and government
Ethical behaviour	Build effective teams and plan for succession
Great communication skills	Understand how industry and government work
Commitment to service beyond self	Develop extensive networks
Humour	Take risks and catalyse/lead change
Knowledge and experience	Be visionary and strategic
Decisiveness.	Ask for support
	Influence others.

Further to the discussions on leadership attributes and capacities, the following was also determined:

- the key challenge for the industry with regard to addressing strategic leadership issues into the future is – *‘the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels’*; and
- the seafood industry will continue to benefit from investment in programs which focus on developing appropriate leadership capacities and attributes in individuals (Table 5).

The next step involved workshop participants determining the purpose of the program. The following statement represents a synthesis of those discussions; - *‘the purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry’s future.’*

To undertake an analysis of the program and identify opportunities for improving leadership investment, the workshop considered four focussing questions;

- what has the Program excelled at?
- what would the Program's worst critics say?
- what should be the focus for the future?
- what might work against future investment in leadership development?

All elements of the program received positive feedback in the Online Survey and this was generally supported at the workshop. Networking was rated as the number one strength of the program and should be maintained and enhanced in future programs. Workshop participants highlighted the value of the program being industry specific rather than a generic leadership program. The best attributes of the current program were identified as:

- attracting passionate and committed people
- providing experiential learning in a safe and supportive environment where participants are encouraged to experiment
- providing challenging and real learning activities that push participants to excel
- seafood industry specific
- developing personal effectiveness through increasing self awareness and providing individual challenges
- diversity of participants
- networking opportunities – with participants and guests
- developing teamwork skills
- developing communication skills.

It is recommended that these elements should be maintained and enhanced possibly in future programs.

With regard to those elements of the program that could be improved there was strong correlation between the Online Survey results and the workshop discussions and

recommendations. The areas identified for improvement were:

- course material

the quality of the course material (this is important if Recognition of Prior Learnings (RPL) is going to be used to obtain any accreditation arising from the program).

- course project's purpose and delivery

- requires clarification and refinement to ensure that it is clear what the learning objectives are and it provides value to the individual and the group as a whole
- incorporate a learning outcome of developing skills to create high performing teams with a strategic focus.

- mentoring

- the purpose of the mentoring activity was understood differently by many participants and as a consequence it may not be achieving its full potential
- clarify and refine to determine whether the aim is to seek mentors or industry coaching
- possibly develop a mentor bank.

- program marketing

there is a need to better market the program, graduates, projects, sponsors and supporters, and this will require the development of a whole of industry strategy, including;

- publication of course project reports
- industry awareness of and the showcasing of current participants, projects, sponsors and employers
- develop industry wide support mechanisms
- create linkages across sectors and between individuals
- greater support for participants and graduates on completion of the program

- specified learning outcomes and accreditation
 - ensure that the learning outcomes of the program are specified and the content developed to meet them.
 - development of a statement of expectations for participants
 - accreditation or certification.
- selection process
 - consider the selection process to increase diversity of participants and develop leadership capacity at all levels
 - merit although important should not be to the exclusion of diversity
 - some participants have little intention of making a contribution or „paying back“ to the industry, simply wanting to add to their CV
 - options for providing additional support (including financial) to self employed participants.

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

- the seafood industry will continue to benefit from investment in leadership development programs and that the appropriate investment for industry through FRDC at this time is the *Advance in Seafood Leadership Development program*.
- program objectives, design, structure, content and materials should be reviewed regularly and updated as necessary to ensure that the program is able to develop the capacities and attributes as indicated in Table 5.
- ongoing support of sponsors and employees is critical to the success of the program and that more needs to be done to ensure that their needs are met. Improved marketing of the program and profiling of participants, graduates, sponsors and employees will assist in this.
- a three stage industry leadership model and the programs purpose should be clearly articulated to future providers of the program and regular evaluation conducted to

demonstrate that the structure and content are consistent with these (see Section 6.2.5).

- the development of a mentor bank and provision of mentor training should also be considered further.

6.2.2 Options for a communication network between past course participants.

The Online Survey highlighted that graduates want continued support both during and after the programs completion and this was supported at the workshop. This flows from the intensity of the experience of the program itself, friendships formed, networks created and a heightened awareness of the need to provide and receive support in leadership roles.

