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**People Development
Program: Review and
future direction for the
Fisheries Research and
Development Corporation
(FRDC)**

14 December 2012

Inovact Consulting Pty Ltd

Level 1, AMP Building

1 Hobart Place

GPO Box 2067

Canberra City ACT 2601

P 02 6140 3900

F 02 6262 9307

www.inovact.com.au

ABN 17 587 520 145

Acknowledgements

Inovact Consulting would like to thank the support of the People Development Program manager, Jo-anne Ruscoe. We also acknowledge the advice of the People Development Program Advisory Group and stakeholders who participated in a workshop to discuss the review findings and recommendations.

Disclaimer

The information contained in this report has been compiled from data and other materials supplied by Fisheries Research and Development Corporation and publicly available information. It also includes results of an online survey of FRDC stakeholders administered by Inovact Consulting.

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Executive Summary

Background

The current FRDC People Development Program (PDP) is guided by a five-year R&D Plan that concludes on 30 June 2013. The Program commenced in 2008 with the stated goal of developing of the capabilities of the people to whom the industry entrusts its future. The Program's investments are made across a range of research, development and extension (RD&E) activities and address three main themes:

1. Leadership;
2. Workforce development; and
3. Innovation skills.

FRDC advises that the people the Program seeks to 'develop may include industry at all levels and sectors, industry representatives, fishery managers, and those supporting industry including researchers, and specialist professionals, e.g. aquatic animal health professionals, and educators.'

The Program is guided by an advisory group and managed by an employee of FRDC. Its annual investment is around \$2 million with projects that are funded via competitive application rounds; and FRDC-initiated activities, including professional development awards and commissioned work.

While FRDC's investment in people development is strategically important, it is noted that FRDC is also a major investor in the Seafood Cooperative Research Centre and this is a significant vehicle for the Corporation's investment in RD&E related to seafood production innovation, product and market development, extension, commercialisation and training and education. The Seafood Cooperative Research Centre has a training and education program specific to its research and for its industry partners.

Review of the People Development Program

People development activities in the Australian fishing industry were previously reviewed in 2006 (Evans and Johnstone) and the current Program is based on many of the recommendations of that review.

In 2012, FRDC commissioned Inovact Consulting Pty Ltd to assist in reviewing the Program with a view to informing the future direction and management of its investment in this area. The focus of the review is a survey of key stakeholders that addresses their awareness of the Program and their views on the priorities for future investment in people development. In addition, the survey sought feedback from recipients of development awards on how their career or leadership in the Australian seafood industry has progressed since receiving an award. The reviewers also conducted a workshop of key stakeholders and discussed the PDP with FRDC senior management.

FRDC advises that other program review activities are being undertaken including:

- consultation with the Seafood Standing Committee of Agrifood Skills Australia;
- FRDC staff workshops on PDP outcomes and future directions; and
- benefit-cost evaluation undertaken on completed FRDC people development projects.

Awareness of the Program

The survey indicated an overall awareness of the Program amongst 95 per cent of stakeholders. Sixty one per cent had a broad awareness or greater familiarity. However, 35 per cent stated that they were aware of the Program, but only in a broad sense. In this group, there were qualitative comments that the best way for the Program to continue to gain traction is to make information about development opportunities more widely available.

The existence of a sizable group of stakeholders with only a general awareness of the Program is supported by the results of another survey question which had 32 per cent of stakeholders only generally aware of the Program's activities and outputs.

While such information is available on the FRDC website, a perception in this significant group of stakeholders with a general awareness of the Program and its outputs, is that only 'those in the know' obtain development awards. The report recommends, therefore, that FRDC review its communication of development opportunities and makes sure that the awards or opportunities are communicated widely and to individual employees or business owners through the media that they use most frequently.

Stakeholder priorities for investment

The survey collected data on the views of stakeholders regarding priorities for people development investment by FRDC, and how these compare with current Program priorities; as well as stakeholders' priorities for future investment in people development. The majority of respondents (79 per cent) agreed that the Program is addressing their sector's needs.

Respondents who did not believe that the Program is addressing their sector's needs outlined the following ways in which their needs had not been taken up:

- There are activities in place to encourage the next generation of leaders; however, there is not enough investment in enhancing and growing the skills of the current leaders. There needs to be broader activities available for the knowledge growth of professionals in the recfish sector and opportunities for career enhancement.
- A more grass roots program that exposes industry persons to the capabilities relevant to their fishery/sector is required.
- There are a number of people who need to be targeted at a level lower to the People Development Program. They need to nurture their skill base to enable them to take part at the next level.

These comments indicate that FRDC needs to make sure its stakeholders understand the respective roles of FRDC and organisations such as Agrifood Skills Australia. The role of FRDC is to invest in RD&E relating to skills. This can include strategic investments to develop leadership skills as is presently the case, but it is not the role of FRDC to invest in vocational skills development which is the remit of Agrifood Skills Australia.

The current Program has four main priorities for investment:

1. Foster leadership, professionalism and capability to contribute to decision-making and implementing change;

2. Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers;
3. Address research capability gaps and increase the industry's capacity to innovate; and
4. Encourage a diversity of people in the industry.

Key stakeholders rated 'Foster leadership, professionalism and capability to contribute to decision-making and implementing change', as the most important funding priority (with 79 per cent rating it as 'very important'), and 'encourage a diversity of people in the industry' was rated as the least important investment priority (with 33 per cent of stakeholders rating it as 'very important').

This suggests that while all areas of people development are seen to be 'important', stakeholders place a greater priority on developing leadership and capability over diversity in the industry. This is a relative rating and does not suggest that the respondents did not consider diversity is not important.

In evaluating these stakeholders' current priorities for investment, the following five areas were rated to be the most important:

- Leadership, professionalism and capability development featured very highly, and included suggestions surrounding establishing young leaders, enhancing industry empowerment and representation, and a more strategic business plan for leadership and professionalism;
- Attraction, development and retention;
- Address research and capability gaps, these included investment priorities around innovation, incorporation of research outcomes into training, and a stronger focus on knowledge adoption and extension;
- Public awareness, community engagement and consumer understanding of the industry; and
- Up-skilling, grass-roots training.

In addition to this, the following five areas were highlighted as becoming increasingly important over the next 3 to 5 years:

- 1) Leadership; these priorities included both supporting existing leaders as well as developing new leaders.
- 2) Communication and community engagement including; community education, community engagement, and enhancing community perception of the industry.
- 3) Workforce development, including addressing current industry shortages, retention and development of current employees, developing a more attractive career path, as well as developing a clear career path for younger people.
- 4) Innovation and the adaptive capacity of the industry, including its ability to adapt to changing circumstances,
- 5) Research and extension of knowledge transfer, and the ability to implement research outcomes in to industry development.

Changes in the operational environment for primary industries support these priorities and this report recommends that they be the basis of the next five-year People Development R&D Plan in terms of RD&E investments.

Development awards

FRDC professional development awards, which support individuals and groups to build skills, knowledge and networks, are a significant component of the Program. This review evaluated the roles of recipients of development awards pre and post development to gain an understanding of whether FRDC investments have increased the contribution of recipients to the seafood industry.

Of the development award recipients that responded 27 of 52 (52 per cent), had advanced their position in the industry. For instance, this included people who had advanced from vice-president to president, student to researchers, project officer to CEO, and committee member to chair. There did not, however, appear to be any link of advancement to the year the award was completed, or the award type received, this suggests that such advancement and increased contribution could be explained more by natural progression and advancement opportunities.

While the role or position of recipients does not appear to be related to receiving a development award, the majority of respondents reported that they believed that receiving a development award helped them to achieve their personal objectives, increased their contribution to the industry, increased their access to opportunities, enabled barriers to succession and advancement to be reduced, and increased their professional performance.

It is recommended that high level industry-wide professional development awards continue to be a key part of a future People Development Program and research be ongoing on the impact of development awards in order to improve evidence of their effectiveness over time.

Evaluation of the program management model

The PDP is one of two cross-cutting programs in FRDC that add value to the core programs dealing with the environment, industry and communities. Unlike other programs and sub-programs, it is managed internally with an FRDC employee as the 'program manager'. The People Development Advisory Group works with the program manager to provide advice to the FRDC on priority areas to invest in; to commission projects; and to oversee projects. This evaluation reviewed the current program management structure, and sought input from key stakeholders into how the program could better be managed.

The majority (64 per cent) of respondents reported that they thought the PDP should be a distinct program within FRDC. Furthermore 88 per cent of stakeholders believed that for the projects they have been involved in with the PDP, management arrangements are working well. This report, therefore, recommends that the PDP continue over the next five years as a distinct program with an appropriate budget that adds value to the other FRDC programs and sub-programs.

While the survey response shows that the governance arrangements involving an in-house program manager and external Advisory Committee are working well, the strong foundation that now exists for the Program enables some strategic changes to be implemented. This should include outsourcing the program management to enable the present PDP manager to take a more strategic role and oversee the direction of the PDP rather than be involved in day to day management.

Regarding the input of seafood industry stakeholders, there was an even split of opinion in the survey when stakeholders were asked about other groups taking a greater role in overseeing people development activities. Approximately half the stakeholders reported that they believed that people development outcomes would be better if other groups took a greater role, while the remaining 50 per cent of stakeholders did not share this view.

This result provides strong evidence from half the stakeholders that there needs to be greater collaboration and engagement between the PDP and key stakeholders regarding RD&E that FRDC can invest in and be taken up by industry sectors and organisations.

The other key part of Program governance is the role of the Advisory Committee. When asked about their level of satisfaction with the Advisory Group in providing information to the FRDC on identifying and developing RD&E priorities, the majority of respondents (73 per cent) reported that they either “strongly agreed” or “moderately agreed” that an advisory group was appropriate. Only four per cent of respondents disagreed that an advisory group was an appropriate source of information. However given the PDP is now well established, there is value in some changes to the Advisory Committee, particularly to make it skills-based and for it to provide expert guidance on PDP direction and investments that will achieve the best outcomes and greatest impact on people development.

Strengths and weaknesses of the current program

This evaluation has found that the Program is performing well to develop the people needs of the seafood industry and is well respected by its stakeholders. There is a broad awareness of the Program, with the majority of stakeholders reporting that they are satisfied with the Program. Furthermore, the Program’s people development investments are well aligned to those investment priorities reported by stakeholders.

The Program is well established and an important part of FRDC’s overall RD&E portfolio. This foundation provides opportunities for strategic changes in the focus of the Program and its management in line with the challenges of a rapidly changing industry and operational environment.

Recommendations

Following close analysis of the key stakeholder survey results, a stakeholder workshop and discussions with senior FRDC managers, this report recommends that:

1. The PDP continue over the next five years as a distinct RD&E program with an appropriate budget that can invest in targeted activities that will significantly advance people development across the industry and/or leverage increased value from people development investments made by other FRDC programs and sub-programs.
2. The next phase of the People Development R&D Plan should address the following areas over the five years from 1 July 2013 to 30 June 2018:
 - a. Research to inform the enhancement of industry skills and practices in the development and extension aspects of RD&E. This is required for more effective knowledge transfer and the adoption of research outputs in driving industry change.
 - b. Targeted RD&E to inform workforce development for a rapidly changing industry undertaken in consultation or collaboration with skills’ service providers such as Agrifood Skills Australia.
 - c. RD&E that informs the industry on how it can enhance innovation skills that improve its adaptive capacity to change.
 - d. Supporting the industry with best practice tools derived from research to identify potential leaders and leadership development opportunities for existing leaders as well as emerging leaders across the industry.

- e. Targeted RD&E that improves the community engagement capability of people in the industry and enhances community knowledge and understanding of the fishing industry, and improves their perceptions of its social and environmental stewardship, and value to Australia.
 - f. Effective communication of the People Development Program and its opportunities through proven media (including business oriented social media) be pursued across all sectors of the industry. This is required so that people at various stages and levels in the industry understand and can seek to participate in people development activities that are provided by FRDC and industry sectors.
3. FRDC continue to provide selected high level and industry-wide leadership development awards through the People Development Program in its second phase. This includes the NSILP, ARLP and Trail Blazers, Nuffield Scholarship, Governance Scholarship for Women, Emerging Leader Governance Scholarship, Indigenous Development Scholarship, WINSC Professional Development Scholarship and Seafood Executive Program.
 4. International travel bursaries and visiting expert bursaries be devolved to FRDC's other programs so that they can be linked to the knowledge needs of those programs.
 5. A custom-designed advanced leadership program be developed for the industry, contracted to a specialist service provider and offered to graduates of PDP development awards in the year following the completion of their award in order to facilitate career and/or leadership progression. Amongst other things, the advanced leadership program should include a module on engaging with government and influencing government policy.
 6. FRDC through its People Development Program consider partnerships with ABC Heywire for rural youth and the RIRDC Horizon Scholarship for school leavers progressing to a degree relevant to a career in the seafood industry.
 7. Ongoing research be undertaken through the PDP of the progression of recipients of FRDC leadership development awards in order to improve evidence of the effectiveness of the awards over a significant timeframe.
 8. Priority research in the workforce development area should include:
 - a. Potential career paths in the industry particularly relating to base level entry for school leavers, TAFE and university graduates, and deckhands that are illustrated by real-life case studies. This should include potential pathways from base level into higher level positions (e.g. deckhands into skippering), business ownership and career progression from one sector of the industry to another. The research outputs should be provided online and communicated widely in the industry.
 - b. Re-entry into the seafood industry following jobs in mining industries and the opportunities to use skills acquired in those jobs.
 - c. Whether current short-course vocational training is meeting the needs of employers and their employees, barriers to the provision of needs-based short-course vocational training, and options for effective short course delivery.
 9. Program management of PDP be contracted out to an expert service provider with the contract identifying specific deliverables measured by outcome-based performance

indicators. The current FRDC PDP manager should oversee the work and performance of the contractor.

10. The current Advisory Group be changed to a skills-based Steering Committee that provides expert guidance on PDP direction and investments that will achieve the best outcomes and greatest impact on people development.
11. The PDP, through its external program manager and Steering Committee, increase its engagement and collaboration with the state/territory FRABS, the sub-programs and their respective advisory groups and relevant seafood industry bodies. The collaboration should be focussed on providing advice to FRDC on commissioning research that informs industry sectors of people development needs and the changing demographics and characteristics of industry workforces and businesses.

Program Context

FRDC is an Australian Government statutory authority established under the *Primary Industries and Energy Research and Development Act 1989* to invest in research, development and extension (RD&E) for the benefit of the industry. The Corporation's major stakeholders are the Australian Government and the three sectors of the fishing industry: commercial (wild catch and aquaculture), recreational and indigenous. Other stakeholders are state and territory governments, research providers, and ultimately the people of Australia.

The FRDC currently manages over 400 active projects, with an RD&E portfolio totalling around \$70 million. Approximately \$22m of new RD&E funding is invested each year of which around \$2m is invested through the PDP.

FRDC has a small number of employees (currently 11.5 FTEs) based in Canberra and generally contracts out the coordination of its programs. The PDP is managed by a FRDC employee.

The PDP operates as one of five programs under the Fisheries Research and Development Corporation Research, Development and Extension Plan 2010–2015.

The business environment in which FRDC operates is characterised by:

- an emphasis on natural resource management;
- specific priorities of the diverse sectors of the fishing and aquaculture industry (commercial, recreational and indigenous);
- geographic diversity, because Australia's waters extend from the tropics to the Antarctic, and include both marine and freshwater; and
- a broad range of products, including 800+ commercial species, 1000+ recreational species, and 100+ farmed species; and consideration of a further 100+ protected species.

FRDC RD&E programs

Program 1: Environment

Program 2: Industry

Program 3: Communities

Program 4: People Development (an enabling program that adds value to programs 1-3)

Program 5: Extension and Adoption (an enabling program that adds value to programs 1-3)

FRDC strategic RD&E themes

1. Biosecurity and aquatic animal health
2. Habitat and ecosystem protection
3. Climate Change
4. Ecologically sustainable development
5. Governance and regulatory systems
6. Resource access and allocation
7. Production, growth and profitability
8. Consumers, products and markets
9. Value from aquatic resources
10. Resilient and supportive communities
11. Leadership development
12. Workforce development
13. Innovation skills
14. Extension and adoption

FRDC RD&E outputs

Goods and services that the FRDC and its R&D partners produce for external organisations or individuals - mainly knowledge, processes and technology

(Achievement is measured by key performance indicators)

FRDC outcome

Increased knowledge that fosters sustainable economic, environmental and social benefits for the Australian fishing industry; including indigenous, recreational, commercial wild-catch and aquaculture sectors, and the community; through investing in research, development and adoption



FRDC Implementation



FRDC Outputs and Outcomes

About the People Development Program

The FRDC's People Development Program (PDP) was established as a Board initiative to provide a framework for FRDC investment in people development. A people development advisory group (PDAG) was formed in the same year to provide advice in planning and implementation of the Program.

A five year People Development Plan 2008-2013 was approved by the FRDC board at the beginning of 2008 (February) and outlined the Program goals, objectives, performance indicators and governance arrangements. In 2010, the program objectives were aligned with the programs, themes, and priorities in the FRDC's 2010-2015 RD&E Plan.

Role and status of the PDP in FRDC's corporate strategies

Stakeholders in the Corporation are:

- the fishing and aquaculture industry
- the federal, state and territory governments (including their fisheries managers and other natural resource managers)
- research partners (including universities, fisheries research organisations, industry and private sector research providers, and investors)
- the people of Australia (on whose behalf aquatic natural resources are managed, and as consumers).

The People Development Program is based around the following themes, each with key performance indicators:

- Leadership development
 - Key performance indicators:
 - provision of knowledge and opportunities to develop leadership skills and diversity across all sectors of the industry and across aligned stakeholder groups, including researchers and resource managers
 - development of knowledge, skills and processes to support industry to engage in debate, adapt to change, and move toward co-management of fisheries.
- Workforce development
 - Key performance indicators:
 - Development of knowledge and tools to meet future workforce and skill needs.
- Innovation skills
 - Key performance indicators:
 - mechanisms and tools to attract and nurture RD&E capability in priority areas
 - opportunities to acquire insights, knowledge and skills to create innovative, market-driven enterprises and organisations.

PROGRAM GOAL: To develop the capabilities of the people to whom the industry entrusts its future

Objectives	Outcomes	Indicators of performance	Means of verification
<p>1. Enhance industry leadership within all sectors</p>	<p>Minimum 20 graduates annually from the scholarship portfolio</p> <p>A diverse, regenerating, pool of leaders who are actively engaged in industry</p> <p>An established mentoring program that promotes and supports emerging industry leaders and early careers researchers</p>	<p>Nominations received from all sectors and States/Territories for leadership opportunities</p> <p>Minimum 90% completion rate</p> <p>10% increase annually in accredited outcomes from leadership programs</p> <p>Numbers of graduates moving into appropriate leadership roles is established and improved annually from this baseline</p> <p>Satisfaction of graduates and key stakeholders in the outcomes of the investment</p> <p>Participation in mentoring programs</p>	<p>Selection panel reports</p> <p>Outcomes of program evaluation, including participant survey</p> <p>Milestone and final reports</p> <p>Membership of alumni Attendance at alumni events</p> <p>FRDC Cost benefit analysis surveys</p> <p>Survey participants in mentoring programs</p>
<p>2. Build industry capacity to drive change to achieve goals</p>	<p>Industry communities are empowered to adopt new approaches to achieve goals and manage change</p> <p>Individuals are more confident and willing to take on representational & leadership roles at local and sector levels</p> <p>Industry committees operate to strategic plans and good governance arrangements</p>	<p>Number of capacity building applications increases by 20% annually over the life of the Plan</p> <p>Projects lead to increased capacity to meet participant goals</p> <p>Positive outcomes of capacity building activities influence future projects</p> <p>Articulation through leadership programs</p> <p>Industry organisations adopt outcomes of capacity building projects</p>	<p>Advisory committee evaluation of industry-initiated applications</p> <p>Milestone and final reports</p> <p>Case studies</p> <p>Participant evaluations</p> <p>FRDC Cost benefit analysis surveys</p>

<p>3. Encourage knowledge transfer and R&D adoption</p>	<p>Knowledge and innovative ideas and practices are generated, shared and adopted</p> <p>R&D adoption is maximised</p> <p>Research, management and industry linkages are enhanced and lead to collaborative approaches to issues</p>	<p>Satisfaction of participants in the outcomes of R&D adoption projects</p> <p>Increased research capacity in gap areas</p> <p>Number of R&D adoption applications increased by 10% annually over the life of the Plan</p> <p>Industry attendance at conferences</p> <p>Evidence of R&D adoption</p> <p>Evidence of an increase in successful co-management arrangements</p>	<p>Advisory committee evaluation of industry-initiated applications</p> <p>Milestone and final reports</p> <p>Selection panel reports</p> <p>Uptake of scholarships</p> <p>Participant evaluations</p> <p>Reports provided from conference and travel scholarships</p> <p>FRDC Cost benefit analysis surveys</p>
<p>4. Identify and address workforce challenges</p>	<p>Workforce participation, advancement and retention is improved</p>	<p>Number of applications addressing workforce challenges increased by 20%</p> <p>Increase in accredited training outcomes from FRDC projects</p> <p>Increased entry to the industry as a result of FRDC investments</p>	<p>Steering committee evaluation</p> <p>Scholar and bursary holder reports</p> <p>Milestone and final reports</p> <p>Participants evaluations</p> <p>FRDC Cost benefit analysis surveys</p> <p>Industry survey</p>
<p>5. Recognise and promote achievements</p>	<p>Achievements of individuals and groups in the fishing industry and research community inform the activities and endeavors of others</p>	<p>Nominations are of a high quality and overall reflect a high level of innovation, knowledge creation and adoption</p> <p>Improvement in the number of quality project proposals received</p>	<p>Selection panel reports</p> <p>Case studies</p> <p>Steering committee evaluation and review of new project applications</p>

FRDC provided the following information on people development investments since 2007:

Workforce development

- Aquatic Animal Health Training Scheme -
- Capacity Building in the surveillance, diagnosis, and management of Disease issues of pearl oysters
- Tactical Research Fund: Aquatic Animal Health Subprogram: establishment of the Aquatic Animal Health Technical Forum
- Aquatic Animal Health Subprogram: Intensive pathology training workshop for laboratory diagnosticians.
- Scholarships to the Seafood Executive Program
- Appetite for Excellence - Lexus Young Chef's tour
- Investor in: Primary Industries Centre for Science Education (PICSE)
- Investor in: Primary Industries Education Foundation (PIEF)
- Membership of Agrifood Skills Council
- Primary Industries health and safety collaborative partnership
- SETFIA Accreditation of Commonwealth Trawl Sector skippers toward improved environmental operation in fishery
- Development and delivery of an accredited training program toward improved environmental performance in the Southern shark fishery
- Equipping the mud crab industry with innovative skills through extension of best practice handling
- Building economic capability to improve the management of marine resources in Australia
- Establishment of facility for the development and delivery of courses and training in fisheries and ecosystem modelling, multivariate analysis and management of very large databases
- Linking careers, research and training - a pilot for the seafood industry
- Working on Water - a careers promotion program for marine-based sectors
- Seafood Industry Partnerships in Schools - Program Pilot, Tasmania

Leadership development

- Indigenous development scholarship
- Sponsor of "Trailblazers" leadership program for established leaders
- Australian Rural Leadership program
- National Seafood Industry Leadership Program
- Building seafood industry representational capacity - entry level leadership
- Future leaders in recreational fishing
- The three M's project - mentors, mentorees and mentoring seafood project
- Governance scholarship for women
- Emerging leader governance scholarship
- People Development Program: Investment in AICD In-Board Governance Training
- A program to enhance membership participation, association health, innovation and leadership succession in the Australian fishing industry (Short title - Healthy Industry Associations and Succession)
- Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry
- Media training for the Australian seafood industry
- Peter Dundas-Smith Scholarship
- WINSC Professional Development Scholarship
- Moving to a common vision and understanding for equitable access for indigenous, recreational and commercial fishers - industry delegation to NZ

Innovation skills

- Sponsor: Young Science and Innovators awards
- Australian Society for Fish Biology: promoting scientific exchange and supporting early career researchers

- Sponsorship of AMSA student prizes
- Sponsorship for industry participation at major conferences
- Nuffield Scholarships
- International travel bursaries
- Visiting expert bursaries
- Industry bursaries - European Seafood Expo and international market experience.
- Recreational fishing industry bursary and study tour to the US
- Assessing the technology transfer and people skills requirements for the introduction of mullet processing on the east coast similar to Shark Bay frozen sea mullet fillets

About this Evaluation

Evaluation of the People Development Program

With the current PDP concluding on 30 June 2013, Inovact Consulting was commissioned by FRDC to undertake this review to:

- gauge awareness of the Program amongst FRDC stakeholders;
- identify current stakeholder priorities for people development investment, and compare these to current program priorities;
- evaluate strengths and weaknesses of internal versus external program management models; and
- document roles and/or contributions of recipients of Development Awards pre and post development, to understand whether the people invested in have increased their contribution (cognisant of the variables to succession, advancement and opportunity), and whether there is broader awareness of this pool of talent.