Even without a formal network, most graduates maintain some level of contact with other graduates (often those from the same year's program) but there was a high level of desire to establish a broader effective network that encompasses industry contacts, current participants and graduates of past programs. This is particularly important for those from remote areas and those whose current positions do not allow the use of the program skills.

Workshop participants agreed that being able to contact each other is very important and that the following would constitute a good beginning from which other initiatives might emerge; that is the development and maintenance of:

- a data base of graduates
- a website with graduate profiles
- an email contact list.

It was recognised that building anything more elaborate than this would require significant investment in both time and money, and it was unlikely that graduates would contribute substantially in a financial sense. At the workshop a number of participants indicated an interest in developing an active electronic network, but there was no resolution of how it might be funded.

Since the workshop, a trial national graduate network has been set up by Dan Machin (a current program participant) based on the system he developed for the 2008 program participants. The network will be by invite only and will be managed by a former graduate.

6.2.3 Develop strategies for ongoing pathways to leadership within the seafood industry

The majority of respondents to the Online Survey indicated that the program was effective in providing pathways to leadership roles in the industry, and most indicated that they had made career progression and advances (Table 6).

Table 6: Effectiveness of the program in providing a leadership pathway

EFFECTIVENESS	Freq	%
Effective	17	40.5
Very effective	10	23.8
Very ineffective	6	14.3
Neither effective nor ineffective	6	14.3
Ineffective	1	2.4
Don't know	2	4.8
Total	42	100.0

from ASR report – see Appendix IV

Workshop participants agreed that the program gave graduates a „leg up“ to do more and expand opportunities through skills development, increased networks and greater understanding of the industry and leadership opportunities that exist.

As identified in section 6.2.1, delegates discussed the problematic nature of organisational structures in the industry (i.e. the need to shift from the competitive and individualistic model to a collaborative and industry focused model) and how they may act as impediments to graduates aspiring to step up and make a difference in leadership roles. The program should ensure that it is designed to deal with this issue.

It was noted that industry leadership capacity building and development should have a multi level approach across the industry, and should also assess opportunities beyond FRDC to assist in building the pool of suitable peoples (see Section 6.2.5).

It was also noted that graduates should take an active role in initiating networking activities and that maximum advantage should be taken to coordinate with existing industry activities (eg Seafood Directions, SSA network meetings, Australasian Aquaculture Conference) to provide networking opportunities.

6.2.4 Accreditation for graduates of seafood leadership training

The completion of the program appears to be well regarded within the seafood industry, but

does not result in a formal qualification for those who have completed it. A certificate of completion is awarded and graduates are encouraged to make others aware that they have completed the program in order to raise their own profile, as well as that of sponsors and the industry more generally.

When developed in 2000 the program was aligned to leadership competencies from the SITP, however graduates' progression to formal assessment has been limited. The SITP has also been reviewed and updated recently meaning any move towards accreditation for the program would require mapping against the new standards.

The majority of respondents to the Online Survey indicated that they believed that accreditation would add value to the program, but no reasons were gathered as to why. Workshop participants were also unclear as to the benefits of accreditation, but suggested that the rationale to move to a qualification, or accreditation, should be considered in terms of:

- whether or not it is appropriate to accredit people for leadership development
- how it would impact on the learning outcomes of the current approach
- the range of needs that participants have
- how well the current program is marketed and positioned as a quality product
- how participants' needs for qualifications are met, particularly those who are self employed
- whether additional content, and therefore additional time, would be required to allow individuals to receive a full qualification, as the current program only equates to a partial qualification
- how it might assist in assessing whether or not participants have met any statement of expectations if it were introduced
- the potential impacts of a pass/fail approach on attracting participants
- whether or not aligning modules to relevant competencies would add rigour to delivery and feedback for continuous improvement
- leadership is a personal journey and may take many years to develop and demonstrate competency

- cost and time implications including;
 - the potential to reduce costs through alignment with a Registered Training Organisation (RTO)
 - costs of mapping competencies, amending materials etc
 - managing the program provider issues.

Very importantly, workshop participants were generally agreed that the program should have a primary focus on leadership development of individuals for industry benefit in the longer term, and that accreditation should be optional for individuals and not the key reason for the program. Allowing graduates to receive accreditation, through RPL processes after completing the course was the preferred option.

6.2.5 The need for an additional level of leadership development.

Respondents to the Online Survey identified key areas for further activities or training programs as being; networking (further to what is already provided), knowledge of government, representation skills and people management.

Workshop participants identified industry content as being something that could be improved upon in the current program, but also agreed that the focus should be placed on leadership development to meet industry needs. Where potential participants would benefit from a greater understanding of how industry works, it may be beneficial to develop a short activity to lift capacity in this area or utilise other industry opportunities.

Workshop participants also suggested that the current program could be lengthened (at least for the Sydney session) to allow additional learning opportunities. This would be most beneficial for the majority of participants if this additional time was focused on strategic and personal development areas as highlighted in the workshop and Online Survey results.

Workshop participants discussed the development of a multi-level approach to leadership development across the industry beyond the FRDC investment. A three stage approach was supported by delegates to include the following components:

- Stage 1: introductory activity (utilise existing programs or development of short courses to allow potential leaders to dip their toe into leadership

development)

- Stage 2: *Advance in Seafood* Industry Leadership Development Program (supported by Industry through FRDC)
- Stage 3: other advanced programs such as Nuffield Farming or Churchill Scholarships, Australian Rural Leadership Program, MBA etc.

To put this model in place would require industry initiative and coordination to identify, develop and resource the introductory activities and to assist in guiding potential leaders into more advanced programs. While all of these components require the investment of time, and in most instances money, it is perhaps reasonable to expect that people will make a commitment to their own development following an industry contribution.

In any instance it would be useful to provide participants with a list of further development options as part of the program.

6.3 FORMAL RECOMMENDATIONS FROM WORKSHOP

The following 22 recommendations were drawn from the workshop notes and the Workshop Summary Report (Appendix VII) and will be valuable for FRDC to consider in its deliberations on its leadership investment:

1. The seafood industry, through FRDC, should continue to fund the *Advance in Seafood* Leadership Development Program as it is highly effective and valued for the way in which it develops leadership potential in individuals.
2. The key challenge identified for the industry with regard to addressing the strategic issues into the future was identified as – the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels. Leadership development programs should be designed to assist in this transformation.
3. Workshop participants deliberated on the purpose of the program and the following statement represents a synthesis of that work. „*The purpose of the Advance in Seafood Leadership Development program is to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry’s future.*’

4. The seafood industry will continue to benefit from investment in programs which focus on developing the following leadership capacities and attributes in individuals.
5. It would be appropriate to review the *Advance in Seafood* Leadership Development Program objectives and design to ensure that it is able to develop these capacities and attributes.
6. Program design, structure, content and materials should be reviewed regularly and updated as necessary.
7. The best attributes of the program as identified by the Online Survey and workshop participants should be retained and enhanced.
8. The purpose and delivery of course projects requires clarification and refinement to ensure that it is clear what the learning objectives are for the exercise and that value is gained by the individual and the group as a whole from it.
9. The mentoring activities should be clarified and refined and consideration given to the development of a mentor bank and provision of mentor training.
10. Participant diversity was identified as a valuable element of the program and the selection process should continue to ensure that it is maintained. Additional funding and support for non government participants could also be explored as a means of encouraging participation by self employed industry members.
11. Some concerns were expressed about effectiveness of participation and giving back to the industry on completion of the program. One way to draw individual attention to the expectation that recipients of scholarships will make a contribution to their industry is to require that all participants sign a statement of expectation.
12. The program should be better marketed to ensure that sponsors are recognised and participant's initiative showcased to the industry and beyond.
13. Relationships between the program and its sponsor's and participant employer's must be maintained and enhanced. This could be assisted through participants and graduates identifying opportunities to interact more effectively with their sponsors and employers.
14. Where possible the return on investment for sponsors and employers should be

demonstrated.

15. A multi level approach to leadership development should be supported across the industry and best advantage needs to be taken of opportunities to develop capacity through funding beyond FRDC.
16. Existing organisations within the industry could consider developing a short introductory course (appropriate to their membership) to prepare individuals for the *Advance in Seafood* Leadership Development Program.
17. The Online Survey revealed a high level of support for accreditation as a result of completion of the program. Workshop participants agreed that the program should primarily focus on developing the leadership potential of individuals for industry benefit in the longer term and that accreditation is an optional extra for individuals to pursue.
18. The costs and benefits of accreditation processes should be assessed in relation to achieving the industries purpose for the program.
19. Individuals who wish to obtain accreditation through Recognised Prior Learning processes should be supported and discussions held with future course providers in relation to how best to do this.
20. Networking was identified as the number one strength of the program and there is a strong desire for effective networking opportunities amongst the graduates. As a first step supporting the participants and graduates with a data base of graduates, a website with graduate profiles and an email list would enable more effective networking.
21. Graduates should take an active role in initiating networking activities.
22. Maximum advantage should be taken by graduates to coordinate with existing industry activities to provide networking opportunities.