The main sources of data for this evaluation included:

1. a desktop review of documents provided by the FRDC;
2. survey of key FRDC stakeholders identified by the Corporation;
3. a workshop of key stakeholders; and
4. discussions with FRDC management.

The finding and recommendations of this report are based on the information drawn from these sources and from the experience of Inovact Consulting in people development.

Survey of key stakeholders

In assessing the performance of the People Development Program, the evaluation sought to capture the perspectives of the key FRDC stakeholders identified by the Corporation, many of whom had been involved in the PDP and were aware of the Program and its activities. The sample of key participants were advised by FRDC of the purpose and conduct of the survey which was administered by Inovact Consulting.

The on-line survey resulted in responses from 100 key participants as shown in *Figure 1*.

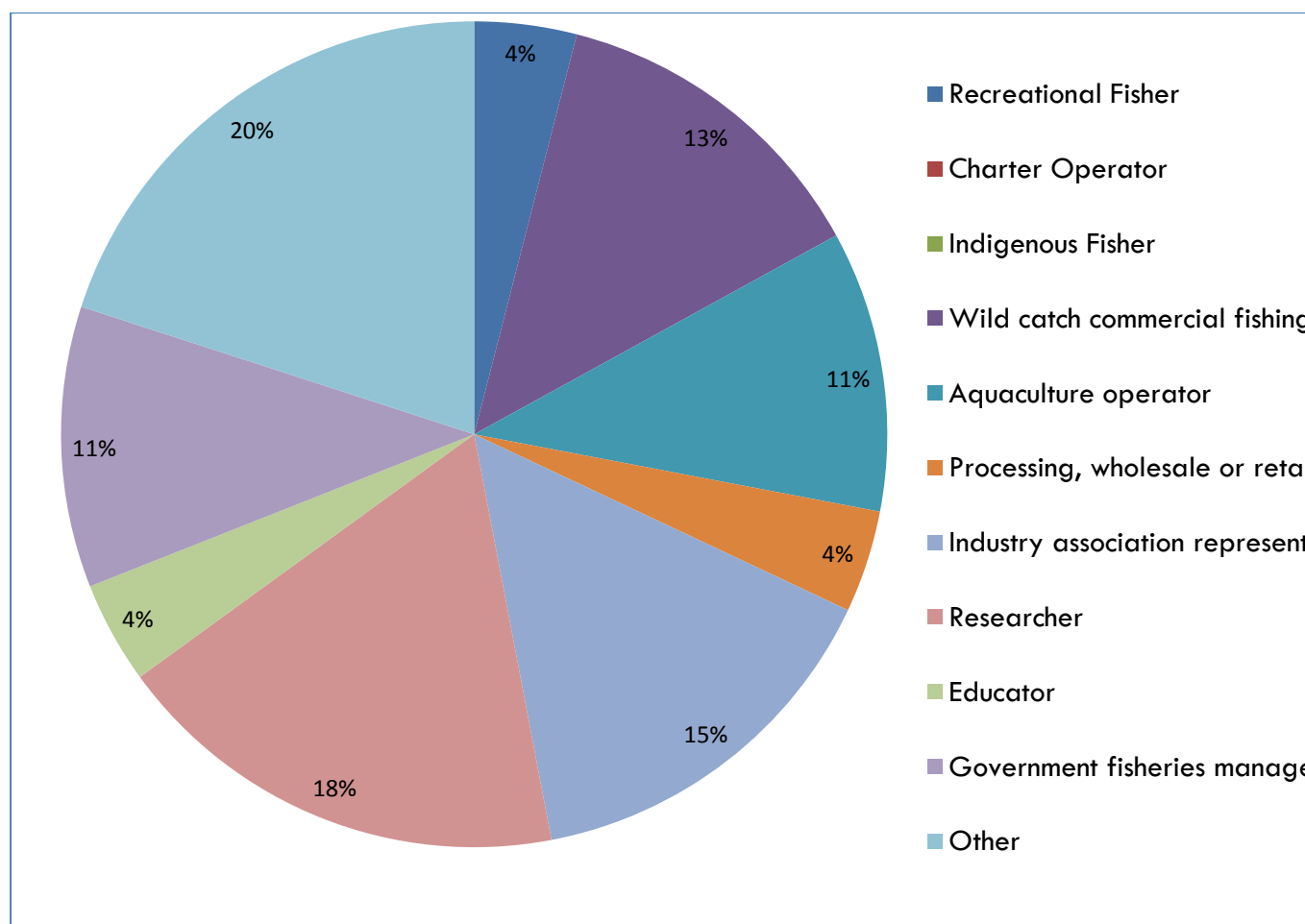


Figure 1: Profile of Survey Participants, People Development Program evaluation 2012.

The respondents were asked for their perspective on the following questions:

- Awareness of the People Development Program:
- Benefits of the FRDC's investment in people development
- Current Priorities for investment
- People development program future investments
- Review of People Development Program management
- Essential sources of information for the FRDC
- Leadership programs and development awards

Evaluation outputs

The people development program evaluation outputs include:

- A summary of the awareness of the FRDC's People Development Program;
- Identification of current stakeholder priorities for people development investment, and a comparison to current program priorities;
- Evaluation of the strengths and weakness of internal versus external program management models; and

- Documentation of the roles and contributions of recipients of Development awards pre and post development, to gain an understanding of whether people invested in have increased their contribution.

People Development Program

Evaluation Findings

Awareness of the People Development Program

The results of the survey indicate that there is a reasonable level of awareness of the People Development Program amongst key stakeholders (Figure 2). Almost all stakeholders (95 per cent) reported that they were aware of the Program or had a higher level of awareness. Only 5 per cent of stakeholders reported that they were unaware of the Program. As such, the vast majority of stakeholders were placed in a good position to provide feedback on the Program.

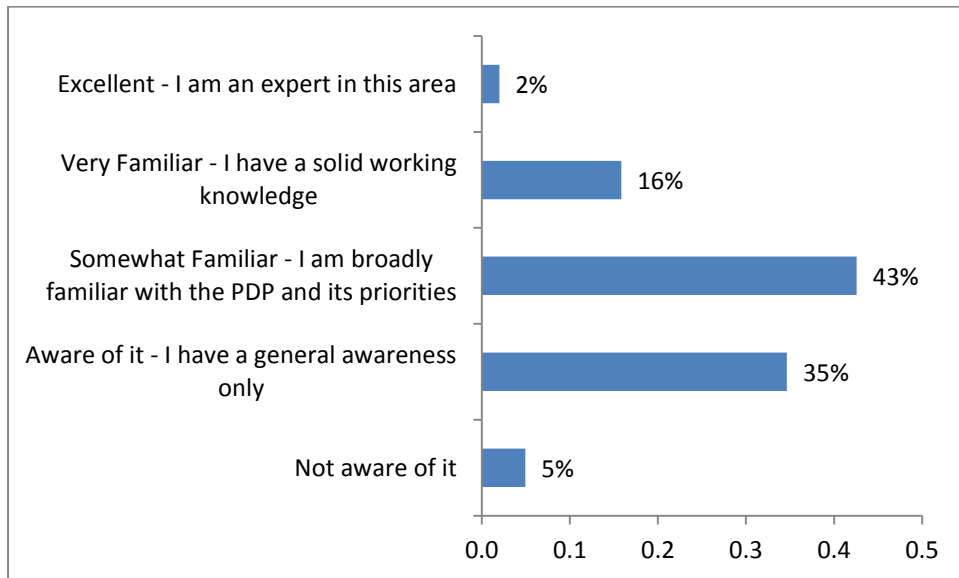


Figure 2: Familiarity with the People Development Program

The respondents were asked how they had been involved in the PDP (Figure 3). Respondents were able to select all the responses that applied. The distribution of responses is outlined on the graph below. The most frequently selected response was “I have been involved in FRDC people development R&D projects”, this was closely followed by “I have nominated or co-sponsored people to undertake people development activities”, “I have provided advice to the FRDC on people development needs or applications for funding”, “I am a graduate of the National Seafood Industry Leadership Program or Australian Rural Leadership Program”, and “I am the recipient of a Development award”. Some of the “other” responses are outlined below.

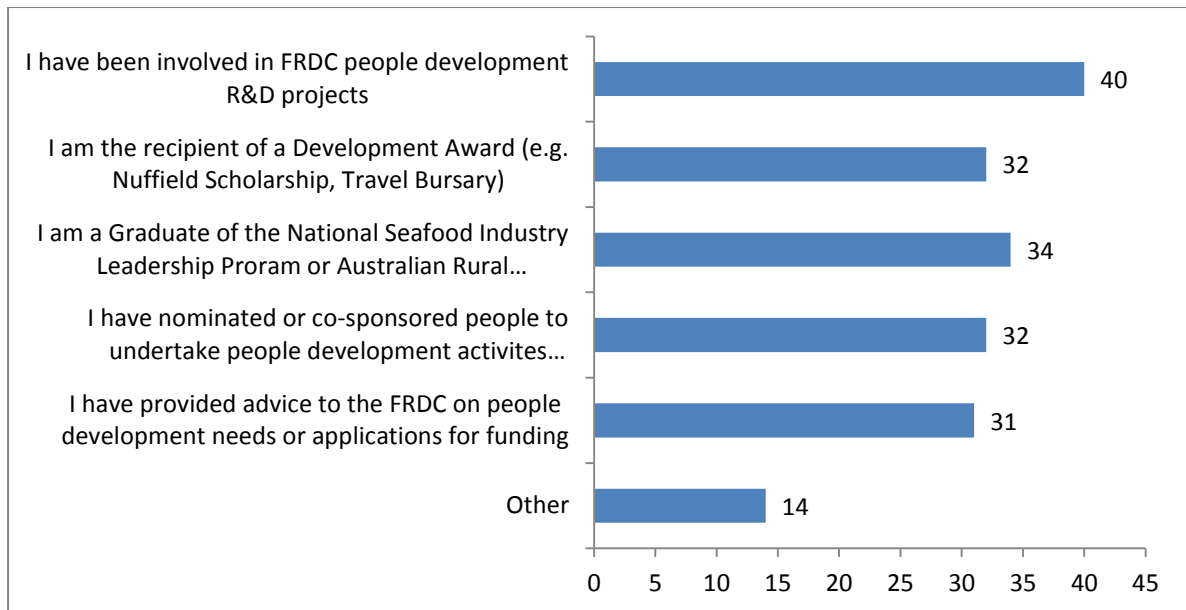


Figure 3: Involvement with people Development Program

Building on the understanding of the awareness of the People Development Program, the respondents were asked to what extent they were aware of the actual outputs of the program's activities (e.g., leadership programs and courses, scholarships, bursaries, awards, project reports) and the intended outcomes (Figure 4). Overall the majority of respondents (52 per cent) reported that they were at least broadly familiar with the outputs and outcomes of the Program. Very few respondents reported that they were unaware of the outputs and outcomes (6 per cent).

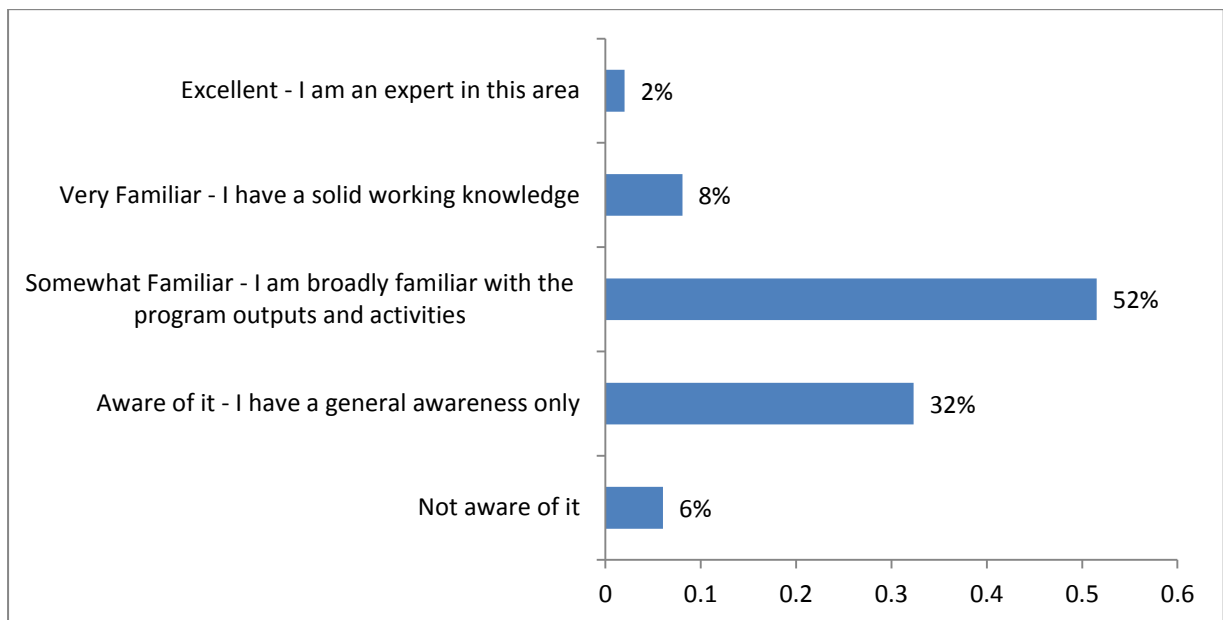


Figure 4: Awareness of outputs and intended program outcomes

Program Achievements in Delivering People Development

Stakeholder Views on Program Achievements

Program's outcomes and achievements

In contributing to this evaluation, the respondents were asked about the benefits of the FRDC's investments in people development. Firstly, the respondents were asked to rate the Program's performance in developing the capabilities of people within the fishing industry (Figure 5). There was a positive response with the most frequently selected response (46 per cent) being very good and that major progress has been made. Forty two per cent reported that the PDP's performance was average, with progress being made, but that there was still a way to go. Few respondents (5 per cent) rated performance as outstanding, and likewise few respondents rated the performance as poor (2 per cent) or very poor (1 per cent).

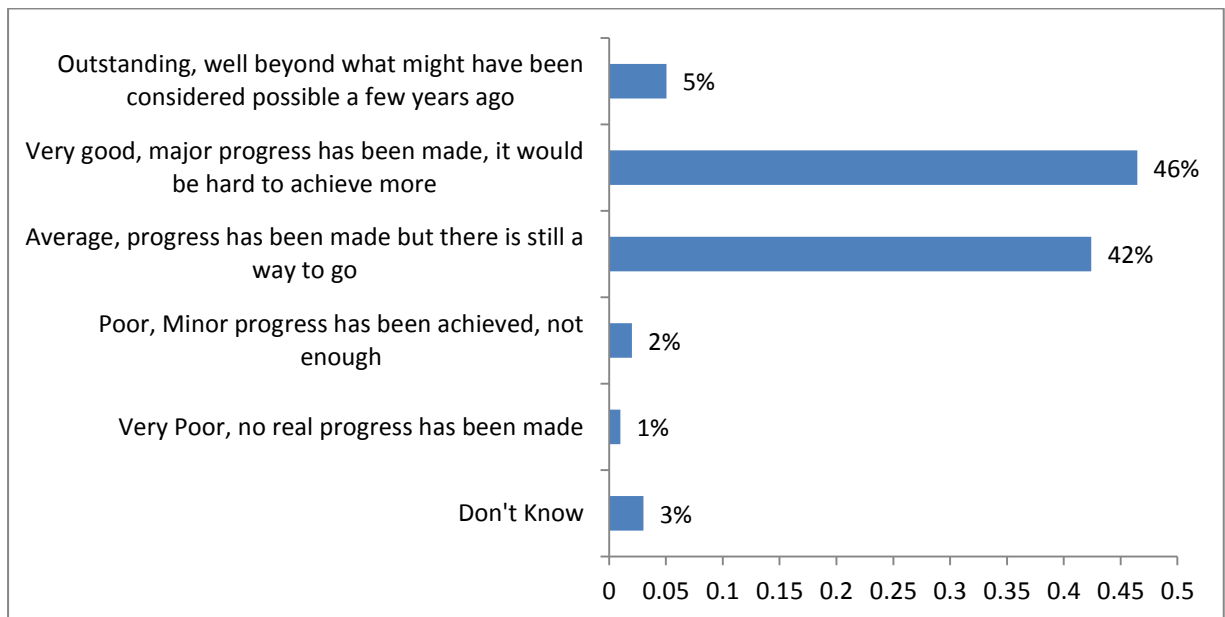


Figure 5: PDP's performance in developing the capabilities of people within the industry

The respondents were asked whether they believed that investing in the PDP activities was the best way to maximise the impact of people development (Figure 6). The majority of respondents (87 per cent) agreed with this statement. Almost half of the respondents (45 per cent) reported that they 'strongly agreed' that investing in PDP activities was the best way to maximise the impact of the PDP. A further 34 per cent of respondents 'moderately agreed' with this statement, and very few respondents (2 per cent) disagreed or were undecided (10 per cent) that the PDP activities were the best way to maximise impact of the PDP.

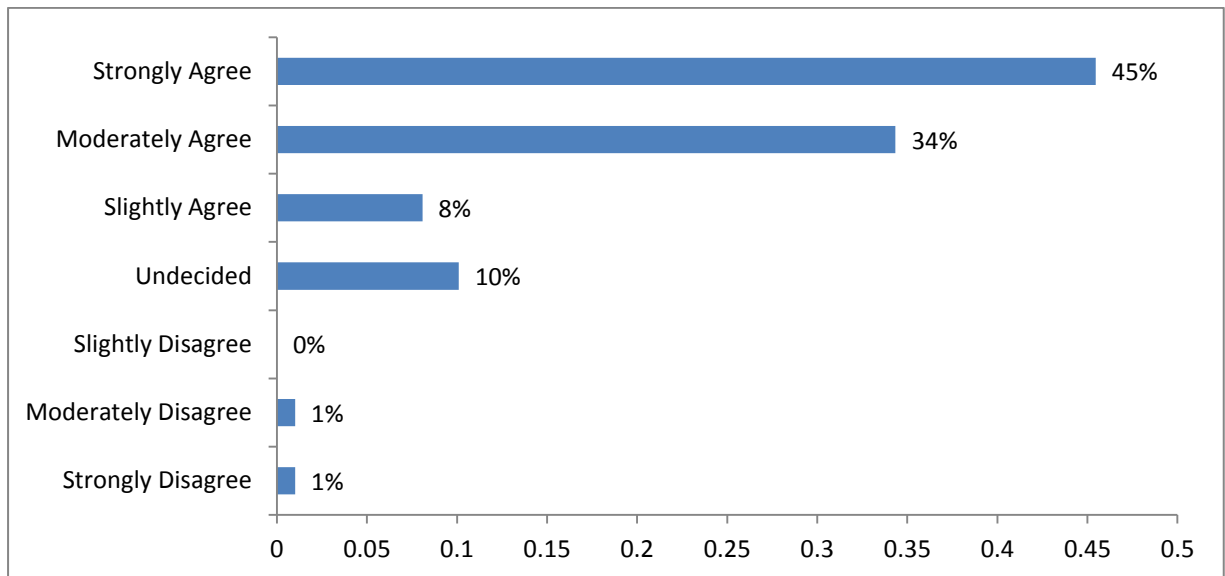


Figure 6: Investment best way to maximise impact of PDP

Respondents were asked to outline any other activities that they believed would have been more effective in maximising the impact of the people development program. When asked about other activities that would've been more effective in maximising the impact of the PDP the majority of responses clustered around the following areas:

- A more unified/whole industry approach to people development
- More investments in activities to match the “right people” to the right PDP opportunities
- Making the information about PDP opportunities more accessible
- Focusing on developing particular skills (i.e. specific fisheries training)

Another strong theme to come across was increased investment in community engagement, in an effort to gain community support for the industry.

I believe the challenge is to match the PDPs with the right people. The success is dependent on the PDP undertaken, the nature of the person and the opportunities the person has subsequently to apply what is learned and develop their broader industry leadership role. Perhaps a wider range of PDPs, matched to individuals and with agreed ongoing mentoring and relevant industry management traineeships might increase the success rate.

Some further investment in developing industry's ability to engage the community might be beneficial

Make it more accessible to everyone, not just those "in the know". Better information. Perhaps actually seeking out potential people who may benefit. Not everyone is aware of the programs and opportunities. Seems that many people receive multiple benefits if they are in the loop or "go-getters", leaving others who a short of time or confidence to miss out completely.

There needs to be better connectivity between emerging leaders and industry leaders, perhaps junior advisory committees

In building upon the benefits of investing in the PDP, respondents were asked whether they felt that the program was addressing the people development needs that were identified when it was established (leadership development, workforce development and innovation skills) (Figure 7). Overall there was a positive response, the majority of respondents agreed that the Program is addressing the people development needs that were identified when it was established. The most frequently response (52 per cent) was 'moderately agree'. 29 per cent of the respondents strongly agreed that the Program was addressing its identified needs. Few respondents (3 per cent) disagreed that the Program was addressing people development needs.

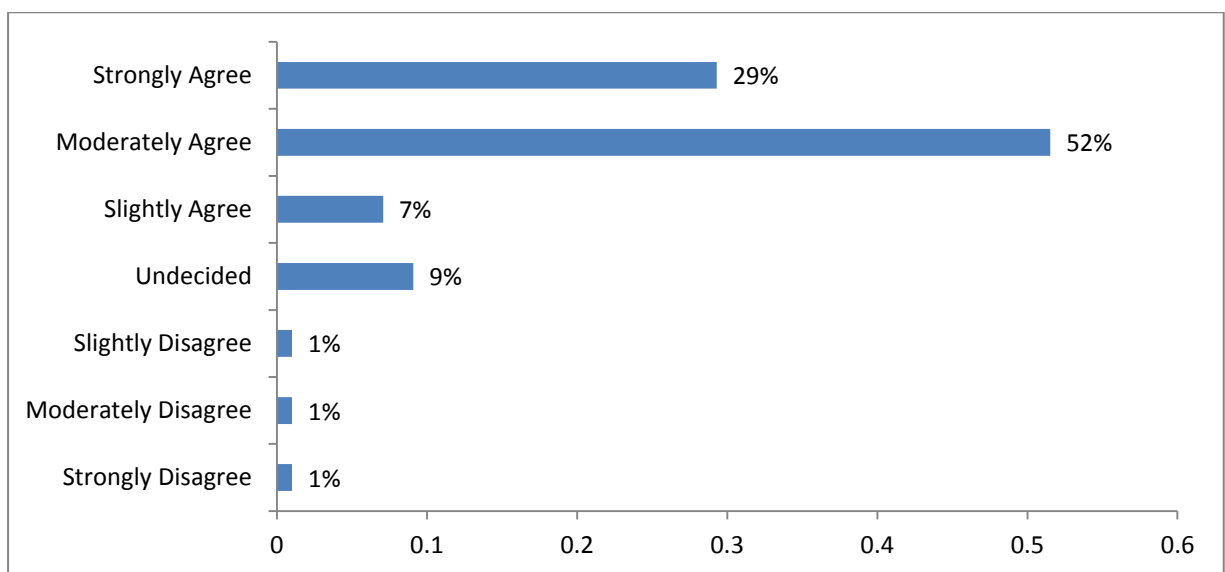


Figure 7: Program is addressing needs that were identified when it was established

Program's achievements in addressing sector's needs

In contribution to this evaluation the stakeholder survey sought to gain stakeholders views on the achievements of the PDP. Respondents were asked to how much they agreed with the statement 'I believed that my (or my sector's/group's) people development needs/priorities were addressed by the PDP (Figure 8). Overall there was a positive response; the majority of respondents (79 per cent) agreed that the Program is addressing the needs of their group or sector. The most frequently response (39 per cent) was that respondents 'moderately agreed' that the needs were being addressed by the PDP. 21 per cent of the respondents strongly agreed that the Program was addressing their needs. Few respondents (8 per cent) disagreed that the Program was addressing their people development needs. With 12 per cent of respondents remaining undecided as to whether their needs were being met by the PDP. This suggests an overall positive view on the PDP's achievements in addressing their sector's needs.