7 BENEFITS AND ADOPTION

This project has the ability to build leadership capacity across all sectors of the industry and across all jurisdictions.

Initially the principal beneficiary will be the FRDC, as it can utilise the findings of the Online

Survey, the workshop outcomes and the recommendations contained in this report to assess its current commitment to industry leadership, especially in respect to considering what role the program will have in its ongoing leadership investment to industry.

The project has highlighted the benefits of the program and importantly has noted and made recommendations on how the program could be improved to best align with Industry needs.

A trial electronic network for graduates has already been developed as a direct result of this project.

8 FURTHER DEVELOPMENTS

To some extent, further development in respect to the leadership program will be dependent on what actions FRDC take with the findings and recommendations. It may be appropriate for FRDC to consider including a small number of past graduates/workshop participants in any discussions that it may have in relation to considering possible changes to the program.

To ensure that the workshop findings are as widely distributed as possible across industry, the following will take place;

- a summary pamphlet outlining the workshop outcomes, recommendations and opportunities for graduate involvement has been produced and will be widely distributed to Industry and posted on the NTSC website (Appendix VIII - Directions for Leadership Development for the Australian Seafood and Fishing Industry)
- the Final Report, Online Survey and Workshop Summary will be made available through FRDC and the NTSC's web site
- an article will be prepared for inclusion in the FRDC FISH magazine
- a trial national graduate network website has been developed which will allow graduates to keep in contact, provide links to the various reports and to stimulate graduate input into taking advantage of leadership development opportunities identified at the workshop which are highlighted in the pamphlet.

9 PLANNED OUTCOMES

The project had the following planned outcomes and all relied on completing the project

outputs in a timely manner; i.e.

1. enable the seafood industry leadership program to be reviewed and realigned with industry needs
2. contribute to the future development of industry leaders, both past graduates and future students
3. provide advice to ensure continual development of industry leaders through both educational avenues, leadership opportunities and increased industry support
4. investment in emerging seafood industry leaders will benefit all sectors of the industry.

To achieve these outcomes, the following outputs were developed as part of, or as a result of, the project;

- *A database of graduates and current contact details*

As a result of putting together the project proposal, a database containing all past graduate's current contact details took place. A direct output of this project has been the update of database containing contact details of all past graduates (Appendix IX).

Such a database will be invaluable for re-connecting graduates and as a starting point for developing the formal network and alumni. It will also benefit the wider industry as the information can be used for a range of Industry needs, such as a contact point to develop a register for mentors for the program or the Seafood CRC PhD program, to allow Industry to identify people who have a commitment to industry development in a leadership capacity, and to identify potential employment opportunities.

- *Generation of networking amongst participants*

Initial efforts to form a contact database resulted in connecting approximately 50 graduates. With the program as a common theme, this network has already begun to assist each other to in having broader input into industry projects. For example around 20 past graduates connected at Seafood Direction 2007 as part of developing this project.

A direct outcome of this project will be the creation of a stronger network circle amongst the seafood industry's emerging leaders which will assist them in achieving leadership goals for the industry now and into the future.

- *Through the Online Survey (Appendix IV), valuable information from the graduates and sponsors in respect to the leadership program has been collected and analysed into a report*

The Online Survey provided the opportunity to seek graduates and sponsor views on the performance of, and means to improve the program. This data will provide FRDC with invaluable information on the performance of the program as they seek to review their leadership investment.

- *A Workshop Summary(Appendix VII) has been compiled which examines the:*
 - Online Survey of past participants and workshop outcomes, which will assist FRDC in developing an improved course in the future to meet industry's needs for the short and long term demand for industry leaders
 - options for developing a network of all part participants so that they can continue to share information and develop positive outcomes for the betterment of the industry
 - options for assisting graduates with pathways to leadership roles within the industry
 - mechanisms to link with other industry leadership programs and leadership opportunities
 - options for leadership courses accreditation and any barriers to obtaining such
 - needs and options for additional levels of leadership program which are appropriate for the seafood industry.

10 CONCLUSION

This project highlighted the leadership potential that lies with past graduates of the program. By utilising the informal networks that exists between past graduates it was possible to develop a project at short notice and put in place the necessary actions to bring about the development of an Online Survey, a facilitated workshop and reports that provide valuable information for the Australian seafood and fishing industry as it considers the best leadership investment portfolio to meet the industry's future needs.

All of the project objectives have been met and lead to the coordination of almost 50 past graduates in developing this project.

A major output was the development and undertaking of an Online Survey of past graduates and sponsors to assess the strengths and weaknesses of the program, and identify key issues that will assist in improving the program into the future.

A facilitated workshop was also held in Brisbane in June 2008 and this allowed over 20% of the programs past graduates, along with key industry people, to assess the Online Survey results and undertake a critique of the program to identify areas for improvement, and to ensure future programs meet the short and long term leadership needs of the seafood industry.

As well as a formal workshop summary being produced by the facilitator and the production of this final report to FRDC, the past graduates put in place a mechanism, as a first step, to develop a communication network which can be used to formally connect all past graduates and build on other key recommendations arising from the Workshop.

The Online Survey and Workshop revealed that the vast majority of respondents were happy with the program on all dimensions, and although there was room for improvement in some areas, there was a high degree of satisfaction with the experience of the current product. It was clear from all sources that the seafood industry will continue to benefit from investment in a industry specific leadership development programs and that the appropriate investment for industry, through FRDC, at this time is the *Advance in Seafood Leadership Development Program*.

Importantly the workshop participants provided FRDC and Industry with a clear purpose for the program; *„..... to create a pool of inspiring, capable and confident people with the capacity and willingness to provide leadership across the seafood sectors to secure the industry’s future.’*

This needs to be achieved whilst addressing the key identified challenge for the industry with regard to addressing strategic leadership issues into the future, which was; *„..... the need to move from a competitive and individualistic leadership model to a collaborative and industry focused model that facilitates capacity building at all levels’.*

Participants generally agreed that the program should have a primary focus on leadership development of individuals for industry benefit in the longer term, and that any accreditation

should be optional for individuals and not the key reason for the program.

The workshop found that a multi-level approach to leadership development across the industry in Australia will increase the return on any FRDC investment beyond the existing leadership capacity developed under the program.

Although sponsors indicated they believed they received little direct company benefit from the program there was still strong recognition that the program is beneficial to the industry at large.

The most obvious outcome from the project was that the Australian seafood and fishing industry has a large and capable group of graduates who can significantly contribute to the leadership capacity of the Industry. Graduates should seek more Industry participation themselves and Industry should actively seek to have them become more involved in guiding the industry's future. The recently developed electronic network will allow greater access to this pool of graduates to achieve this.

11 REFERENCES

- Australian Survey Research Pty Ltd. (2008). Future Seafood Leaders: Taking Stock. Report of evaluation survey results
- L. Bouilly. (2008). Future Seafood Leaders: Taking Stock - Workshop Summary June 2008
- C. Phillips. (2008). Advance in Seafood Leadership Development Program - Evaluation Report. FRDC project 2004/300.

APPENDIX I: INTELLECTUAL PROPERTY

No intellectual property was developed as part of this project. The knowledge gained through this project is shared between the FRDC and the NTSC and is available to the broader Australian fishing and seafood industry.

APPENDIX II: STAFF

There were no staff as such on the project as all past graduates volunteered their time.

APPENDIX III: ONLINE SURVEY TERMS OF REFERENCE

Terms of Reference – Online Survey Brief

Background

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then over 100 people have graduated from the Advance in Seafood Leadership Development Program; significantly enhancing the leadership capacity of the Australian seafood industry. The current program expires at the end of 2008, and FRDC is reviewing its leadership development investments after 2008.

As part of the review FRDC has supported an independently facilitated workshop. Prior to the workshop, an online survey will be undertaken of past graduates, service providers and industry to gain an understanding of what their experience has been of the previous program (strengths and weaknesses, what worked well, what didn't, key skills gained and what was considered to be deficient) and to identify industry priorities for any future leadership program. The outcomes of the survey will provide a valuable source of information for the workshop facilitator and workshop participants.