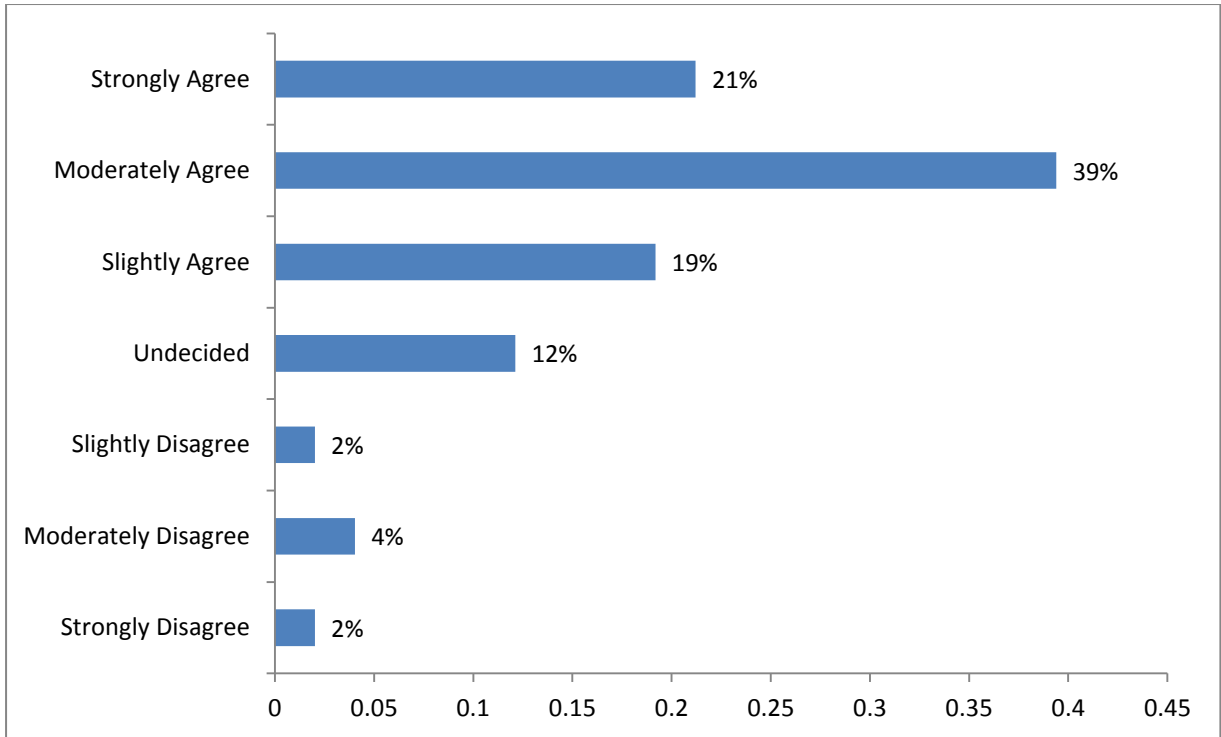


Figure 8: Sector's needs were addressed by the PDP

This distribution of these results by sector is displayed on the figure below (Figure 9).

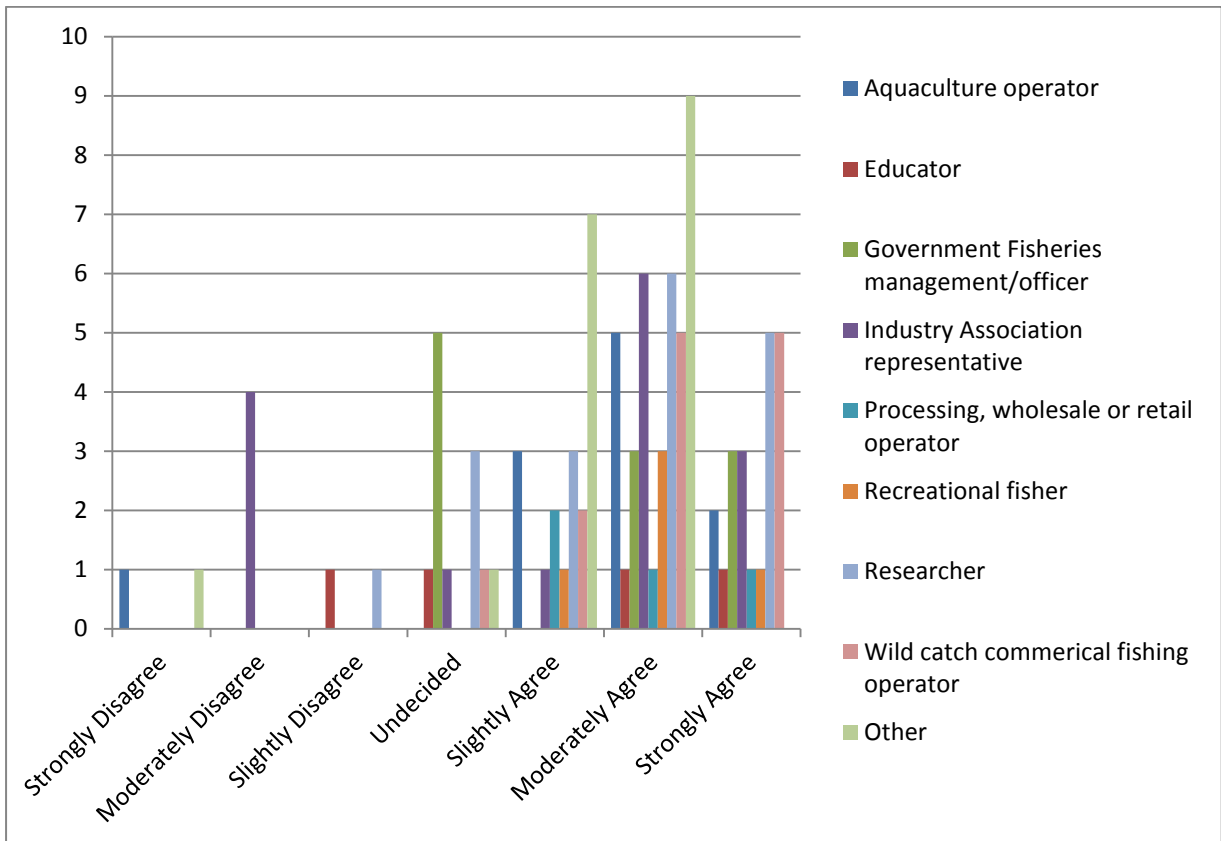


Figure 9: Satisfaction with investment in people development needs by sector.

In expanding on this, respondents were asked to outline their group/sector's needs that may not have been taken up. The most commonly reported responses clustered around the following themes:

- FRDC could play a stronger role in promoting improved science skills, through working collaboratively with CRCs. This investment would contribute toward future science and policy makers.
- Target outcomes at a lower-level, to nurture the skills base so people can partake in the PDP
- More grass-roots programs relevant to the fishing sector
- Programs to enhance and grow the skills of current leaders. Increase the opportunities for growth and career enhancement.

There are programs in place to encourage the next generation of leaders however there is not enough investment in enhancing & growing the skills of the current leaders. There needs to be broader programs available for the knowledge growth for professionals in the rec sector and opportunities for career enhancement.

A more grass roots program that exposes industry persons to the mechanisms relevant to their fishery/sector.

In my sector there are a number of people who need to be targeted at a level lower to the people development program. They need to nurture their skill base and enable them to take part at the next level.

The respondents were asked to rate their level of satisfaction with communication of the Program and its activities. Overall there was a positive response to the communication of the Program and its activities (Figure 10). The majority of respondents (88 per cent) were satisfied with the communication of the Program and its activities. More than half of the respondents reported that they (56 per cent) moderately agreed that they were satisfied with the communication of the Program and its activities. 11 per cent of respondents disagreed that they were satisfied with the communication of the Program and its activities.

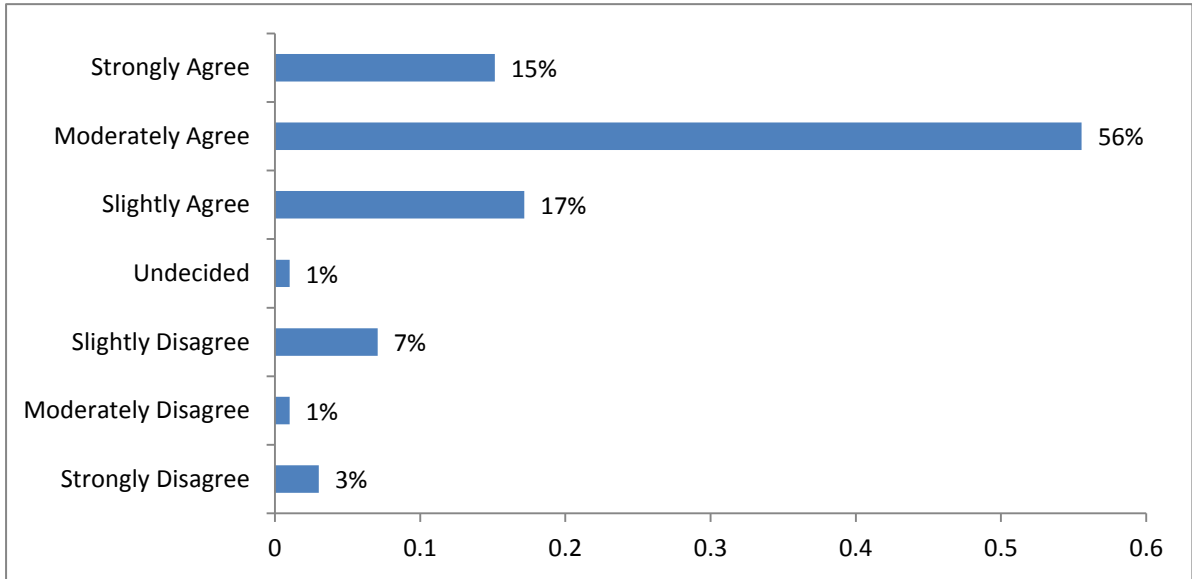


Figure 10: Satisfaction with the communication of the program and its activities

When asked to report whether respondents believed that PDP activities helped to support the adoption of other RD&E activities (Figure 11), three quarters of respondents (89 per cent) reported that PDP activities supported the adoption of other RD&E activities. Few respondents (11 per cent) either disagreed (6 per cent) or were unsure (5 per cent) whether PDP activities help support the adoption of other RD&E activities.

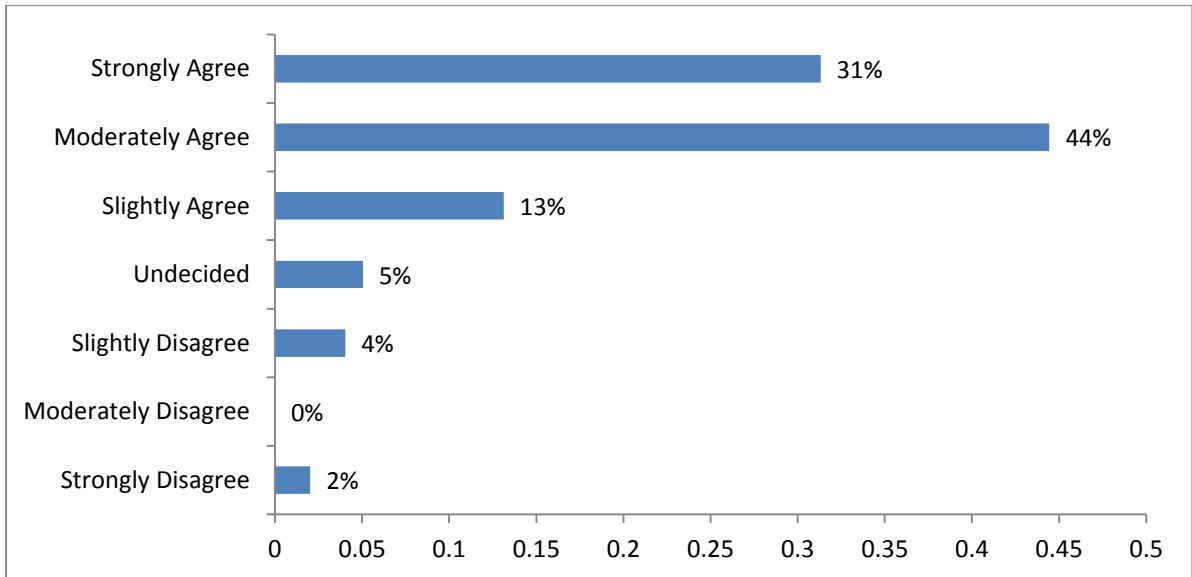


Figure 11: PDP activities helped to support the adoption of other RD&E activities

Approach to Funding priorities

A review of the people development in the fishing industry (Evans & Johnstone, 2006) outlined a new strategic approach that the FRDC is taking to funding its people development program, to ensure that investments are closely aligned with industry priorities and needs.

Level of Satisfaction with funding priorities

Level of importance of Current Priorities for investment

In contributing to this evaluation the respondents were asked about their current and future priorities for investment, in order to allow the evaluation to determine how these aligned (or otherwise) with the current PDP priorities for investment by the FRDC. Firstly the respondents were asked to rate the current PDP priorities in terms of importance (Figure 40, Figure 41, Figure 42, Figure 43). “Foster leadership, professionalism and capability to contribute to decision-making and implementing change” (Figure 40) was rated as the most important priority for investment, with 96 per cent of respondents reporting this as “important” or “very important”. No one reported that this investment priority area was “not important at all”.

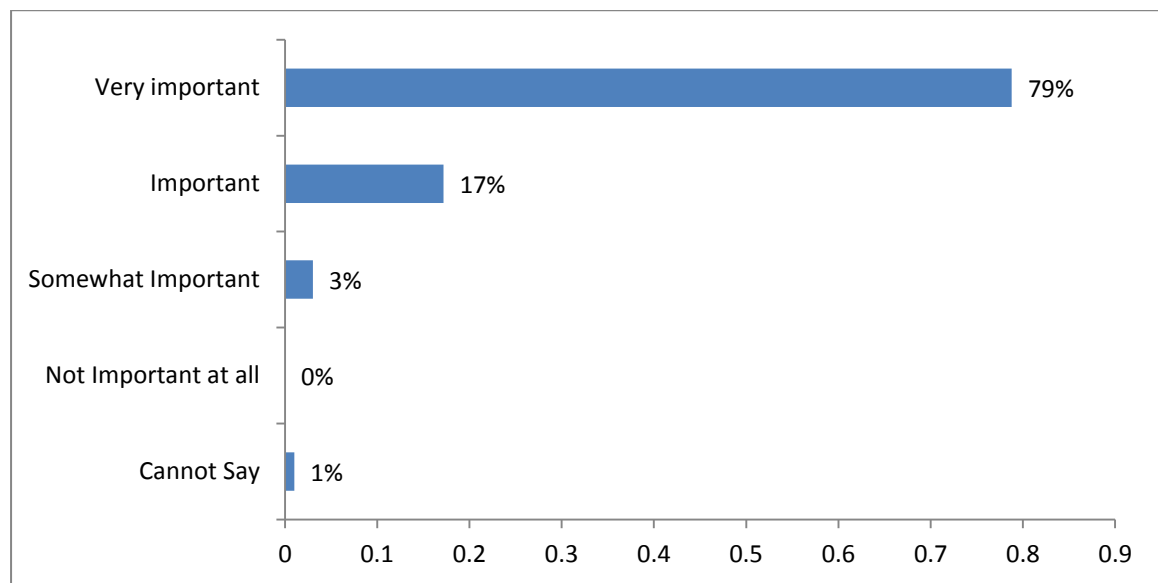


Figure 12: Funding priority 1. Foster leadership, professionalism and capability to contribute to decision-making and implementing change

This was followed by “Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers” (Figure 13), with 89 per cent of respondents rating this PDP investment priority as either “Important” or “very Important”. 1 per cent of respondents reported that this investment priority area was “not important at all”.

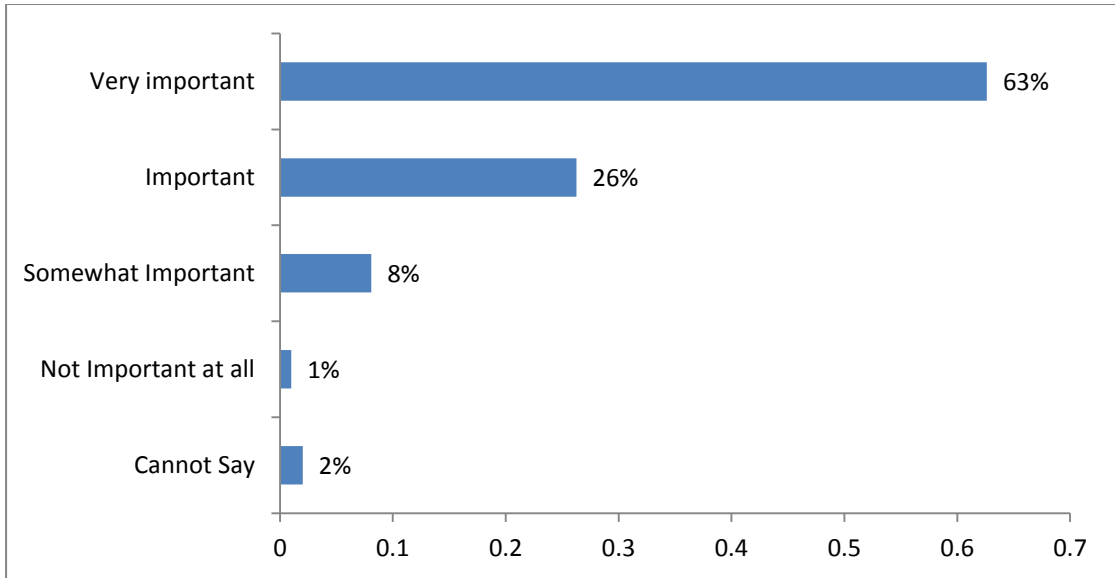


Figure 13: Funding priority 2. Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers.

83 per cent of respondents rated “address research capability gaps and increase the industry’s capacity to innovate” (Figure 14), as either “Important” or “very important”. More respondents (45 per cent) rated this investment priority as “important” than “Very important” (38 per cent). 5 per cent of respondents reported that this investment priority area was “Not important at all”.

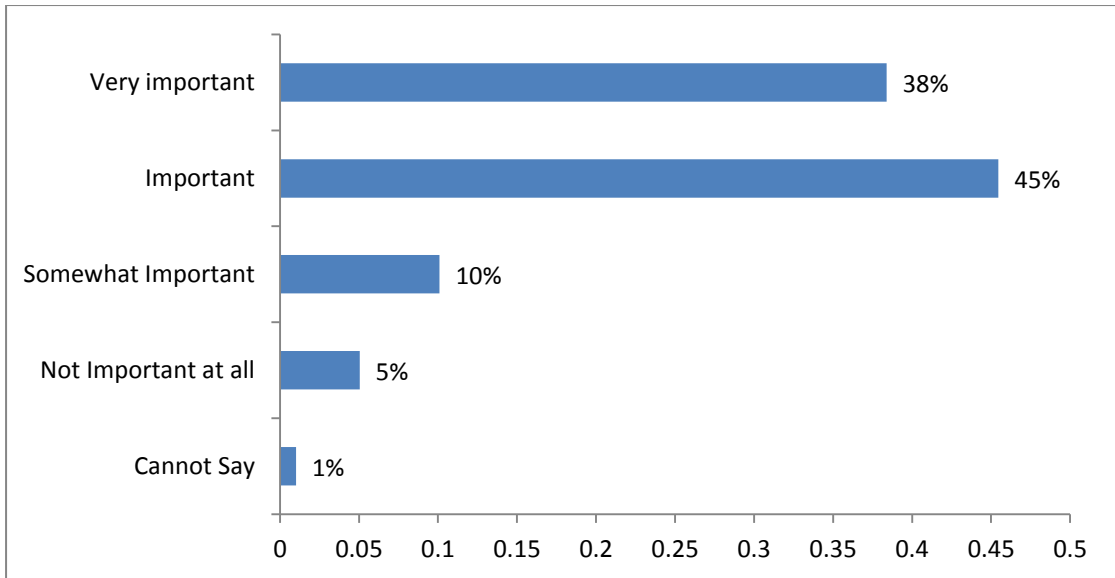


Figure 14: Funding priority 3. Address research capability gaps and increase the industry’s capacity to innovate

And lastly 62 per cent of respondents rated “encourage a diversity of people in the industry” (Figure 15), as either “Important” or “very important”. 28 per cent of respondents only rated this investment priority as “somewhat important” and 29 per cent of respondents reported that it was

just “important”. 6 per cent of respondents reported that this investment priority area was “Not important at all”.

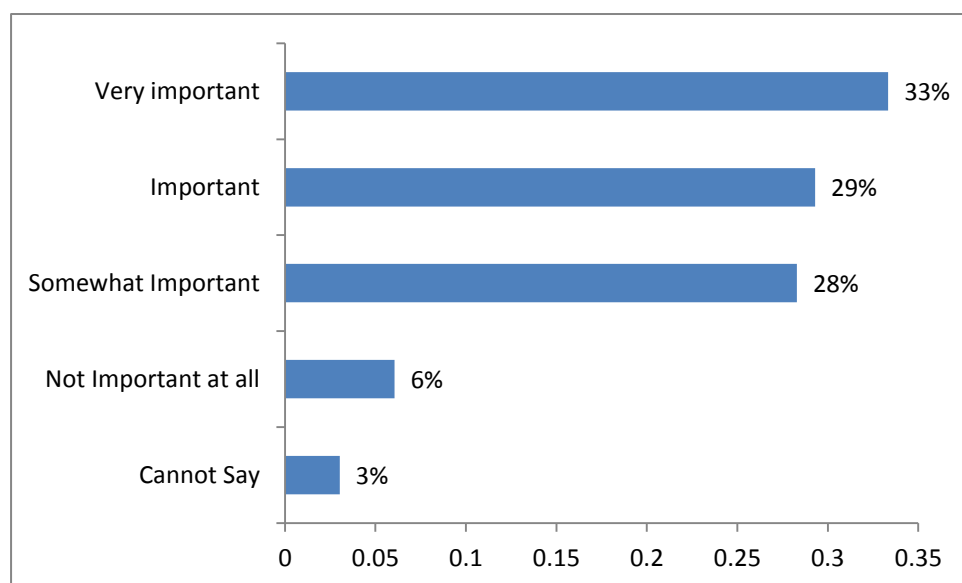


Figure 15: Funding Priority 4. Encourage a diversity of people in the industry

Three main RD&E priorities the industry needs to act on today

Respondents were asked what the three main RD&E priorities they believed the industry needed to act on today, while there was some alignment between the current FRDC PDP investments and the investments outlined by the respondents, there were also a few additional areas that were commonly reported, and the currently investment area ‘encourage diversity of people within the industry’ was not reported. The most commonly reported investment priorities are outlined below (followed by direct verbatim quotes taken from the results of the survey):

- 1) **Leadership, professionalism and capability development** featured very highly, and included suggestions surrounding establishing young leaders, enhancing industry empowerment and representation, and a more strategic business plan for leadership and professionalism

Inspiring leaders respond to challenging issues and attract followers

- 2) **Attraction, development and retention** was also commonly reported

Attraction and retention of entry level / association level representatives. Without 'new blood' in the game, the system will fall down in the near future as there will be no succession coming through the ranks at the rate needed.

- 3) Address **research and capability gaps**, these included investment priorities around innovation, incorporation of research outcomes into training, and a stronger focus on knowledge adoption and extension

Associations need to be resourced to engage people that have had this type of training to fill the gap between industry and research. The best ideas and innovation come from those in industry, how those ideas then get progressed and tested need the right pathway and people to fill the gap.

4) **Public awareness, community engagement** and consumer understanding of the industry

People development ability with Communication development strategies to consumers on outcomes delivered from research, and adoption of research in Commercial fisheries.

5) **Up-skilling, grass-roots training**

Getting more grass roots members involved.

Up skilling current employees, practical skills and management skills, accounting, human resource, all things associated with running a business

Stakeholder future priorities for investment and areas for development

Building upon stakeholder’s priorities for PDP investment, respondents were asked if they believed that there are alternative priority areas that the PDP should be investing in (Figure 16). 20 per cent of respondents either ‘disagreed’ or ‘strongly disagreed’ that there were alternate priority areas that the PDP should be investing in, suggesting that they are satisfied with the current investment priority areas. However, 48 per cent of respondents reported that they either ‘strongly agreed’ or ‘agreed’ that there were alternative areas that the PDP should be investing in. In addition to this 31 per cent of the respondents reported that they could not say whether there were alternate areas to be invested in.

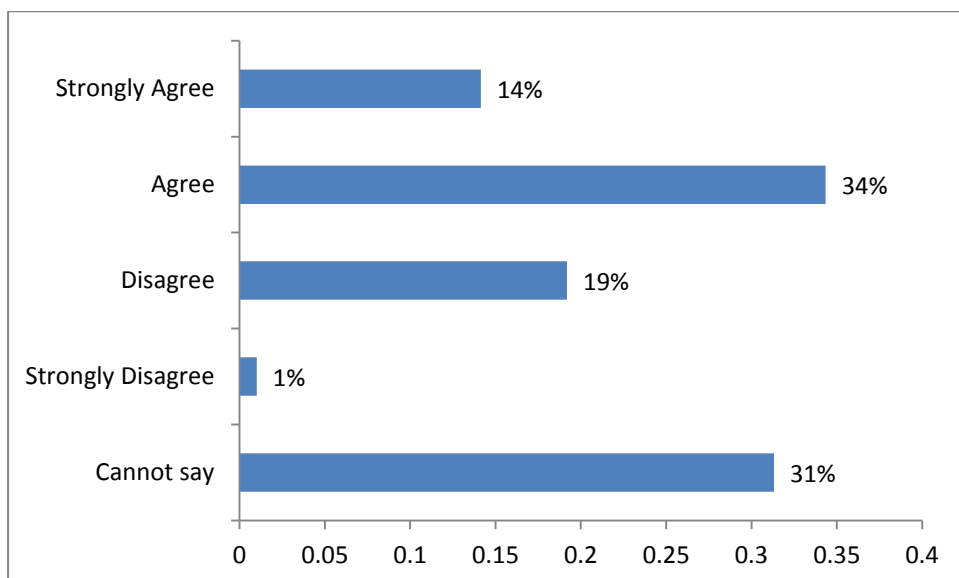


Figure 16: Alternative priority areas that the PDP should be investing in

Three main RD&E investment priorities becoming important in the next 3-5 years

To gain an understanding of the alternate priority areas that the PDP could be investing in, the respondents were asked to outline three RD&E investment priority areas that they could see as becoming increasingly important over the next 3-5 years. The majority of responses were clustered around five main investment priority areas; leadership, community engagement, workforce development, innovation, research; these are outlined below in descending order of importance. The most commonly reported investment priorities are outlined below (followed by direct verbatim quotes taken from the results of the survey):

- 6) The mostly commonly reported investment priority for the next 3-5 years was **leadership**; these priorities included both supporting existing leaders as well as developing new leaders.

Continued need to building industry leadership and foster industry associations

Maintain a focus on leadership in the face of uncertainty in the seafood industry

- 7) Communication and **community engagement** also featured heavily and included; community education, community engagement, and enhancing community perception of the industry.

Building community awareness and support for the commercial sector

Community Education Programs based on Environmental Stewardship to increase Social license to operate

- 8) This was followed by **workforce development**, which included such things as addressing current industry shortages, retention and development of current employees, developing a more attractive career path, as well as developing a clear career path for younger people.

Workforce Development - we need a skilled and competent workforce to move the industry forward

- 9) **Innovation** and the adaptive capacity of the industry, including its ability to adapt to changing circumstances,

Adaptive capacity - accepting and embracing change - having the capacity (time, money, energy, security of future in industry, emotional strength) to investigate innovations

- 10) And finally **research** and extension of knowledge transfer, and the ability to implement research outcomes in to industry development.

Knowledge brokering, extension & adoption - needs much greater and more effective investment

Development awards

The FRDC invests in activities to achieve the goals of its People Development Program through the program's annual operational plan. Professional development awards, which support individuals and groups to build skills, knowledge and networks, are a significant component of the program. Other activities may be commissioned or tendered. Applications addressing program goals are also welcomed through the annual competitive or Tactical Research Fund rounds.

FRDC Scholarship Program

Scholarship	Information	Investments / Scholarship value
National Seafood Industry Leadership Program (approx. 15 per annum)	Equips individuals with skills, networks and a whole of industry perspective, giving them the opportunity to represent their industry and make a contribution at an industry, state or national level in the future.	Approx. \$76,000 per course.
FRDC Agribusiness Executive Scholarship - 2 p.a.	Designed for aspiring middle and senior industry players to gain insights into key consumer and retail trends, managing relationships between manufacturer and retailer, marketing and brand management and developing the business.	\$4,600
Australian Rural Leadership Program - 2 p.a.	<ul style="list-style-type: none"> • Work with leaders who are committed to extending their knowledge, understanding and ability, in order to be more effective in their roles. • Develop the 'contextual intelligence' leaders required to understand the drivers that are shaping rural Australia and its primary industries. • Improve the capacity and influence of rural leaders to contribute to and engage in all kinds of challenges – in communities, teams, organisations, industries, and policy arenas. • Expand and develop the 	\$50,000

Scholarship	Information	Investments / Scholarship value
	<p>networks of informed, capable and ethical rural leaders.</p> <ul style="list-style-type: none"> Encourage collaboration to advance and support rural Australia especially in relation to the primary sector and the communities that depend on it. 	
Nuffield Australia Farming Scholars - 1 p.a.	Mission is to develop potential and promote excellence in all aspects of Australian agricultural production, distribution and management through the adoption of local and international best practice, and continuous development of a unique network of industry leaders and innovators.	N/A
The Peter Dundas-Smith Scholarship - 1 p.a.	Provides a unique opportunity for an identified individual to undertake a personalised and supported program to further develop the skills, knowledge and networks to make an effective contribution in their field.	\$10,000
FRDC Indigenous Development Scholarship – 2 p.a.	Provides a unique opportunity for an individual to undertake a personalised and supported program to further develop the skills, knowledge and networks to be effective business, industry or community leaders within the fishing industry.	\$10,000
FRDC Emerging Leader Governance Scholarship - 1 p.a.	Provides a unique opportunity for an emerging, or new, industry leader to undertake the Australian Institute of Company Directors (AICD), Company Directors' Course and attend a meeting of the FRDC Board of Directors to further develop the skills and knowledge for effective governance.	Up to \$12,000 per scholarship

Scholarship	Information	Investments / Scholarship value
FRDC Governance Scholarship for Women – 1 p.a.	Provides a unique opportunity for a woman active in the fishing industry to undertake the Australian Institute of Company Directors (AICD), Company Directors' Course and attend a meeting of the FRDC Board of Directors to further develop the skills and knowledge for effective governance.	Up to \$12,000 per scholarship
FRDC WINSC Professional Development Scholarship - 1 p.a.	Provides a unique opportunity for a female member of WINSC to undertake a personalised professional development program.	\$6,000
FRDC International Travel Bursary – 4 per year	Offers four international travel bursaries annually to support individuals to undertake professional development travel.	\$6,000
FRDC Visiting Fellows Program – 2 per year	Visiting Fellows are supported to come to Australia and engage with Australian researchers and industry.	\$6,000
FRDC Trade and Market Bursary - 4 p.a.	Provides the opportunity for four seafood industry people to attend the European Seafood Exposition (ESE).	\$6,000
FRDC World Recreational Fishing Conference Bursary - 3 on a biennial basis.	Provides a unique opportunity for two people to attend the World Recreational Fishing Conference	\$6,000

Achievement of Development Awards

This evaluation of the People Development Program sought to document the contribution of recipients of Development awards, to understand whether people invested in have increased their contribution to the industry.

Of the 100 respondents to complete this survey 56 were recipients of a Development Award (Figure 17).

Respondents who were not recipients of development or leadership awards did not complete the following section.

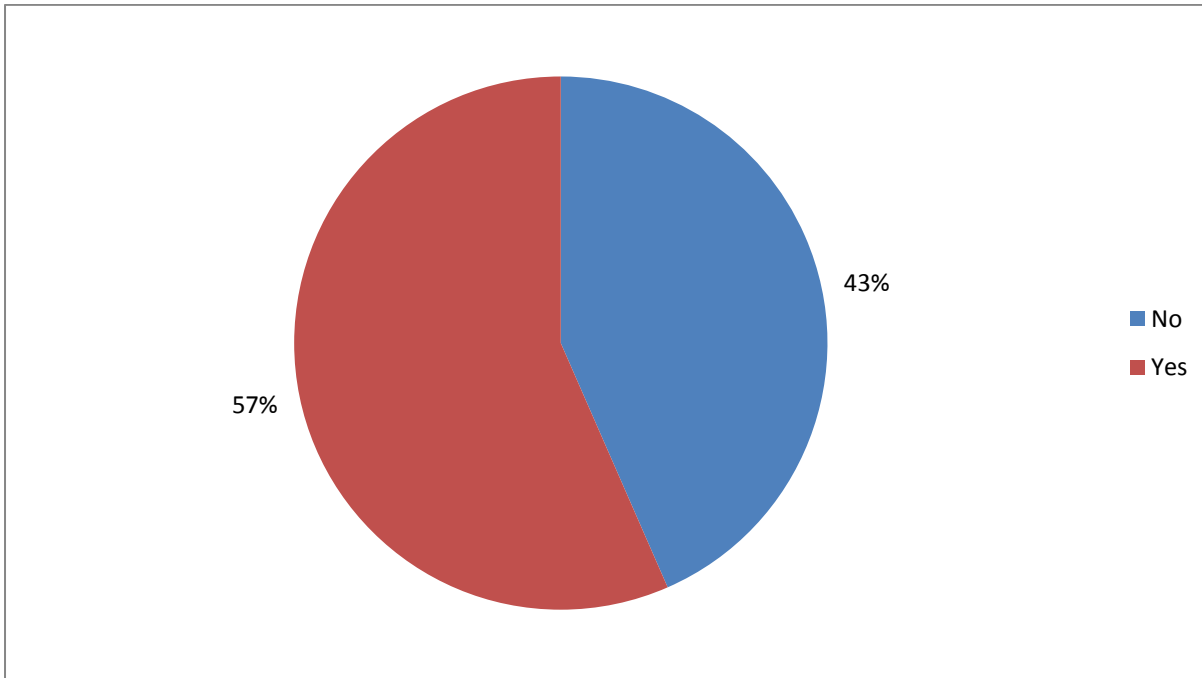


Figure 17: Are you a recipient of a Development Award

The distribution of Development Awards is outlined below (Figure 18). The respondents were instructed to select all the awards that applied. The most commonly reported awards were the NSILP, and ARLP.

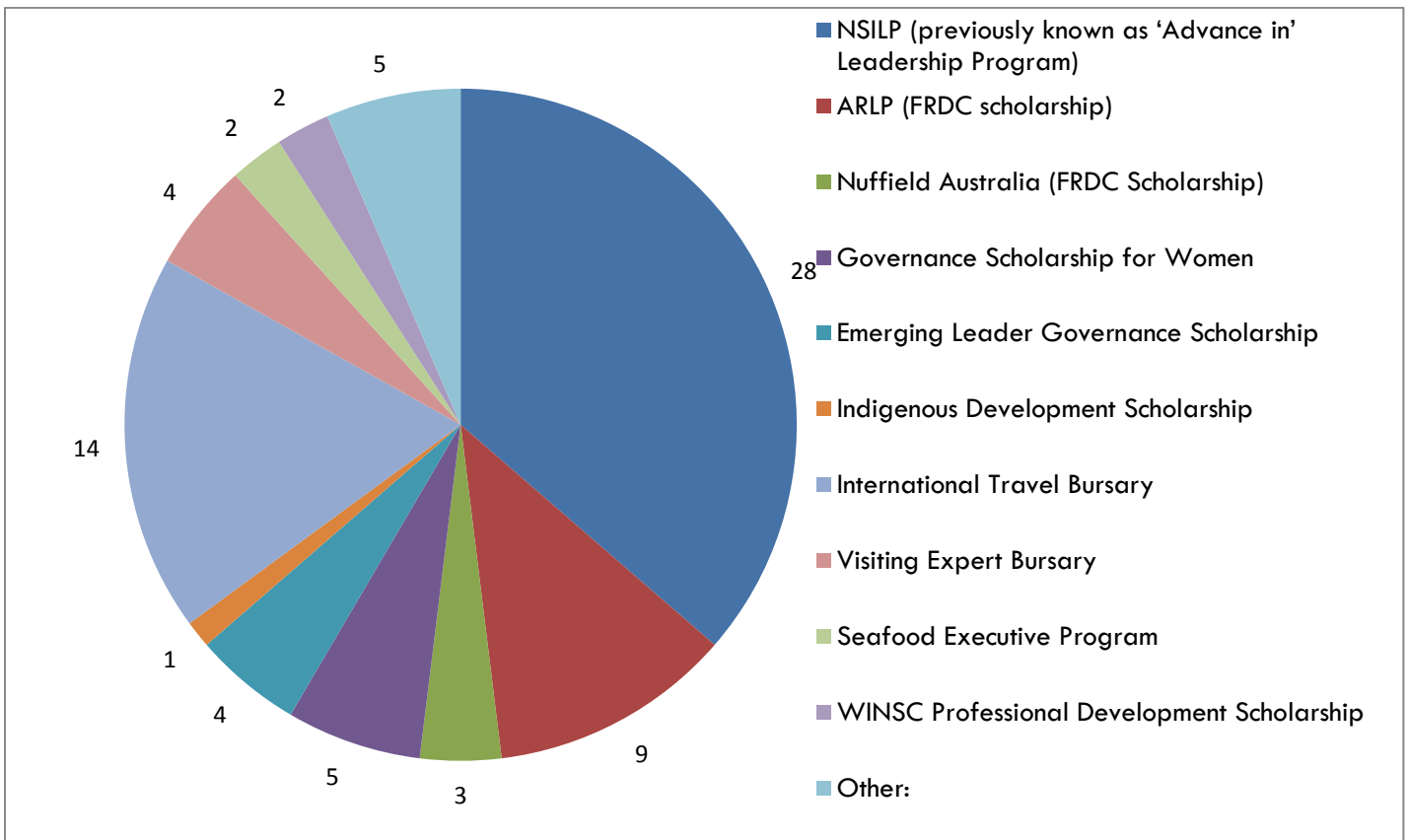


Figure 18: Types of development awards

76 per cent of the development award have been completed (Figure 19) and were most commonly completed in the years between 2005 and 2010 (Figure 20).

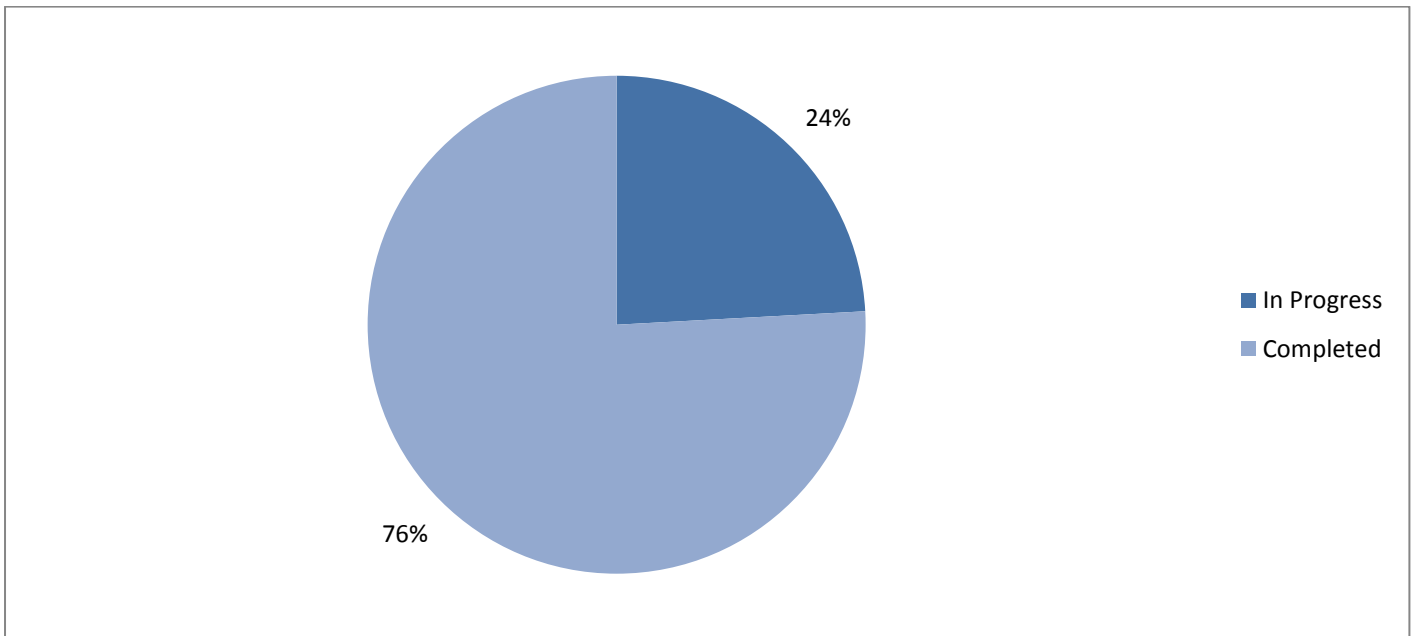


Figure 19: Completion status of development awards

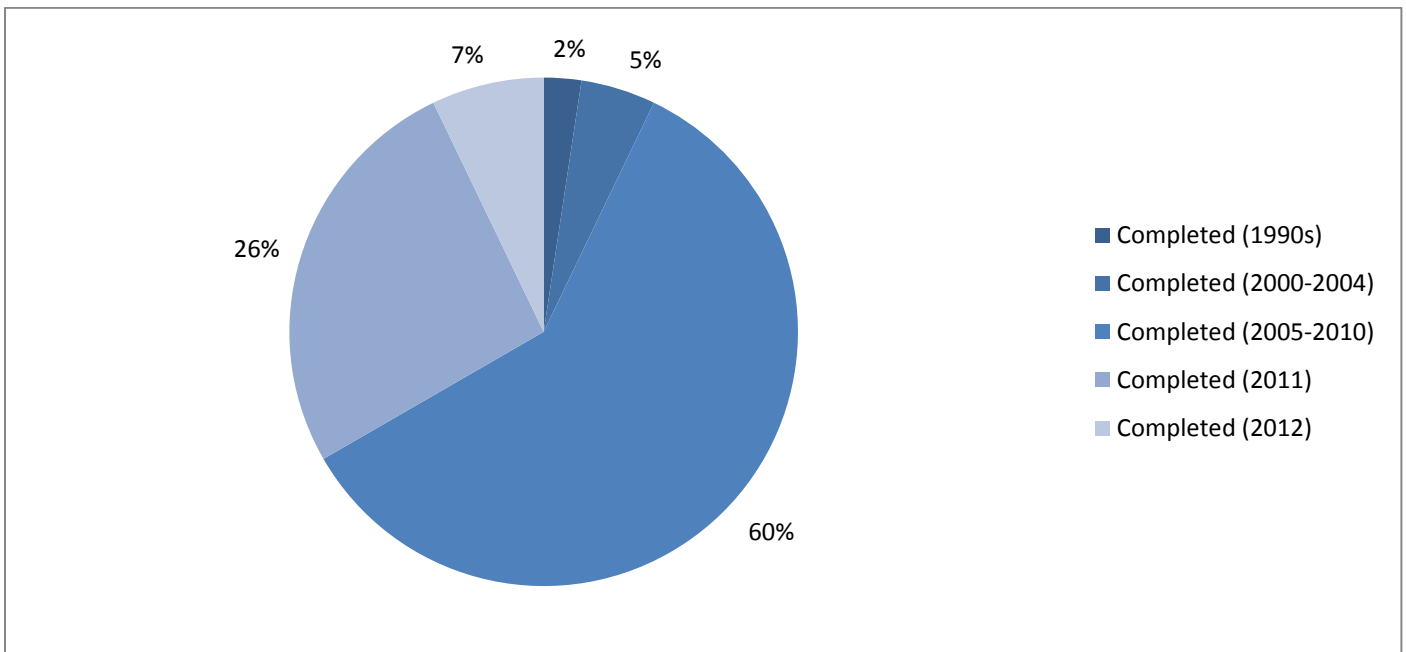


Figure 20: Completion status, year completed

Roles and contributions of recipients of development awards to the fishing industry

One of the core objectives of this evaluation was to document the legacy of the development award recipients, and whether they have increased their contribution to the fishing industry as a result of the investment. In doing this this evaluation sought to compare the roles/positions of development award recipients' pre and post development, to assess whether they have increased their contribution to the industry cognizant of the variables to succession, advancement and opportunity.

To this end, recipients were asked to outline their position/role in the fishing industry prior to receiving the development award as well as their current position/role in the fishing industry. Of the development award recipients that responded 27 of 52 (52 per cent), had advanced their position in the industry. For instance, this included people who had advanced from vice-president to president, student to researchers, project officer to CEO, and committee member to chair. There did not however, appear to be any link to the year the award was completed, or the award type received, this suggests that such advancement and increased contribution could be explained by natural progression, or opportunity.

Furthermore, of the 52 respondents 25 were in the same/similar position pre and post receiving the development award, while some of these development awards were still in-progress others had been completed up to 4-5 years ago, and was independent of the type of development award received. This suggest that an individual's roles/position and contribution to the industry could be better explained by natural succession and opportunities, than receiving a development award.

While role/positions does not appear to be related to receiving a development award, the majority of respondents reported that they believed that receiving a development award helped them to achieve their personal objectives, increased their contribution to the industry, increased their access to opportunities, enabled barriers to succession and advancement to be reduced, and increased their professional performance.