This brief outlines the objectives of the online survey requirements, timeframe, structure and results required from the survey.

Online survey requirements

Participants

- Graduates (approximately 100)
- Facilitators (approximately 10)
- Sponsors (approximately 30)

Timeframe

- 3 weeks open time
- Results 2 weeks after closing

Structure

- Qualitative and quantitative data
- Open comment questions

Results Required

- Key skills gained from course and deficiencies
- Critique on previous course structure and content, strengths and weaknesses
- Ideas on developing improvement in future courses
- Past graduates intention of further involvement with each other and established networks
- Identify needs and options from graduates in regards to
 - a. Pathways to leadership roles within industry
 - b. Linking of other leadership programs and opportunities
 - c. Leadership accreditation and barriers to obtaining accreditation
 - d. Options for additional levels of leadership programs appropriate for industry
 - e. Additional training needs

Quote Requirements**Quote 1:**

Costs for designing, completing and analysing results of online survey (including all questions) for each target group (participants, facilitators, sponsors).

Quote 2:

Costs for completing and analysing results of online survey for each target group (participants, facilitators, sponsors) with the supply of questions.

Delivery Requirements for both quotes:

7 April 2008: Online survey to begin

25 April 2008: Online survey to close

9 May 2008: Results to be collated, analysed and in written report provided to Northern Territory Seafood Council, GPO Box 618, Darwin NT 0801 or email ntsc@ntsc.com.au

**APPENDIX IV: FUTURE SEAFOOD LEADERS: TAKING STOCK.
REPORT OF EVALUATION SURVEY RESULTS**

APPENDIX V: FACILITATORS Terms of Reference

Terms of Reference - Workshop Facilitator Brief

Background

In 2000, the Fisheries and Research Development Corporation (FRDC) funded a project to develop and trial a model for a National Seafood Industry Advanced Leadership Program. Since then over 100 people have graduated from the Advance in Seafood Leadership Development Program; significantly enhancing the leadership capacity of the Australian seafood industry. The current program expires at the end of 2008, and FRDC is reviewing its leadership development investments after 2008.

As part of the review FRDC has supported an independently facilitated workshop. Prior to the workshop, an online survey will be undertaken of past graduates, service providers and industry to gain an understanding of what their experience has been of the previous program (strengths and weaknesses, what worked well, what didn't, key skills gained and what was considered to be deficient) and to identify industry priorities for any future leadership program. The outcomes of the survey will provide a valuable source of information for the workshop facilitator and workshop participants.

This brief outlines the objectives of the workshop and identifies the terms of reference, outcomes, skills and requirements from the workshop and facilitator.

Methods

An independently facilitated 1½ days workshop will be held in Hamilton, Queensland with approximately 15-20 past leadership program graduates and two current industry leaders to:

- Assess and review the outcomes of an online survey of previous Advance in Seafood Leadership Development Programs
- Workshop and critique previous Advance in Seafood Leadership Development Programs and identify areas for improvement to ensure future leadership programs meet current and future needs of the seafood industry
- Report on issues, options, recommendations and pathways forward identified at the workshop.

Workshop Outcomes

- A critique outlining the strengths, weaknesses and suggested improvements for any future leadership courses that will be attractive to, and meet, industry needs across all sectors, now and into the future
- Strategies for ongoing pathways to build leadership capacity within the seafood industry (including for young people and women)
- Identify options for leadership courses accreditation, barriers to obtaining accreditation and development or linkages with other leadership programs
- Identification of options for developing and maintaining a communication network between past course participants
- Discuss the need for the development of assessment resources for candidates wishing to undertake Seafood Industry Training Package leadership competency units.

Terms of Reference

1. Review outcomes of online survey of past course participants, course facilitators and industry sponsors
2. Undertake a workshop of 15 to 20 past graduates and 2 industry leaders to assess status and future direction for leadership programs in the Seafood Industry, taking into account the specified workshop outcomes and deliverables
3. Undertake out of session discussions with project coordinators as necessary
4. Provide a written report on workshop outcomes, including recommendations on how to take the issues and options identified at the workshop forward.