Development award recipients were asked to rate whether they believed that receiving the development award helped them to achieve their personal objectives (Figure 21). Almost all respondents (96 per cent) agree that receiving the development award help them to achieve their personal objectives. Very few respondents (4 per cent) reported that receiving the development award did not help them to achieve their personal objectives.

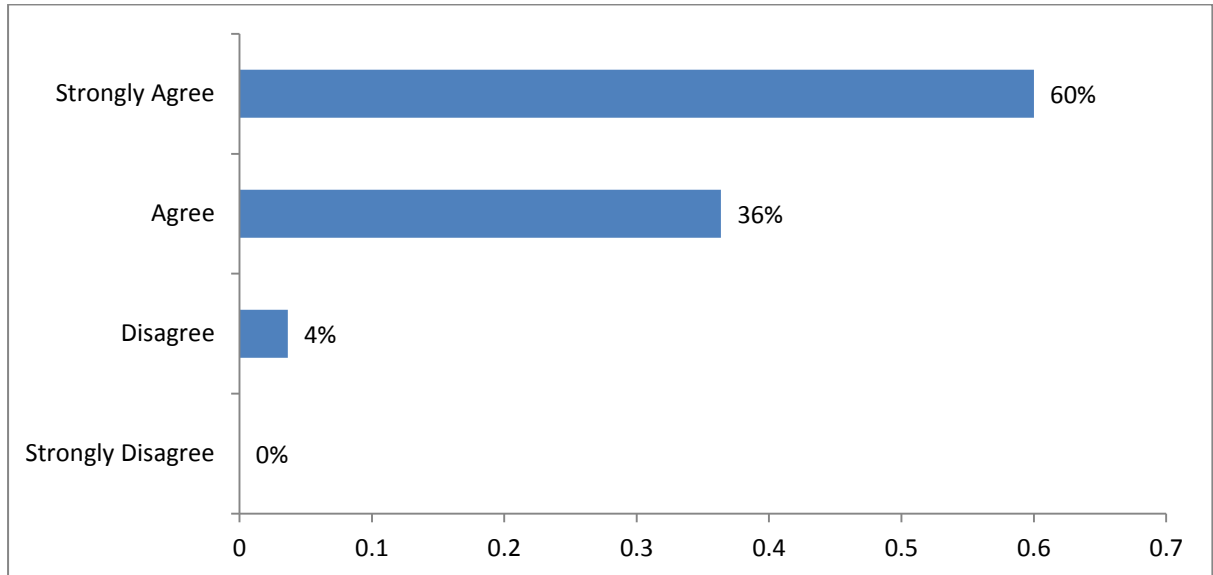


Figure 21: Development award helped me to achieve my personal objectives

There was very strong agreement when asked whether respondents believed that receiving the development award increased their contribution to the fishing industry (Figure 22). 91 per cent of respondents reported that they believed that receiving the development award increased their contribution; with 69 per cent of these respondents reporting that they 'strongly agreed' that it increased their contribution. Only 9 per cent of respondents reported that they disagreed that receiving the development award increased their contribution to the fishing industry.

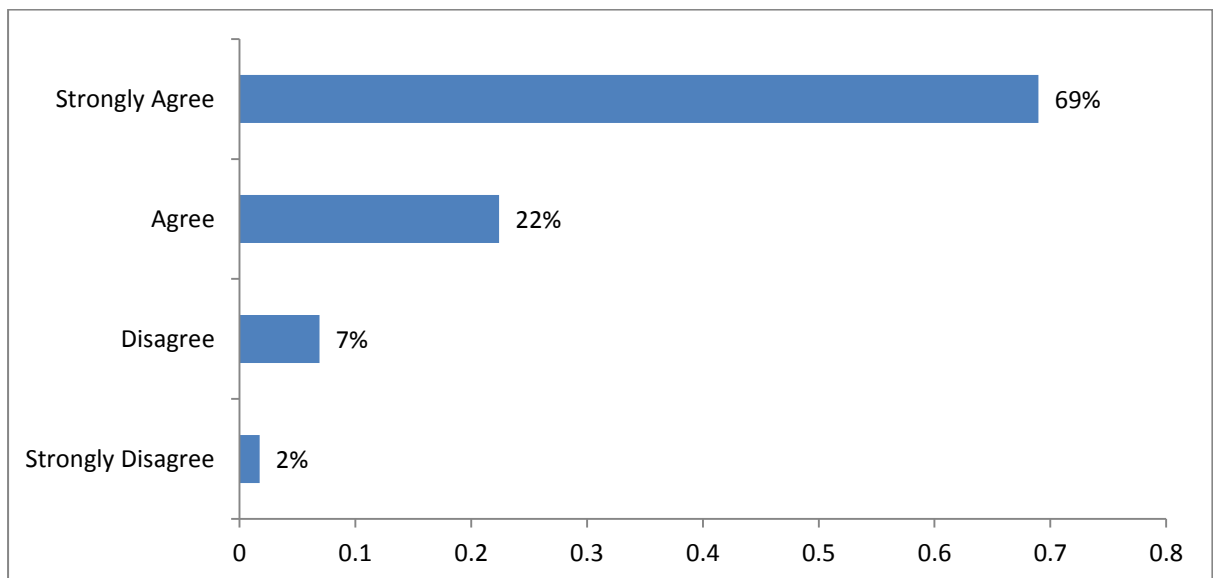


Figure 22: Development increase my contribution to the fishing industry

87 per cent of development award recipients agreed that receiving the development increased their access to opportunities within the fishing industry (Figure 23). Of these respondents almost

half, or 47 per cent, reported that they strongly agreed that receiving the development award increased their opportunities. A few respondents (12 per cent) reported that they disagreed that receiving the development award increased their opportunities within the fishing industry.

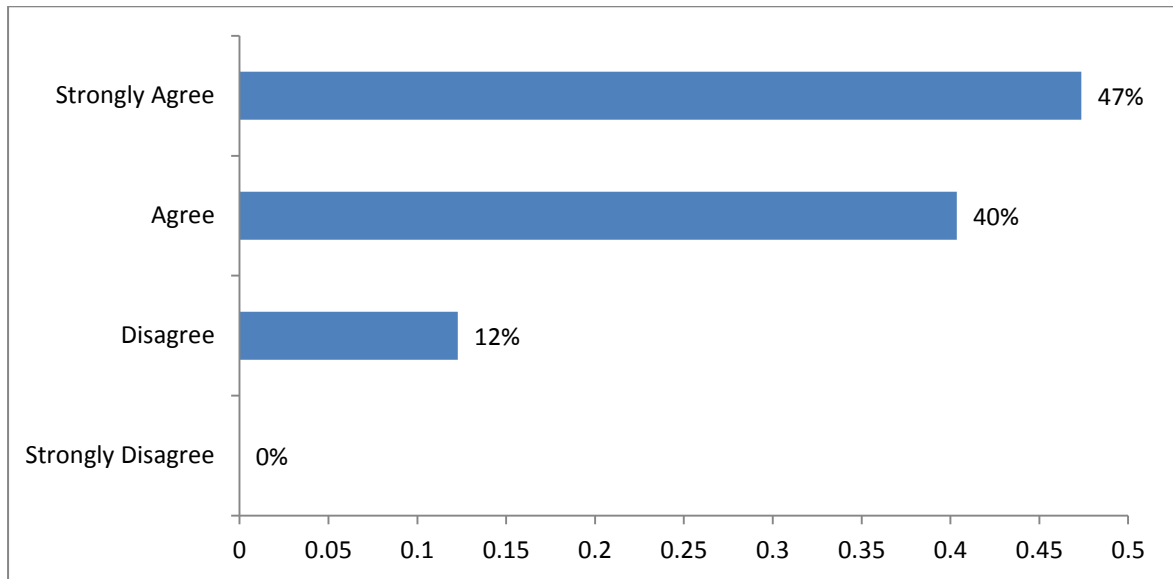


Figure 23: Development awards increase my access to opportunities within the fishing industry

When asked whether they thought the development award enabled barriers to succession and advancement to be reduced, the majority of recipients (81 per cent) agreed that receiving the development award reduced the barriers to succession and advancement (Figure 24). However, the remaining 19 per cent of respondents disagreed that receiving the development reduced barriers to succession and advancement.

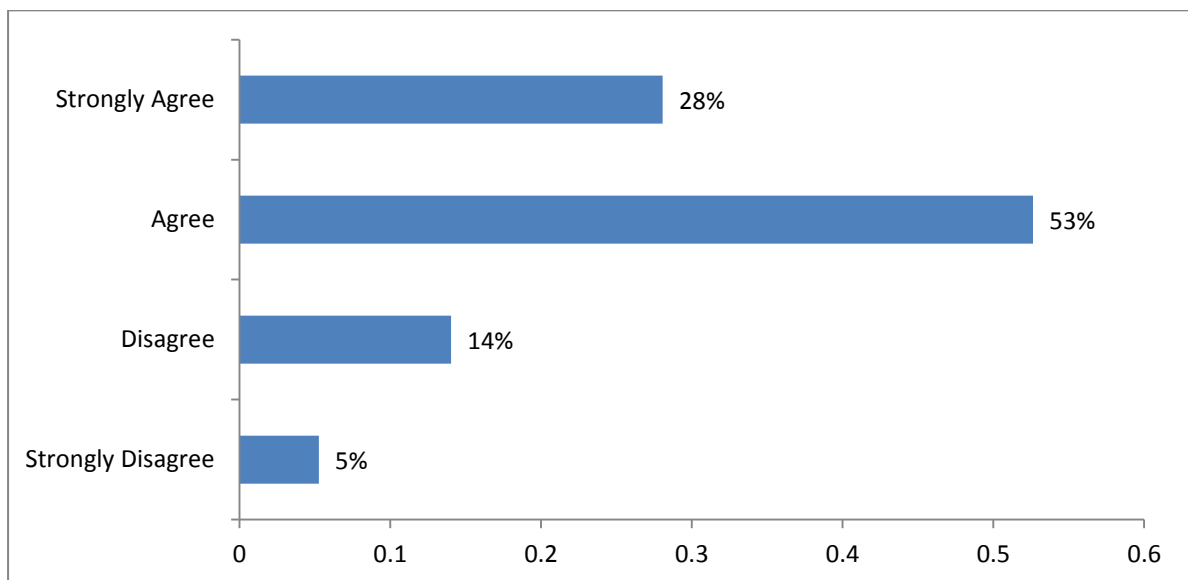


Figure 24: Development award enables barriers to succession and advancement to be reduced

Lastly the respondents were asked whether they believed that receiving the development award increased their professional performance (Figure 25). 98 per cent of the development award

recipients agreed that receiving the development award increased their professional performance, while the remaining 2 per cent disagreed.

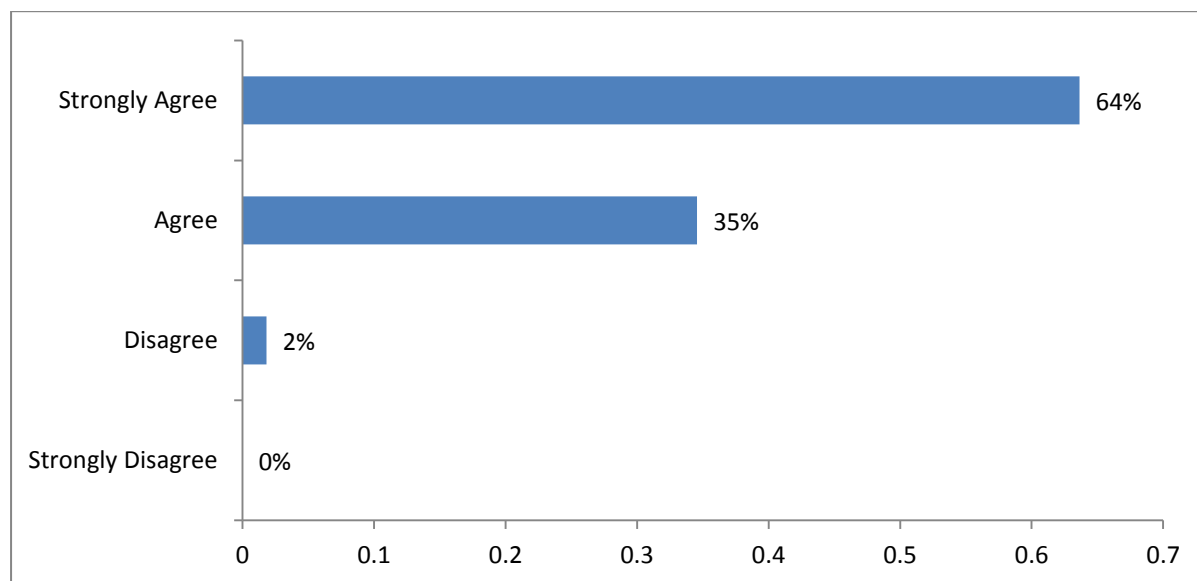


Figure 25: Development award increase my professional performance

Lessons learnt from the Program's Management

Program Roles and Responsibilities

The PDP is managed differently to other FRDC programs. Although it is a distinct program it should also support other FRDC RD&E programs. It is managed internally, with an FRDC employee undertaking the “program leader” role, unlike most FRDC’s other sub-programs/coordinating programs. The People Development Advisory Group works with the program leader to provide advice to the FRDC on priority areas to invest in; to commission projects; and to oversee projects. This evaluation also sought to evaluate the current program management structure, and gain input from stakeholder into how the program could better be managed.

The responsibilities for the implementation of the identified strategies will be that of the People Development project manager. The project manager should ensure that the FRDC’s investment is directed strategically and effectively, with the assistance of an advisory group to guide and support the work of the project manager. The project manager will make recommendations to the FRDC board on investment decisions associated with the program (People Development 5-year plan).

The People Development Program project manager is responsible for the implementation of the priorities identified in program 4 and the initiatives describes in the AOPs.

Key learnings from the program management models

Respondents were asked how they thought the PDP should be managed (Figure 26). The majority of respondents (64 per cent) thought that the PDP should be a distinct program managed by the FRDC. A further 10 per cent thought that the PDP should be a distinct program managed

externally. 15 per cent of respondents reported that they thought it should be incorporated in to other FRDC programs. And a final 11 per cent thought it should be managed a different way.

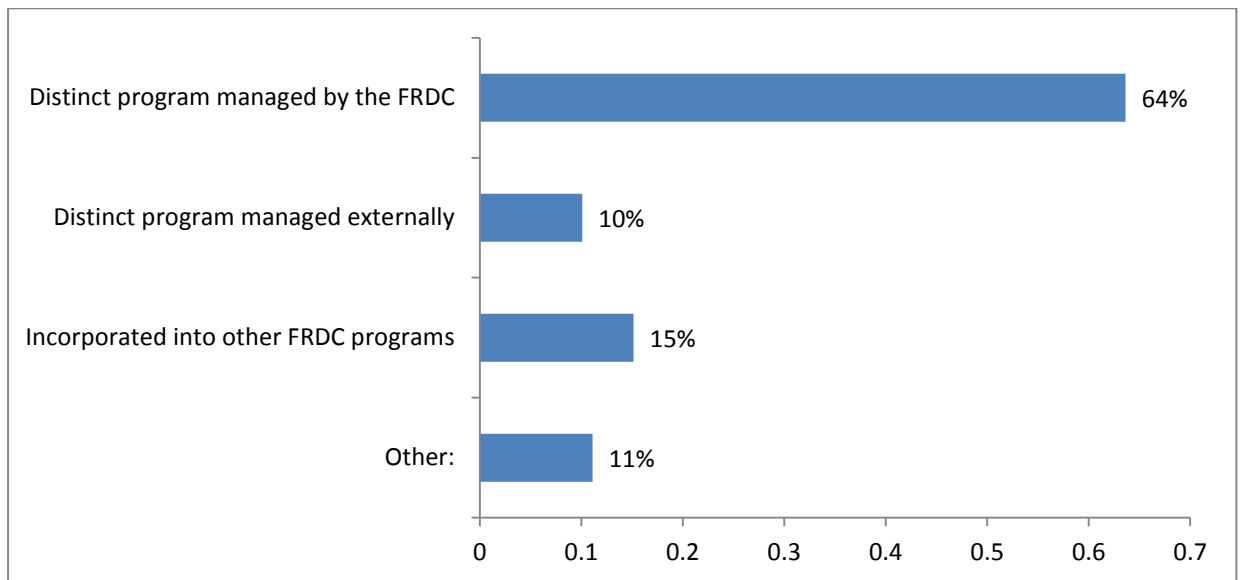


Figure 26: How should the PDP be managed?

When asked whether respondents believe that “for the projects I have been involved in, I believe the FRDC management arrangement for the PDP is working well” (Figure 27), 88 per cent of respondents either “strongly agrees” or “agreed” that the FRDC management arrangement were working well. 7 per cent of respondents reported that they disagreed with this statement, and a further 4 per cent reported that it was not applicable.

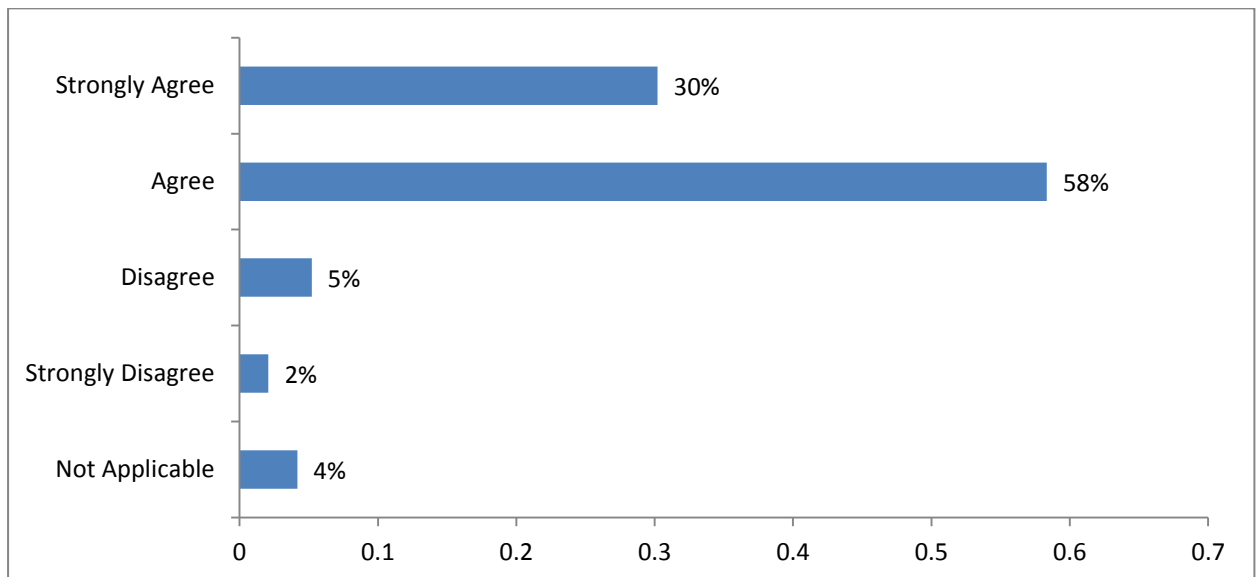


Figure 27: The FRDC internal management arrangement is working well

The respondents who reported that the current internal management system is not working were asked to outline one improvement that could be made. The majority of responses were clustered around two main improvements:

- 1) Greater collaboration/engagement with states, industry and stakeholders to identify and understand demographics to increase the uptake of the PDP.
- 2) A devoted person either internal/external to the FRDC who has key deliverables to ensure that the PDP can remain focuses on people development.

Whilst I think that the PD program is working well, the amount of time committed to the program could be improved which may be better done by someone who has this specific role outside of the FRDC office with key deliverables to meet.

I believe it has worked well to date, but could be improved by more consultation with industry.

Better engagement with a wider more representative stakeholder group to determine priorities

To build upon the evaluation of the Program management structure the respondents were asked whether they thought that people development outcomes would be better if other group/s took a greater role in overseeing some activities that FRDC currently manages (such as taking responsibility for identifying and developing future leaders) (Figure 47). An almost equal proportion of respondents reported on either side. 44 per cent of respondents reported that “yes” they thought that people development outcomes would be better if other group/s took a greater role in overseeing some activities, while 43 per cent of respondents reported “no” they did not think that people development outcomes would be better if other group/s took a greater role in overseeing some activities.

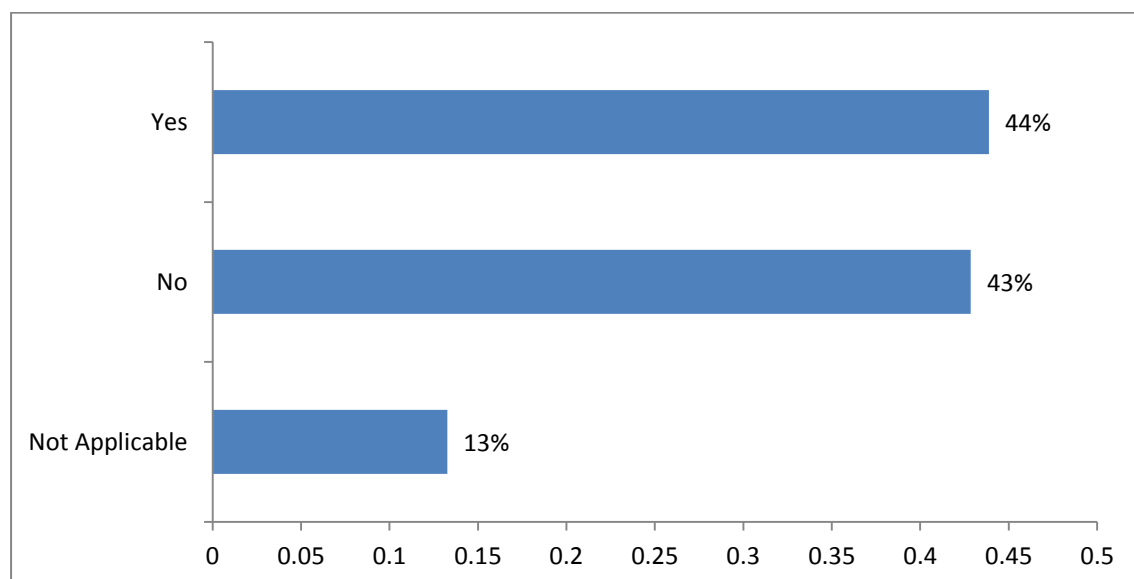


Figure 28: Would the PD outcomes be better if other groups took a greater role in overseeing some activities the FRDC currently manage

Advisory committee roles

Currently the FRDC has an advisory group that consist of individuals who represent the industry, and provide advice to FRDC on people development priorities that FRDC should invest in, and advice on application and progress of current projects. The advisory group was set-up to ensure that the FRDC's People Development investments are directed strategically and effectively, and to provide support for to the Projects manager. The advisory group are responsible for reviewing the progress and performance of the Program, as well as reviewing milestones of projects directly addressing themes 11, 12 and 13.

The advisory committee was set up to undertake the following activities:

- 1) Develop strategic plans for research and development to develop human capacity that take into account other strategic plans, and subsequently maintain strategic directions and be responsive to changing circumstances.
- 2) Set research and development priorities to maximise investment, avoid duplication and achieve the greatest potential return
- 3) Invite research and development applications to address those priorities
- 4) Encourage collaboration between researchers, fisheries managers and fishing industry interests
- 5) Identify appropriate funding sources (including the FRDC)
- 6) Advise the FRDC on the priority and appropriateness of applications relevant to the program
- 7) Contribute to the development of processes by which application will be encouraged and managed
- 8) Assist the FRDC with communication and extension of research and development results; and
- 9) Monitor and review the people development annual operation plan and contribute to progress reports to the board.

The people development program advisory group comprises of:

- 1) A chair person;
- 2) Up to eleven persons with specific qualifications.

In the selection of members, the FRDC will seek diversity in geographic location, gender and age.

In conducting Key stakeholders were asked about their level of satisfaction with the advisory committee, and other sources of information that the FRDC should be engaging in.

When asked about their level of satisfaction with an Advisory group in providing information to the FRDC on identifying and developing RD&E priorities (Figure 48), the majority of respondents (73 per cent) reported that they either "strongly agreed" or "moderately agreed" that an Advisory group was appropriate. Only 4 per cent of respondents disagreed that an Advisory groups was an appropriate source of information.

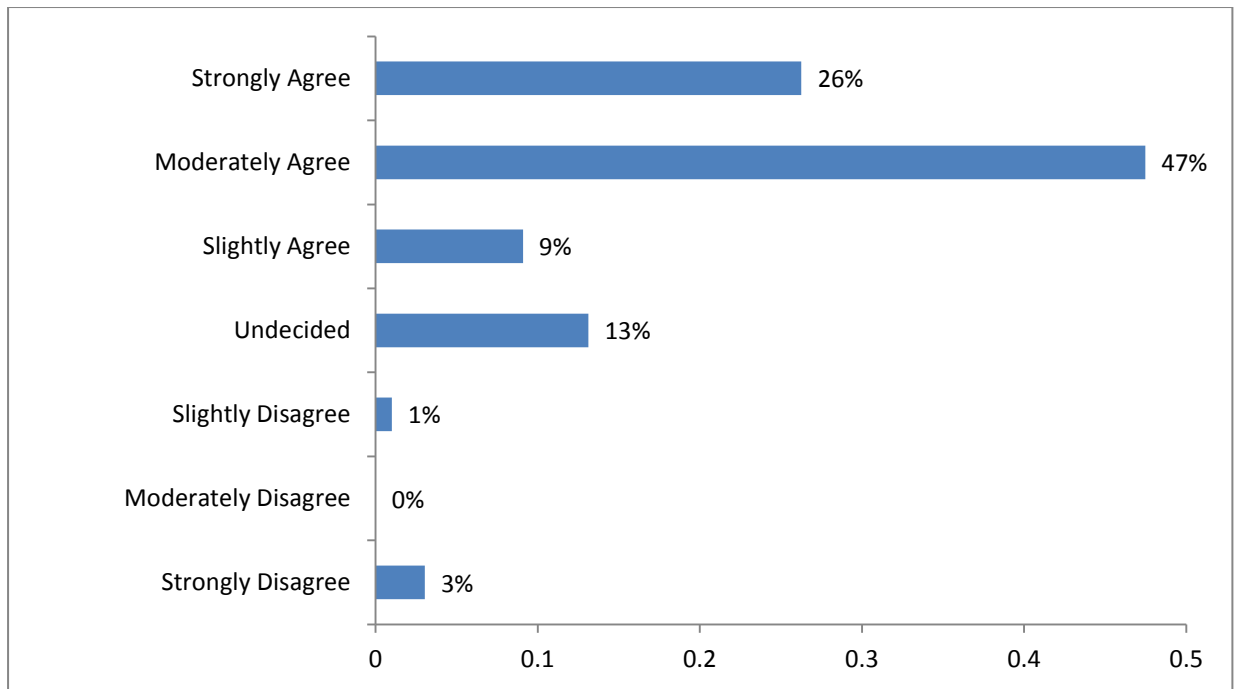


Figure 29: Satisfaction with advisory group

Other valuable sources of information

Respondents were also asked to outline other valuable sources of information that the FRDC should engage to identify people development RD&E.

A high proportion of the respondents commented that they were satisfied with the advisory committee as long as it contained an adequate representation of the 'whole industry' to gain a better picture of the whole industry's needs. Many of the suggestions were to include some of the following in the Advisory group:

- Industry associations
- Peak industry bodies
- Researchers
- Government agencies

It's all about who is on the advisory group. That group need to be as diverse as possible to pick up on opportunities that may present themselves from all sorts of areas.

An Advisory Group is only as good as the individuals thereof. Direction and priorities of PDP should not be influenced by personal views but the greater good of the national seafood industry. Advisory group participants should have to represent state/regional fisheries and their input needs to be based on reliable data or the collective opinion of many.

During my time with the FRDC, I always welcomed the contribution provided by the People Development Advisory Group. However, I did get the impression at times that I was only receiving a high level impression of industry's real

development needs. However, I am not sure how the FRDC would move beyond this group to get a more detailed and relevant picture of industry's needs.

Achievements against the AOPs and what was reported in Annual reports

In conducting this evaluation, the Program's achievements were evaluated through comparing what key performance indicators (KPIs) were outlined in the Annual Operations Plans (AOPs), and what was achieved and reported in the Annual reports. On the basis of this comparison the Program is mostly achieving what it set out to do in the AOPs. Outlined below is a synthesis of the AOPs and annual reports to provide an overview of the Programs achievements, there was no annual report provided for 2006-2007.

AOP 2006-2007

The primary desired outcome of the 2006-2007 AOP was "the knowledge and skills of people in and supporting the Australian fishing industry, and in the wider community, are developed and used so that Australians derive maximum economic, environmental and social benefits from fisheries research and development". The following strategies were set out to help enhance people development in the fishing industry.

People development: the challenge is to develop people who will help the fishing industry to meet its future needs.

There were several significant drivers facing industry development, including:

- A shortage of industry leaders in all sectors of the fishing industry.
- A shortage of opportunities for people in industry to develop skills that are going to directly improve their effectiveness.
- A high turnover of fisheries management staff, which leads to less informed staff being called upon to make decisions on complex issues, will need to be reduced.
- Broad knowledge base on fisheries related issues will need to be made more accessible through a single effective source.
- The fishing industry will need to learn from other industries that have embraced acknowledge and innovation culture, and seek to profit from new opportunities to grow their businesses.

These drivers led to the following priorities being set for the 2006-07 AOP:

- Provide knowledge and processes that help to develop a market-based culture in the industry.
- Develop mechanisms to deliver better adoption of R&D results by industry.
- Enhance industry leadership, for all sectors, through appropriate training.
- Enhance opportunities for information and technology transfer within and between sectors.
- Promote an environment for adoption of business best practice.
- Develop industry champions to bridge the knowledge gap.

- Foster an environment that encourages innovation and R&D adoption.

From these priorities the follow expected outputs were outlined for 2006-07:

- Investing in the Australian Rural Leadership Program.
- Investing in research that assist postgraduate students complete their courses.
- Invest in the “Advance in Seafood” Leadership Development Program.

Three key performance indicators (KPI) were outlined to demonstrate achievements against this challenge:

- Two seafood people to complete the Australian Rural Leadership Program annually.
- Minimum of five postgraduate students complete courses.
- Minimum of ten fishing industry participants attend the “Advance in Seafood” Leadership Development Program.

Community and consumer support: increase community and consumer support for the benefits of the three sectors of the fishing industry.

There were several significant drivers facing industry development, including:

- The community is having a greater say in the use and management of all natural resources. Industry needs to engage with community representatives so that a good understanding of viewpoints can develop.
- The community is very concerned with environmental issues and how natural resources are being accessed and utilised.
- Consumer education is important in developing new markets and expanding existing markets.
- Consumers are becoming more aware of the role that seafood can play in their health.
- The community perception of the fishing industry is poor, despite the large investment in research which has led to significant changes in how the industry operates.
- Government and communities recognise aquaculture as a sustainable way of producing fish.

These drivers led to the following priorities being set for the 2006-07 AOP:

- Develop relationships with community groups that can assist the fishing industry.
- Increase consumers understanding of the health benefits of eating seafood.
- Address animal welfare and bio-security issues.
- Educate the community about fisheries and aquaculture management and its contribution to Australia.
- Communicate the benefits of government and industry investment in R&D.

From these priorities the follow expected outputs were outlined for 2006-07:

- Investment in extension activities that communicate the health benefits of seafood.
- Invest in R&D that provides a solid understanding of the environmental impacts of Aquaculture ventures.

Two key performance indicators were outlined to demonstrate achievements against this challenge

- 10 per cent increased consumption of seafood by Australians.

- Aquaculture ventures are able to access new sites.

AOP 2007-08

The primary desired outcome of the 2007-2008 AOP was “The skills of people in the recreational sector of the fishing industry are developed and used to achieve sustainable fishing practices, to enable fishers and their organisations to participate effectively in sustainable fisheries management, and to derive maximum economic, environmental and social benefits for the Australian community”. The following strategies were set out to help enhance people development in the fishing industry.

People development: the challenge is to develop people who will help the fishing industry to meet its future needs.

There were several new significant drivers facing industry development, including:

- A shortage of industry leaders in all sectors of the fishing industry.
- A shortage of opportunities for people in industry to develop skills that are going to directly improve their effectiveness.
- Labour shortages resulting from increased competition from other sectors
- Industry needs to invest in staff retention strategies as there is a high turnover of fisheries management staff, which leads to less informed staff being called upon to make decisions on complex issues.
- The fishing industry will need to learn from other industries that have embraced a knowledge and innovation culture, and seek to profit from new opportunities to grow their businesses.

Priorities, expected outputs and KPIs for 2007-08.

- Same as 2006-07

Community and consumer support: increase community and consumer support for the benefits of the three sectors of the fishing industry.

Significant drivers facing industry, priorities and expected output, and KPIs for 2007-2008

- Same as 2006-07

Annual Report 2007-08

Several activities were reported on in the 2007-2008 annual report. It was reported that the Program was able to achieve three of the five KPI outlined in the 2006-2007, and 2007-2008 AOPs, with one of the remaining KPI having commenced, while the other has yet to be assessed.

Key performance indicator	Achievement
Two seafood industry leaders to complete the Australian Rural Leadership Program annually.	Achieved
Minimum of 10 fishing industry participants annually to attend the Advance in Seafood Leadership Development Program.	Achieved
A 10% improvement in recreational fisher capacity to release all fish in good condition.	Achieved
A 10% increased consumption of seafood.	Commenced
Aquaculture ventures are able to access new sites.	Not assessed

Activities and Programs

In working towards achieving these KPIs the following activities were reported for 2006-2007, and 2007-2008:

- **Seafood Leadership Program** - aims to help develop the future leaders in the seafood industry by challenging participants to work on key projects while learning core leadership skills.
- **Recreational Leadership Program** - The concept behind this program is to find aspiring new leaders within the recreational fishing industry who are passionate about fishing and who are interested in contributing to the administration, management, research, development, extension and general improvement of recreational fishing in their state and the nation.
- The **Lexus Appetite for Excellence program** was established to recognise and nurture the finest emerging young talent within the Australian food industry. In 2006 the rural RDCs initiated the regional tour program to educate the finalists about Australian primary production.
- **Australian Rural Leadership Program** - fundamental mission is to build capable leaders for, and from, rural Australia. For participants, the inner work of leadership development requires exploration of who you are, what they stand for and where you are going on your leadership journey.
 - Twenty-two men and 12 women from across Australia participated in the 2007 course.
- The **Educating through “Escape with ET’ project, series 9 (project 2007/060)** - Each week the program runs, around 500,000 viewers watch one of Australia’s leading fishing advocates, to learn more about fishing and a select number of FRDC-funded projects. In all, series 9 showcased over 23 projects.
 - Through the FRDC segments, viewers are provided with an overview of the many and varied R&D projects undertaken every day around the country; the numerous scientists gathering information that helps inform the public as to best fishing

practices; and the scientific evidence being collected that informs educated decisions for the fishing industry.

- The **'Move to a common vision and understanding for equitable access for indigenous, recreational and commercial fishers: Northern Territory fishing and seafood industry delegation to New Zealand' project** - The delegation toured New Zealand, where they visited a wide range of individuals and groups to learn more about how New Zealand's fishing industry incorporates indigenous fishing rights.
- The **'Empowering stakeholders to initiate and advance R&D projects in the fishing and seafood industry' (project 2007/304) project** - The project sought to increase the amount of industry driven R&D, to help industry around the country develop ideas and initiatives into specific research proposals.
 - Following a series of meetings 34 projects were identified. The projects focused on industry profitability and efficiency, product development, environmental performance, people and industry development. With the assistance of the project team, 28 of these were developed into proposals or outlines, and from that, 20 full proposals were submitted to funding sources. In all, six funding sources were used: the FRDC, National Water Commission, AFMA, Natural Heritage Trust and DAFF.
 - A mark of the success for the project was that five projects progressed through to the pre-proposal stage, and 14 projects achieved successful funding.
- **Review of Seafood Leadership program**
 - The review indicated a very high level of support for ongoing investment in leadership development, and a high level of satisfaction with the program from graduates and sponsors.
 - The review highlighted the continuing need to develop a pool of inspiring, capable people with the willingness to provide leadership across recreational and commercial fishing, seafood and aquaculture sectors to secure the industry's future.
 - The review model itself drew upon the leadership skills of program graduates and provided opportunity to 'give back' to the development of future leaders.
- **Science and innovation awards for young people in agriculture, fisheries and forestry** – \$10,000 FRDC sponsored scholarships
- **Nuffield Australia Farming Scholarship** - \$25,000 scholarships aimed to increase practical farming knowledge and management skills and techniques

2008-09 AOP

The primary desired outcome of the 2008-2009 AOP was to increase “the skills of people in the recreational sector of the fishing industry are developed and used to achieve sustainable fishing practices, to enable fishers and their organisations to participate effectively in sustainable fisheries management, and to derive maximum economic, environmental and social benefits for the Australian community”. The following strategies were set out to help enhance people development in the fishing industry.

People development: the challenge is to develop people who will help the fishing industry to meet its future needs.

There were several significant drivers facing industry development, including:

- A shortage of industry leaders in all sectors of the fishing industry.
- A shortage of opportunities for people in industry to develop skills that are going to directly improve their effectiveness.
- Labour shortages resulting from increased competition from other sectors.
- Industry needs to invest in staff retention strategies as there is a high turnover of fisheries management staff, which leads to less informed staff being called upon to make decisions on complex issues.
- The fishing industry will need to learn from other industries that have embraced a knowledge and innovation culture, and seek to profit from new opportunities to grow their businesses.

These drivers led to the following priorities being set for the 2008-09 AOP:

- Implementation of the FRDC’s people development program
- Provide knowledge and processes that help to develop a market-based culture in the industry.
- Develop mechanisms to deliver better measurement and adoption of R&D results by industry.
- Enhance industry leadership, for all sectors, through appropriate training.
- Enhance opportunities for information and technology transfer within and between sectors.
- Promote an environment for adoption of business best practice.
- Foster an environment that encourages innovation and R&D adoption.

Community and consumer support: increase community and consumer support for the benefits of the three sectors of the fishing industry.

The following priorities were set for 2008-09 AOP:

- Develop relationships with community groups can assist the fishing industry.
- Increase consumers understanding of the health benefits of eating seafood.
- Address animal welfare and bio-security issues.
- Educate the community about fisheries and aquaculture management and its contribution to Australia.
- Communicate the benefits of government and industry investment in R&D.

- Contribution to the biosecurity review

From these priorities the follow expected outputs were outlined for 2008-09:

- Invest in a bursary program to support personal and professional development activities, including support for indigenous development
- Sponsor the development of fishing industry people, students and researchers through the National Seafood Industry Leadership Program, the Australian Rural Leadership Program, and other programs.
- Ensure R&D results are disseminated to key stakeholders and the community.

Three key performance indicators (KPI) were outlined to demonstrate achievements against this challenge for 2008-09:

- Industry sector adoption of research
- Research contribution to increased aquaculture production
- New value added products developed
- Number of new projects finalised

Annual Report 2008-09

The 2008-2009 AOP set out several KPIs which would indicate achievements by the Program. For 2008-2009 only one KPI was not achieved 'developing an innovation policy for the FRDC'. The remaining 7 KPIs were reported as having been achieved.

Key Performance Indicator		Achievement
Fishing industry participates in, and benefits from, FRDC leadership development opportunities.	Minimum of 12 graduates, with broad representation (including indigenous) across all sectors.	Achieved.
Increased in successful applications received for capacity building and work force challenges (participation, advancement and retention) projects.	Ten per cent increase in project investment.	Achieved.
R&D benefits measured across selected projects through benefit cost ratios.	Maintain level of benefit cost ratio greater than 1 to 1.	Achieved.
Fishing industry participates in, and benefits from, the bursary and scholarship program.	Minimum of 10 individuals.	Achieved.
Development of an innovation policy for FRDC.	Innovation policy developed.	Not achieved. A revised Corporate Plan was developed that encompassed the key criteria for future funding.

Increased consumer awareness of the benefits of eating seafood.	Ten articles originating from the media relating the health benefits of sea food.	Achieved. During the year hundreds of articles were published on the health benefits of seafood nationally. In particular, FRDC investment and partnership with two Omega-3 Centre activities – Scientific Consensus meeting on Omega-3s and baby boomers and national symposia generated significant coverage.
Increased extension material available to the public, including media exposure.	Twenty media articles covering FRDC projects.	Achieved. In May 2009 the Minister for Agriculture, Fisheries and Forestry released the list of successful FRDC projects from the annual open call funding round. During 2008-09 over 30 FRDC-related project media releases were sent to the media and reported on.
Enhanced biosecurity outcomes for the industry.	FRDC participates in the Quarantine and Biosecurity Review. Further investment in Aquatic Animal Health Subprogram priorities.	Achieved. FRDC's Aquatic Animal Health Subprogram participated in the Quarantine and Biosecurity Review. In total, six new projects addressing the Subprogram priorities were funded. This included projects on abalone, Atlantic Salmon, SBT, oysters and pearls.

Activities and Programs

In working towards achieving these KPIs the following activities were reported for 2008-2009:

- **Omega-3 Centre Development (project 2006/312)** project - Research identifying the health benefits of Omega-3-rich seafood in staving off a range of chronic conditions associated with ageing is providing new impetus for seafood marketing aimed at baby boomers.
- **Educating through *Escape with ET* (project 2009/312)**
- **Appetite for Excellence (project 2009/316)** project - A week-long tour of Victoria whet the appetite of Australia's top young chefs and waiters while building their knowledge of Australian produce.
- **Australasian Aquaculture Conference 2008** - The Asian Pacific Chapter of the World Aquaculture Society and Australia's National Aquaculture Council's biennial Australasian Aquaculture Conference (AA08) was held in Brisbane in August.

- About 1500 farmers, scientists, processors and other delegates from dozens of countries attended the three-day conference, which hosted 35 sessions, more than 200 individual presentations from both international and local speakers, and 30 trade exhibitors.

2009-10 AOP

The primary desired outcome of the 2009-2010 AOP was to increase “the Fisheries Research and Development Corporation helps to improve the industry and researcher capacity to respond to future demands through the development and support of people; and provides community access to research findings”. The following strategies were set out to help enhance people development in the fishing industry.

Challenge: People development – the challenge is to develop people who will help the fishing industry to meet its future needs.

Significant drivers facing industry, priorities and expected output, and KPIs for 2009-2010:

- Same as 2008-09

Challenge: Community and consumer support – increase community and consumer support for the benefits of the three sectors of the fishing industry.

Significant drivers facing industry:

- Same as 2008-2009

The following priorities were set for 2009-10:

- Develop relationships with community groups can assist the fishing industry.
- Increase consumers understanding of the health benefits of eating seafood.
- Address animal welfare and bio-security issues.
- Educate the community about fisheries and aquaculture management and its contribution to Australia.
- Communicate the benefits of government and industry investment in R&D.
- Contribution to the biosecurity review

Deliverables and key performance indicators for 2009-10:

- Same as 2008-09

Annual Report 2009-10

The KPIs for the 2009-2010 AOP were carried forward from the 2008-2009 AOP. The 2009-2010 annual report indicated that all three KPIs for that year had been achieved.

Key performance indicator		Achievement
Fishing industry participation in the scholarship and bursary programs.	Ten participants complete programs	Achieved Over fifteen scholarships and bursaries were awarded by FRDC.
Improved leadership skills of fishing industry people, researchers and other stakeholders.	Ten participants complete course	Achieved Seventeen young leaders participated in the Advance in Seafood Leadership Course
Media and industry reports of R&D attributable to FRDC investment.	Twenty reports per year	Achieved In excess of 50 reports and articles produced

Programs and Activities

In working towards achieving these KPIs the following activities were reported for 2009-2010:

- **Project 2008/308 — Australian Rural Leadership Program**
 - 18-month program
 - Each course involves more than 30 participants from diverse rural backgrounds, and this diversity is one of the program's strengths.
- **Project 2007/315 — Nuffield Australia Farming Scholars**
- **Project 2009/310 — National Seafood Industry Leadership Program: 2009–2011**
- **Project 2009/300 (Empowering Industry R&D) — Developing an industry driven R&D model for the Australian fishing and seafood industry: partnerships to improve efficiency, profitability and performance**
 - The success of a pilot program to gather 'grass roots' research and development ideas has led to a new project, which aims to both broaden the initial work and create an ongoing means for industry to address its RD&E needs.
- **Project 2009/316 — Appetite for Excellence**
- **Australasian Aquaculture Conference 2010 - Project 2009/303 — Australasian Aquaculture 2010 to 2014**
 - It is the largest conference and trade show for aquaculture and related industries to be held in the Asia Pacific in 2010 and has built upon the success of the previous biennial conferences.
- **Seafood Directions Conference 2010 - Project 2008/331 — Seafood Directions 2010: Connecting the supply chain**
 - Seafood Directions 2010 took place from 14–16 April 2010 in Melbourne, Victoria and was attended by over 150 delegates.
 - The program of Seafood Directions 2010 was designed specifically to encourage delegate participation, discussion and debate and each presentation was followed by Q&A sessions to fulfil these objectives.
- **Project 2009/316 — Appetite for Excellence**

Development scholarships and bursaries:

- Indigenous Development Scholarships
- Emerging Leader Governance Scholarship
- FRDC Governance Scholarship or Women
- Professional Development Scholarship
- FRDC Visiting Fellow Bursary
- International Travel Bursaries

2010-11 AOP

The primary desired outcome of the 2010-2011 AOP was that “people are the cornerstone of any industry. For the fishing industry, it is vital that it continues to attract and develop people who will take the industry forward towards a sustainable and profitable future. The FRDC has taken a strong role in supporting people development, from employing and developing young researchers, through to facilitating access to leadership development for all levels of industry”. The following strategies were set out to help enhance people development in the fishing industry.

The following performance indicators were outlined:

- Diverse range of high standard applicants to participate in leadership programs.
- Fishing industry uptake of development awards.
- Improved leadership skills of fishing industry people, researchers and other stakeholders.

Beyond these performance indicators the following specific targets were outlined:

- 15 participants complete leadership courses
- 15 participants participate in bursary program
- 15 mentoring partnerships formalised

Annual Report 2010-11

The 2010-2011 AOP set out three specific targets which would indicate achievements by the Program. For 2010-2011, two of the targets were reported as achieved. The remaining target '15 mentoring partnerships formalised' was not reported on.

Strategic challenges	Performance indicators	Targets	Achievements
Leadership development	Provision of knowledge and opportunities to develop leadership skills and diversity across all sectors of the industry and across aligned stakeholder groups, including researchers and resource managers. Development of knowledge, skills and processes to support industry to engage in debate, adapt to	Seventeen participants complete leadership courses.	Seventeen stakeholders (pictured opposite) from across Australia participated in the National Seafood Industry Leadership Program. Participants came from a variety of backgrounds and industry sectors.

	change, and move toward co-management of fisheries.		
Workforce development	Development of knowledge and tools to meet future workforce and skill needs.	One health and safety project funded through Collaborative Partnership for Farming and Fishing Health and Safety.	Two projects were undertaken with the Collaborative Partnership for Farming and Fishing Health and Safety.
Innovation skills	Mechanisms and tools to attract and nurture RD&E capability in priority areas. Opportunities to acquire insights, knowledge and skills to create innovative, market-driven enterprises and organisations.	Fifteen participants complete bursary program.	During the course of the year 15 bursaries were awarded to stakeholders from across Australia.