Consultant Deliverables

1. Briefing with Northern Territory Seafood Council (NTSC) during week of 12 May 2008 to discuss workshop arrangements
2. Preparation and facilitation of 1 ½ day workshop to be held in late May or early June 2008
3. Draft report outlining and analysing the outcomes of the workshop, including recommendations on how to take the issues and options identified at the workshop forward, to be made available to the NTSC by 27 June 2008
4. Final report (addressing any issues identified by the NTSC) to be delivered to the NTSC by 11th July 2008.

Selection of Facilitator

An independent consultant will be engaged to facilitate the workshop and report on its outcomes. The consultant will need to demonstrate:

- a sound understanding of the project and identify appropriate methods
- experience and expertise in facilitating workshops with a diverse range of participants, particularly those from a primary industry background
- a track record in development and delivery of outcomes that are practical and technically sound
- value for money
- ability to meet timelines.

Administrative Details

- Enquiries should be directed to the Principal Investigator, Katherine Sarneckis of the NTSC, on 08 8981 5194 or by email on ksarneckis@ntsc.com.au.
- Proposals must be received by the NTSC by email (no hard copies required) by COB 5:00pm Monday 10 March 2008 and should contain as a minimum:
 - Name/s and contact details of the consultant/s who will undertake the task
 - Evidence the consultant has the necessary skills and experience (including relevant examples of similar work)
 - A brief outline of how they would approach the assignment
 - A firm price and payment schedule
 - Evidence of current public liability insurance and professional indemnity insurance
 - Commitment that the assignment will be completed on time and within budget.

APPENDIX VI: WORKSHOP DELEGATES BRIEF & PROGRAM

Food for thought.

As participants in this workshop you have the opportunity to shape future leadership in the seafood industry across sectors and at all levels through influencing the design of programs, networking and support arrangements.

Your individual perspectives on the future needs of the industry and how these are best met will be critical to guiding investment in leadership development and support for those prepared to act in the interests of the industry.

The recent online survey of graduates and sponsors of the National Advance in Seafood Industry Leadership Development Program and the Leading Industries 2008 evaluation indicate that it has been a success. To continue this success requires consideration of emerging and future leadership needs and the further development of the program and support for participants and graduates.

The workshop will provide an opportunity for reflection on past investment in order to develop realistic recommendations for taking the leadership development initiative forward in a way that meets the needs of the industry as a whole.

The key issues that we will address and provide recommendations for at the workshop include:

- Future leadership needs in the seafood industry
- The type of leadership styles the seafood industry wish to adopt
- The purpose of a leadership development program
- Skills and competencies required in a leadership program
- The type of certification/accreditation required by participants/industry
- The pathway to leadership for participants in a future leadership program
- The purpose of an alumni network, how it would function and be resourced
- How to measure success of investment in leadership development.

Please come with your perspectives on these issues and any others that you think might be critical to the sustainability of leadership

Future Seafood Leaders: Taking Stock Workshop.

WORKSHOP PROGRAM – key questions.

Tuesday 10th June

12.30 – 12.35 Welcome – Graham Turk

12.35 – 12.45 Setting the scene – *The case for investing in leadership development.* – Tim Mirabella.

12.45 – 1.15 Handover to facilitator – Leith Bouilly

Present online survey results – discussion to clarify understanding.

1.15 – 5.30 Workshop

- Initial thoughts – big issues that will require significant leadership to manage
- What leadership style/s and/or models will be required to sustain the seafood industry?
- What has the current leadership program excelled at?
- What would the worst critics say about the program?
- What are the future leadership needs in the industry?
- What might work against future investment in leadership development?

07.00 – late Dinner

Wednesday 11th June

08.30 – 12.00

- Facilitator provide summary of day for reflection – what is missing?
- What do other leadership programs offer? - Adam Smith (Recfish) and ARLP graduates.
- What is the purpose of a seafood leadership program/s?
- What issues should be considered in relation to certification/accreditation?
- What do graduates want from a network?

12.00 – 1.00 Lunch

1.00 – 3.00

- Online survey results – sponsors.
- Sponsors thoughts - *What's in it for sponsors* - Graham Turk
- What can be done to demonstrate return on investment for sponsors/employers?
- WRAP UP

**APPENDIX VII: FUTURE SEAFOOD LEADERS: TAKING STOCK -
WORKSHOP SUMMARY JUNE 2008**

APPENDIX VIII: PROJECT PAMPHLET

APPENDIX IX: GRADUATES DATABASE