Programs and Activities

In working towards achieving these KPIs the following activities were reported for 2009-2010:

- **Leadership programs to bolster industry** – Australian Rural Leadership Program (project 2008/308)
- **National Seafood Industry Leadership program:** 2009-11 (project 2009/310)
- **Rocklobster employment web page** (project 2007/307)

Development scholarships and bursaries for 2010-2011:

- FRDC Governance Scholarship for Women
- FRDC Emerging Leader Governance Scholarship
- International travel bursaries
- FRDC/Women's Industry Network Seafood Community Professional Development Scholarship
- World recreational fishing conference bursaries
- Science and Innovation Awards
- Nuffield scholarship
- International travel bursary

Appendix 1: Key stakeholder Survey

Overview of Survey

Overview of Survey:

Key stakeholders involved in the People Development Program were surveyed to gather evidence on the awareness of the Program, benefits of investment in people development, current and future priorities for investment, review of program management, essential sources of information for the FRDC and leadership program and development awards.

A structured approach that was directly linked to the targeted outcome areas and the FRDC's priorities for investment was applied. The on-line survey involved gathering the perspectives of key participants at a number of different levels to enable the evaluation team to assess the effectiveness and funding priorities of the FRDC's Program:

- To what extent, are you aware of the actual outputs of the program's activities (eg, leadership programs and courses, scholarships, bursaries, awards, project reports) and the intended program outcomes?
- How would you rate the PDP's performance in developing the capabilities of people within the fishing industry?
- Do you believe investing in the activities was the best way to maximise the impact of the People Development Program?
- If you believe other activities would have been more effective in maximising the impact of the PDP?
- I feel that the program is addressing the people development needs that were identified when it was established (leadership development, workforce development and innovation skills)?
- I believe that my (or my sectors's/group's) people development needs/priorities were addressed by the PDP:
- I am satisfied with the communication of the Program and its activities
- I believe that PDP activities help to support the adoption of other RD&E activities
- How would you rate the following PDP priorities in terms of importance; 1) Foster leadership, professionalism and capability to contribute to decision-making and implementing change, 2) Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers, 3) Address research capability gaps and increase the industry's capacity to innovate, 4) Encourage a diversity of people in the industry,
- With regard to People Development, what are the three main RD&E priorities you believe the industry needs to act on today?
- With regard to PDP what three main RD&E investment priorities can you see becoming important over the next three to five years?
- How do think the PDP should be managed?
- For the projects I have been involved in, I believe the FRDC internal management arrangement for the PDP is working well?

- Do you think that people development outcomes would be better if other group/s took a greater role in overseeing some activities that FRDC currently manages (such as taking responsibility for identifying and developing future leaders):
- I am satisfied that an Advisory Group is an appropriate means to provide information to the FRDC for identifying and developing RD&E priorities:
- I believe receiving the development award helped me to achieve my personal objectives:
- I believe receiving the development award increased my contribution to the fishing industry
- I believe receiving the development award increased my access to opportunities within the fishing industry
- I believe receiving the development award enabled barriers to succession and advancement to be reduced
- I believe receiving the development award increased my professional performance

The stakeholder's perspectives were gathered by providing an opportunity to complete an on-line survey. The survey took approximately 15 minutes to complete, and was accessed through a personalised link.

The survey questions were developed from the evaluation framework and included a mixture of rating and verbatim responses to enable collection of quantitative information along with qualitative insights.

Methodology and Sample

Methodology and Sample:

The stakeholders were identified by the FRDC, and invited by email to complete an online survey. A total of **100** key external stakeholders completed this survey. Of these:

- 4 identified themselves as a recreational fisher
- 13 identified themselves as a wild catch commercial fishing operator
- 11 identified themselves as an aquaculture operator
- 4 identified themselves as a processing, wholesale or retail operator
- 15 identified themselves as an industry association representative
- 18 identified themselves as a researcher
- 4 identified themselves as an educator
- 11 identified themselves as a government fisheries management/officer
- 20 identified themselves as "Other".

Key Findings

Awareness of the People Development Program (PDP)

The respondents were asked to rate their awareness/familiarity with the People Development Program (Figure 30), the majority of respondents (95 per cent) reported that they had at least a general awareness of the Program, with more than half (60 per cent) reporting that they broad to

excellent familiarity with the Program. Very few (5 per cent) of respondents reported that they were not aware of the program. Thus the respondents were placed in a good position to express views on the significant and importance of the People Development Program in relation to its current and future funding priorities.

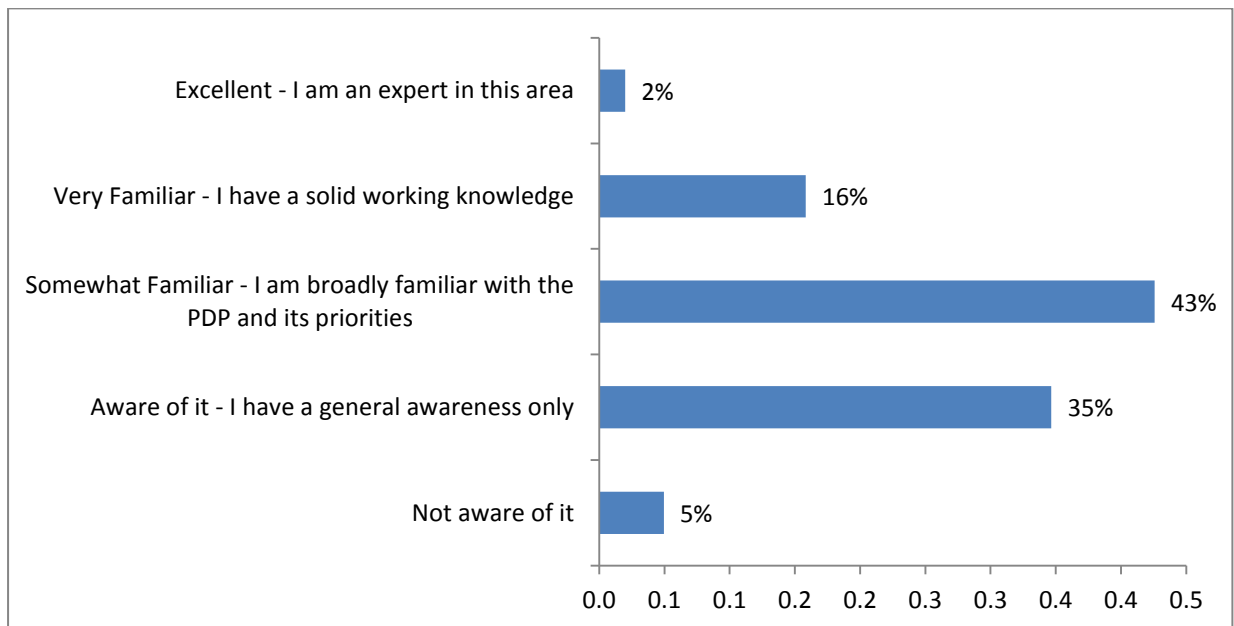


Figure 30: How would you rate your familiarity with the People Development Program (PDP)?

The respondents were asked how they had been involved in the PDP (Figure 31). Respondents were able to select all the responses that applied. The distribution of responses is outlined on the graph below. The most frequently selected response was “I have been involved in FRDC people development R&D projects”, this was closely followed by “I have nominated or co-sponsored people to undertake people development activities”, “I have provided advice to the FRDC on people development needs or applications for funding”, “I am a graduate of the National Seafood Industry Leadership Program or Australian Rural Leadership Program”, and “I am the recipient of a Development award”. Some of the “other” responses are outlined below.

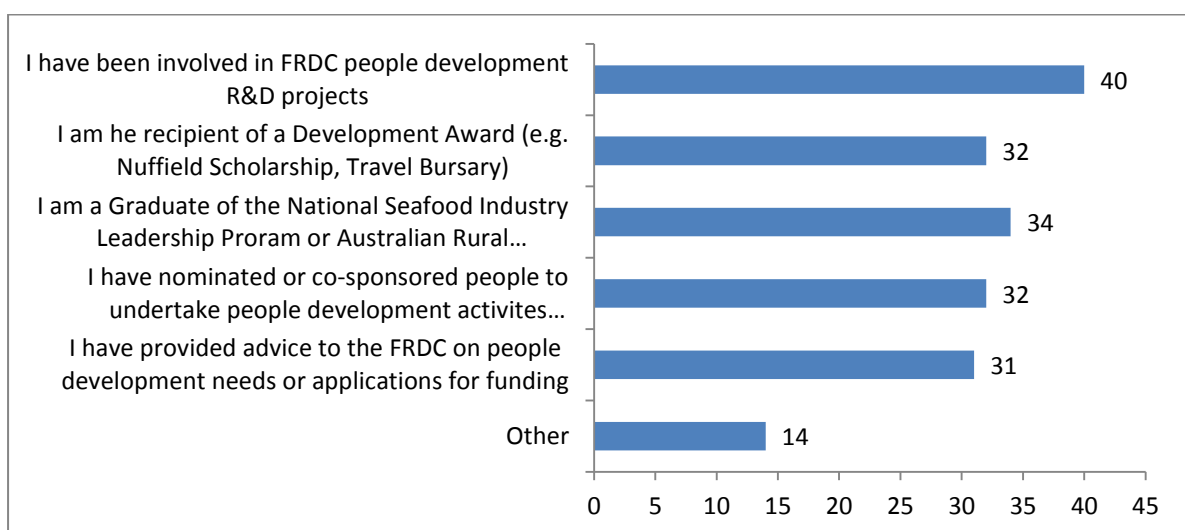


Figure 31: How have you been involved in the People Development Program?

Some of the “other” responses are outlined below:

- AICD
- I received project funding
- I managed the People Development Program for 18 months.
- ON the advisory committee
- Member of PDP Committee
- Previous member
- PDAG member
- Member of PDAG
- Current NSILP participant

Building on the understanding of the awareness of the People Development Program, the respondents were asked to what extent they were aware of the actual outputs of the program’s activities (e.g., leadership programs and courses, scholarships, bursaries, awards, project reports) and the intended outcomes (Figure 32). Overall the majority of respondents (52 per cent) reported that they were at least broadly familiar with the outputs and outcomes of the Program. Very few respondents reported that they were an expert or unaware of the outputs and outcomes (2 per cent and 6 per cent respectively). The remaining respondents reported that they either had a solid working knowledge (8 per cent) or a general awareness only (32 per cent).

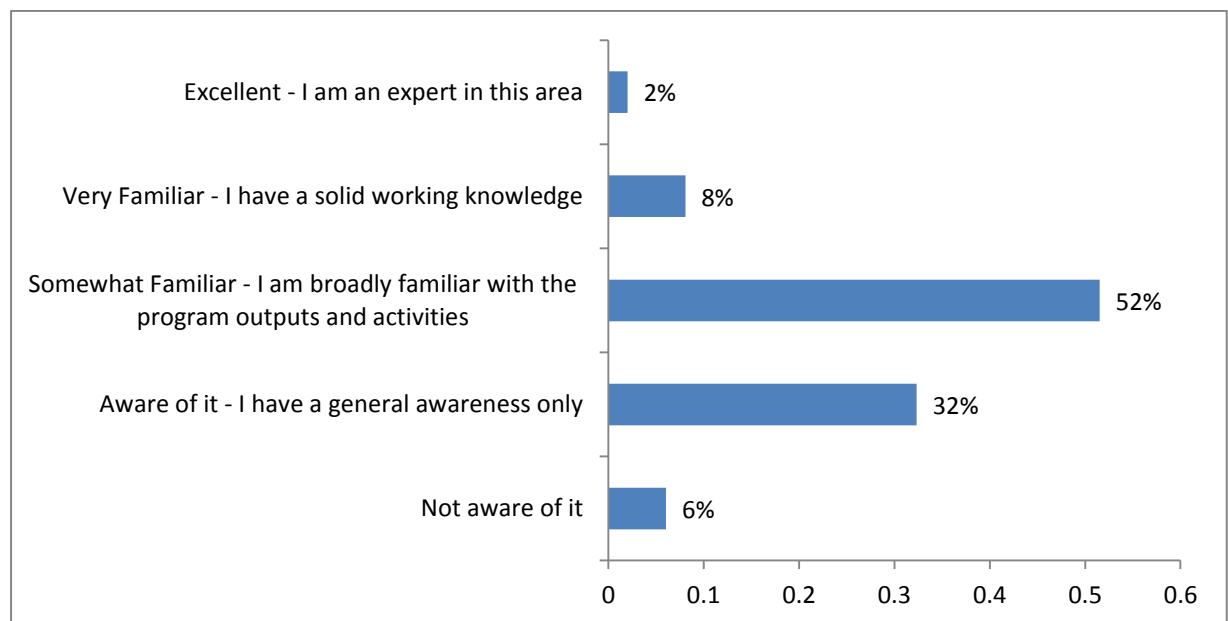


Figure 32: To what extent are you aware of the actual outputs of the program’s activities and the intended program outcomes?

Benefits of the FRDC's investment in People Development

In contributing to this evaluation the respondents were asked about the benefits of the FRDC's investments in people development. Firstly the respondents were asked to rate the Program's performance in developing the capabilities of people within the fishing industry (Figure 33). The majority of respondents reported that the PDP's performance in developing the capabilities of people within the fishing industry was very good – to – average. Overall there was a positive response with the most frequently selected response (46 per cent) being “very good, major progress has been made”. 42 per cent of respondents reported that the PDP's performance was average, with progress being made, but that there's still a ways to go. Few respondents (5 per cent) rated performance as outstanding, and likewise few respondents rated the performance as poor (2 per cent) or very poor (1 per cent).

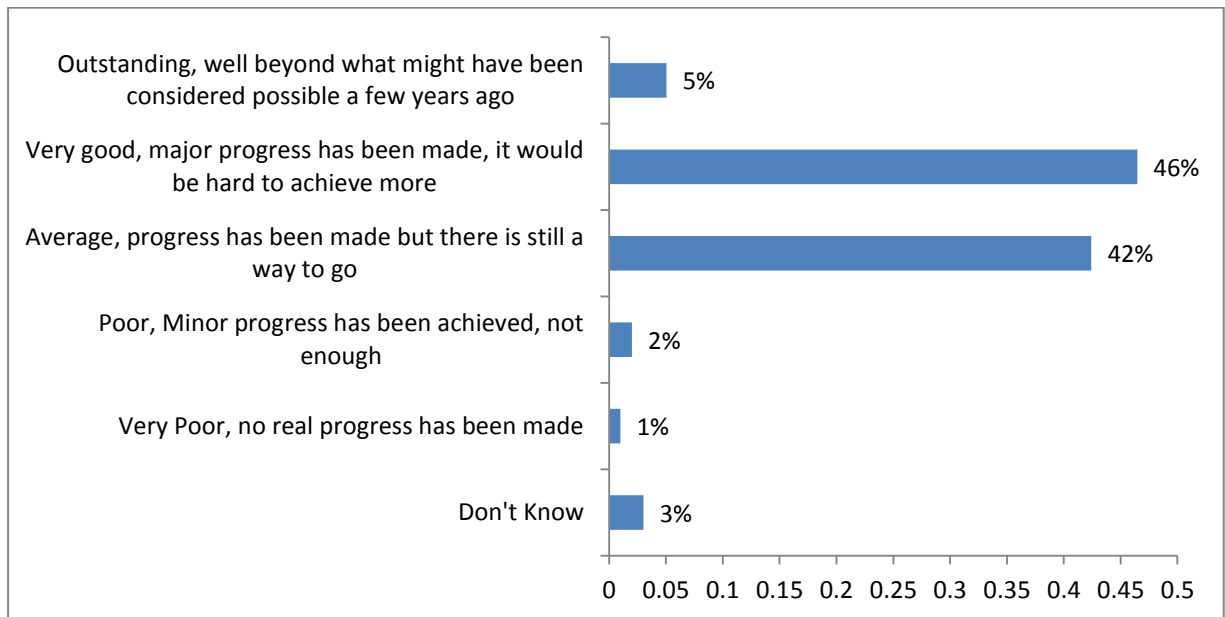


Figure 33: How would you rate the PDP's performance in developing the capabilities of people within the fishing industry.

The respondents were asked whether they believed that investing in the PDP activities was the best way to maximise the impact of people development (Figure 34). The majority of respondents (87 per cent) agreed with this statement. Almost half of the respondents (45 per cent) reported that they 'strongly agreed' that investing in PDP activities was the best way to maximise the impact of the PDP. A further 34 per cent of respondents 'moderately agreed' with this statement, and very few respondents (2 per cent) disagreed or were undecided (10 per cent) that the PDP activities were the best way to maximise impact of the PDP.

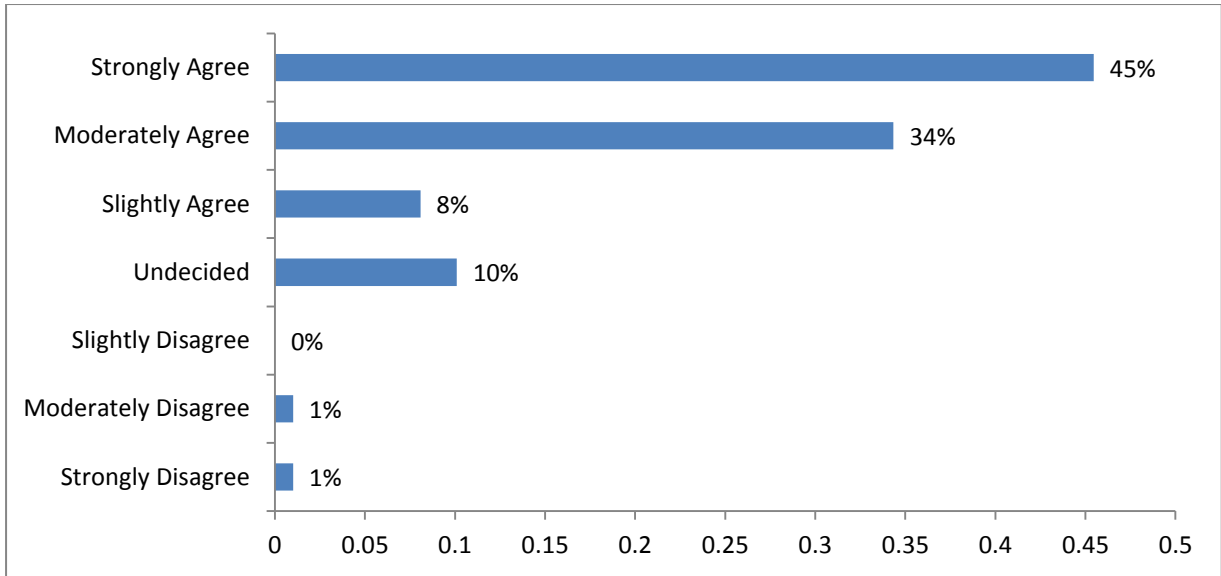


Figure 34: Do you believe investing in the activities was the best way to maximise the impact of the People Development Program?

In building upon the benefits of investing in the PDP, respondents were asked whether they felt that the program was addressing the people development needs that were identified when it was established (leadership development, workforce development and innovation skills) (Figure 35). Overall there was a positive response, the majority of respondents agreed that the Program is addressing the people development needs that were identified when it was established. The most frequently response (52 per cent) was 'moderately agree'. 29 per cent of the respondents strongly agreed that the Program was addressing its identified needs. Few respondents (3 per cent) disagreed that the Program was addressing people development needs.

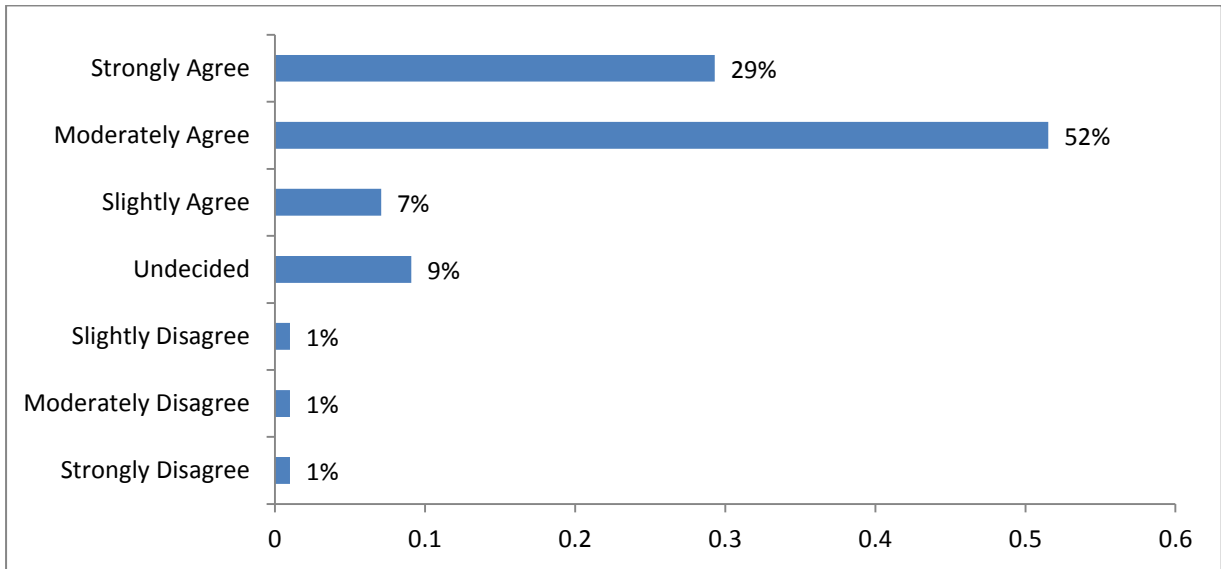


Figure 35: I feel that the program is addressing the people development needs that were identified when it was established.

Respondents were then asked to how much they agreed with the statement ‘I believed that my (or my sector’s/group’s) people development needs/priorities were addressed by the PDP (Figure 36). Overall there was a positive response; the majority of respondents (79 per cent) agreed that the Program is addressing the needs of their group or sector. The most frequently response (39 per cent) was that respondents ‘moderately agreed’ that the needs were being addressed by the PDP. 21 per cent of the respondents strongly agreed that the Program was addressing their needs. Few respondents (8 per cent) disagreed that the Program was addressing their people development needs. With 12 per cent of respondents remaining undecided as to whether their needs were being met by the PDP.

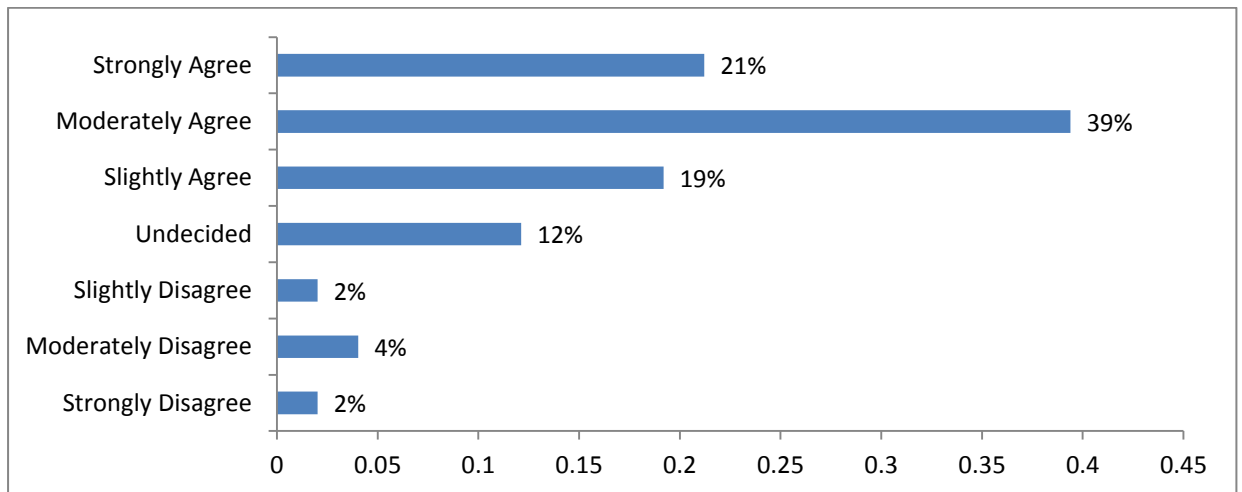


Figure 36: I believe that my (or my sectors'/group's) people development needs/priorities were addressed by the PDP.

This distribution of these results by sector is displayed on the figure below (Figure 37).

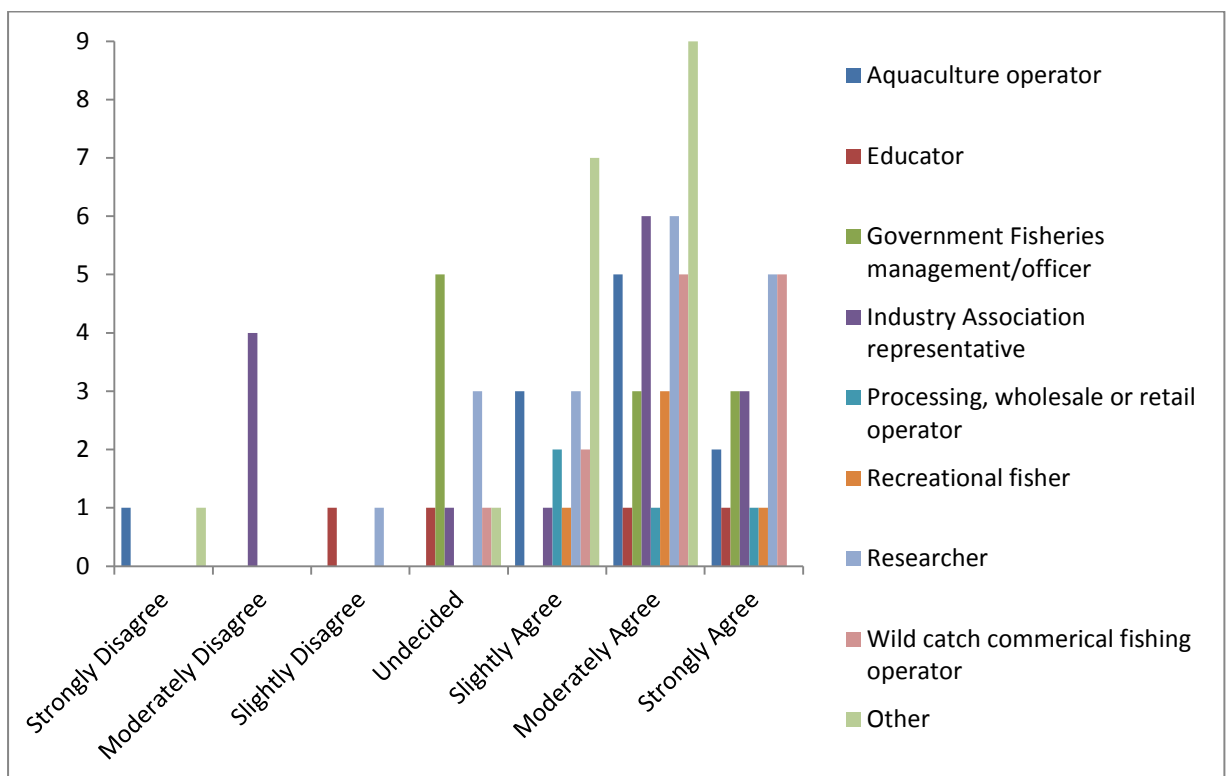


Figure 37: I believe that my (or my sectors'/group's) people development needs/priorities were addressed by the PDP, by sector.

The respondents were asked to rate their level of satisfaction with communication of the Program and its activities. Overall there was a positive response to the communication of the Program and its activities (Figure 38). The majority of respondents (88 per cent) were satisfied with the communication of the Program and its activities. More than half of the respondents reported that they (56 per cent) moderately agreed that they were satisfied with the communication of the Program and its activities. 11 per cent of respondents disagreed that they were satisfied with the communication of the Program and its activities.

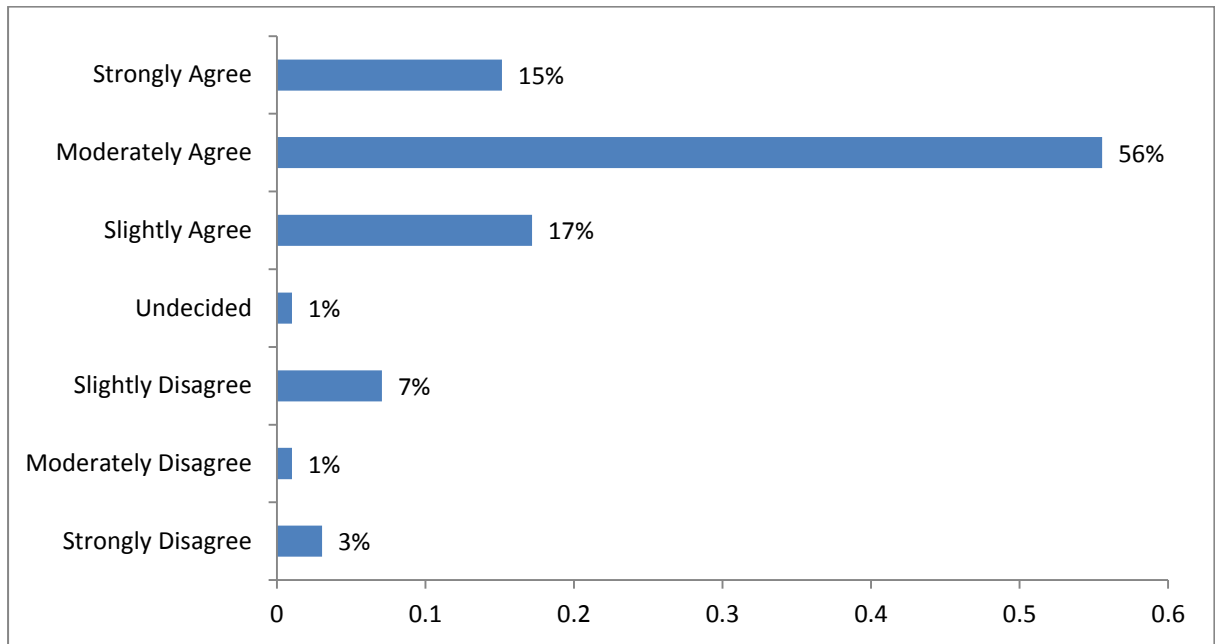


Figure 38: I am satisfied with the communication of the Program and its activities.

When asked to report whether respondents believed that PDP activities helped to support the adoption of other RD&E activities (Figure 39), three quarters of respondents (89 per cent) reported that PDP activities supported the adoption of other RD&E activities. Few respondents (11 per cent) either disagreed (6 per cent) or were unsure (5 per cent) whether PDP activities help support the adoption of other RD&E activities.

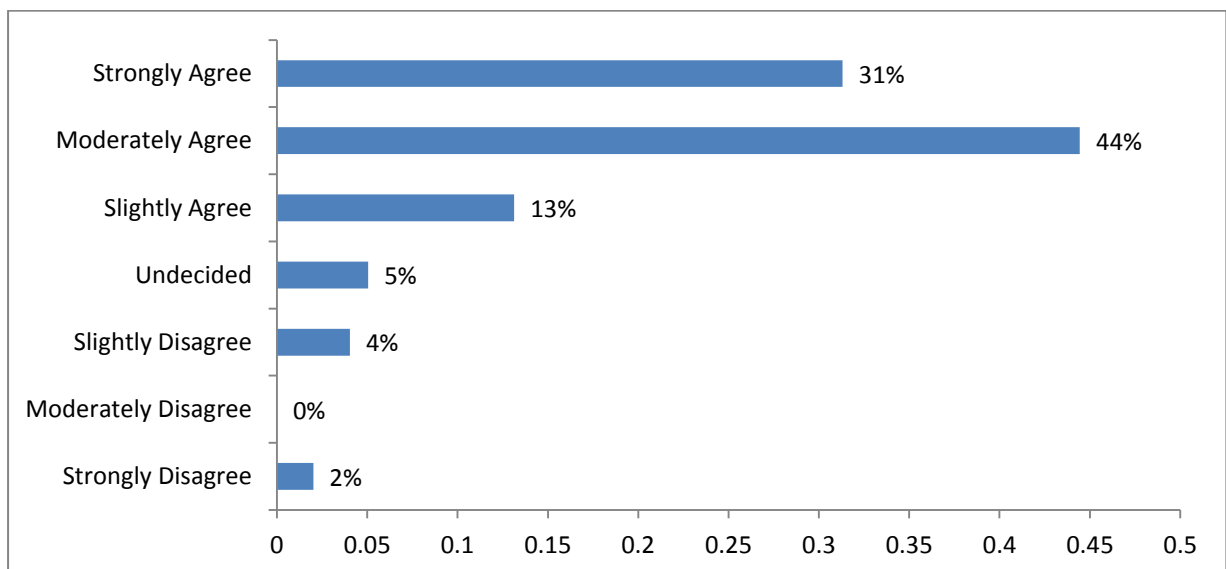


Figure 39: I believe that PDP activities help support the adoption of other RD&E activities.

Current Priorities for Investment

In contributing to this evaluation the respondents were asked about their current and future priorities for investment, in order to allow the evaluation to determine how these aligned (or otherwise) with the current PDP priorities for investment by the FRDC. Firstly the respondents were asked to rate the current PDP priorities in terms of importance (Figure 40, Figure 41, Figure 42, Figure 43). “Foster leadership, professionalism and capability to contribute to decision-making and implementing change” (Figure 40) was rated as the most important priority for investment, with 96 per cent of respondents reporting this as “important” or “very important”. No one reported that this investment priority area was “not important at all”.

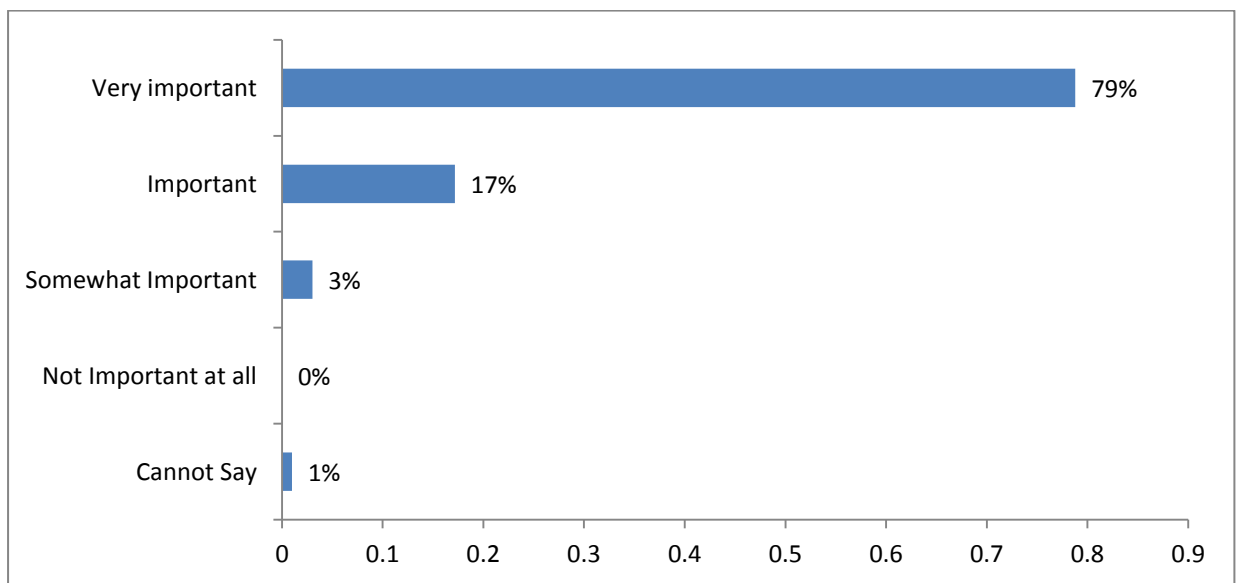


Figure 40: PDP priority 1) Foster leadership, professionalism and capability to contribute to decision-making and implementing change.

This was followed by “Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers” (Figure 41), with 89 per cent of respondents rating this PDP investment priority as either “Important” or “very Important”. 1 per cent of respondents reported that this investment priority area was “not important at all”.

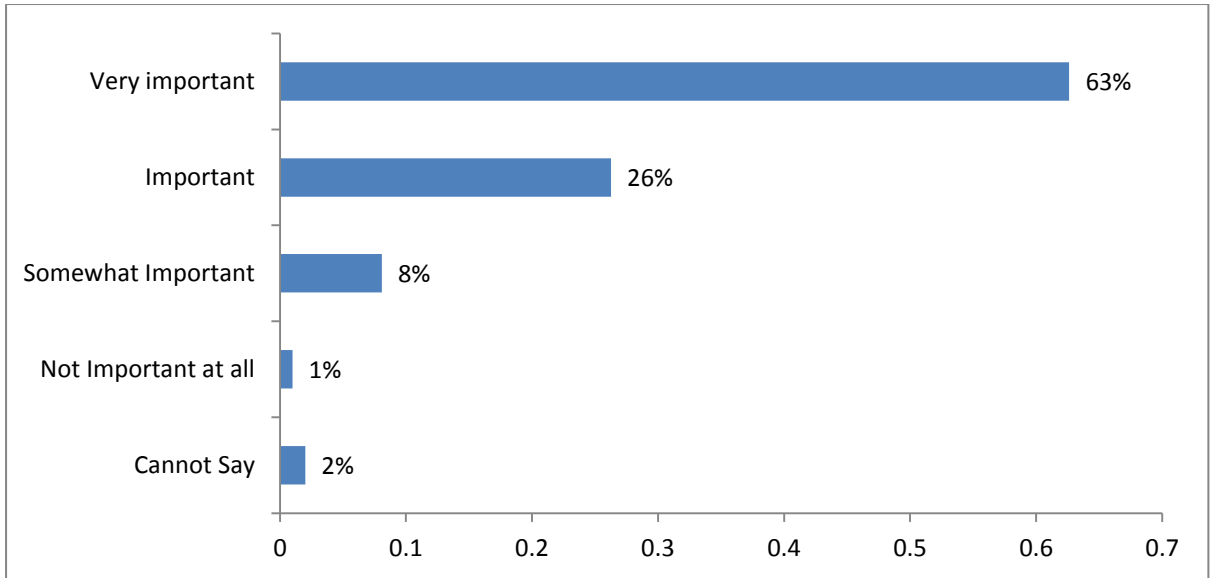


Figure 41: PDP priority 2) Develop attraction, development and retention strategies for a skilled workforce across all sectors of the fishing and aquaculture industry, including researchers and resource managers.

83 per cent of respondents rated “address research capability gaps and increase the industry’s capacity to innovate” (Figure 42), as either “Important” or “very important”. More respondents (45 per cent) rated this investment priority as “important” than “Very important” (38 per cent). 5 per cent of respondents reported that this investment priority area was “Not important at all”.

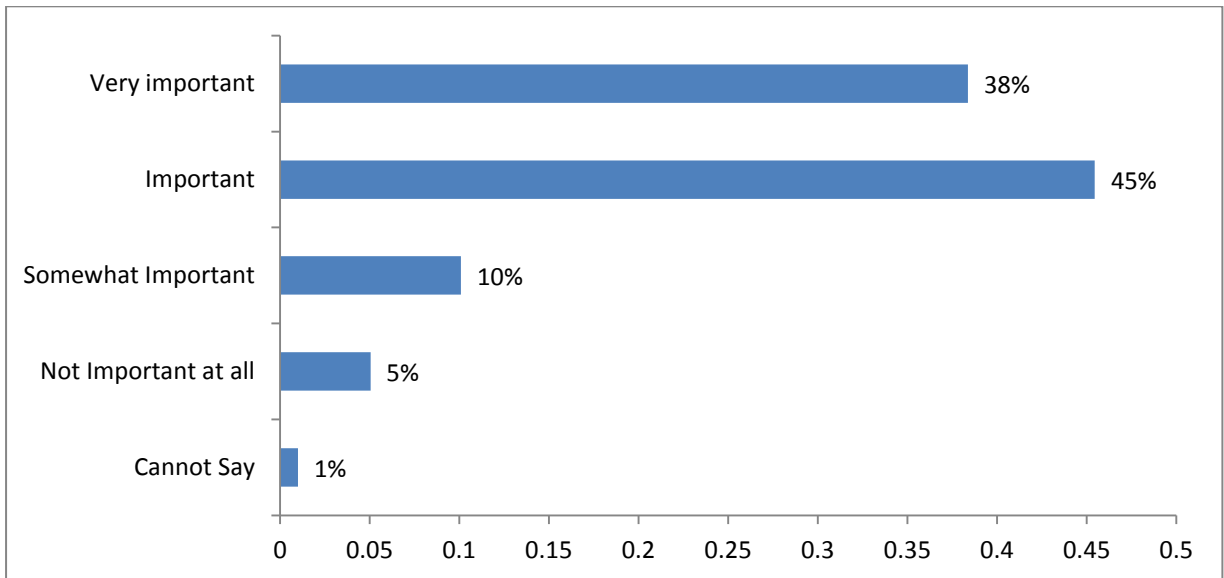


Figure 42: PDP priority 3) address research capability gaps and increase the industry’s capacity to innovate

And lastly 62 per cent of respondents rated “encourage a diversity of people in the industry” (Figure 42), as either “Important” or “very important”. 28 per cent of respondents only rated this investment priority as “somewhat important” and 29 per cent of respondents reported that it was just “important”. 6 per cent of respondents reported that this investment priority area was “Not important at all”. 3 per cent of respondents reported that they could not say whether this investment priority area was important.

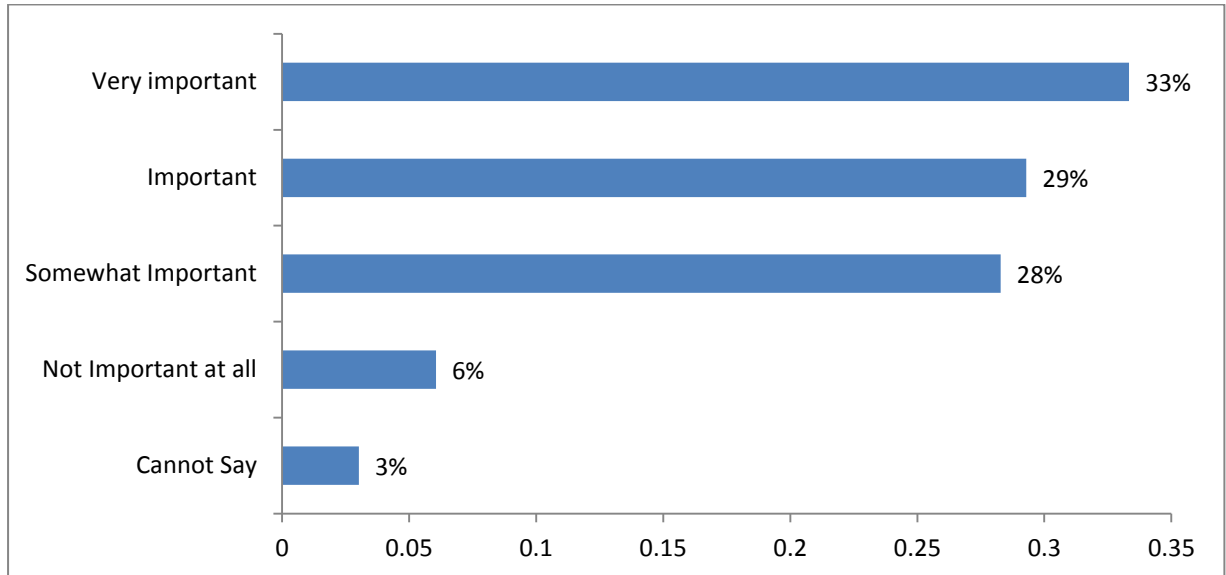


Figure 43: PDP priority 4) encourage a diversity of people in the industry,

Building upon stakeholder’s priorities for PDP investment, respondents were asked if they believed that there are alternative priority areas that the PDP should be investing in (Figure 44). 20 per cent of respondents either ‘disagreed’ or ‘strongly disagreed’ that there were alternate priority areas that the PDP should be investing in, suggesting that they are satisfied with the current investment priority areas. However, 48 per cent of respondents reported that they either ‘strongly agreed’ or ‘agreed’ that there were alternative areas that the PDP should be investing in. In addition to this 31 per cent of the respondents reported that they could not say whether there were alternate areas to be invested in.

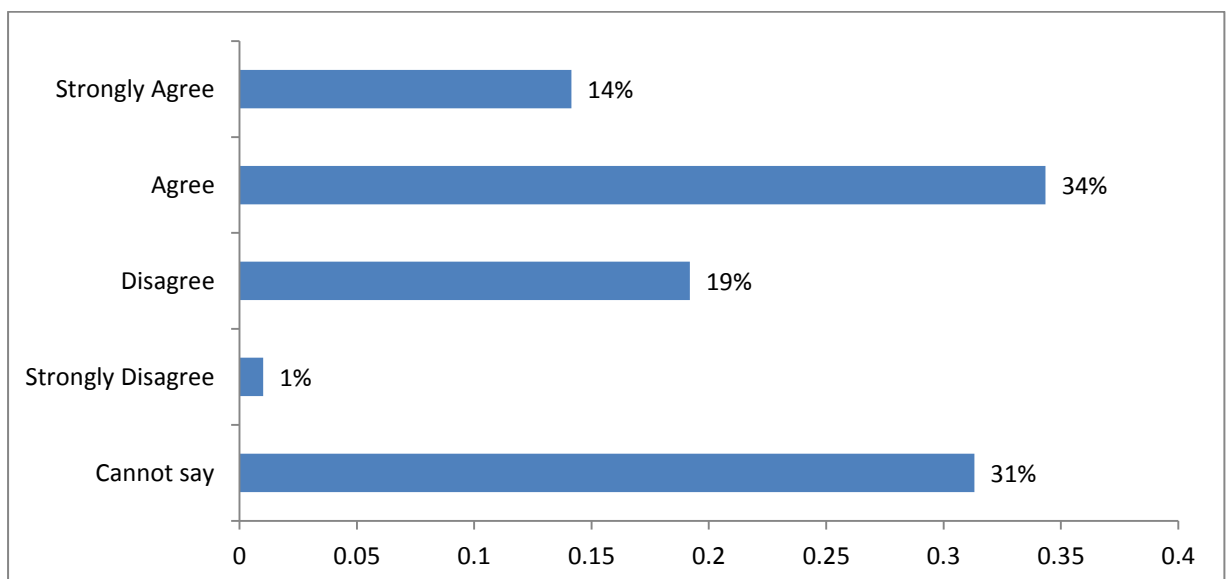


Figure 44: Do you believe there are alternative priority areas that the PDP should be investing in?

Review of the PDP Program Management Structure

The PDP is managed differently to other FRDC programs. Although it is a distinct program it should also support other FRDC RD&E programs. It is managed internally, with an FRDC employee undertaking the “program leader” role, unlike most FRDC’s other sub-programs/coordinating programs. The People Development Advisory Group works with the program leader to provide advice to the FRDC on priority areas to invest in; to commission projects; and to oversee projects. This evaluation also sought to evaluate the current program management structure, and gain input from stakeholder into how the program could better be managed.

Respondents were asked how they thought the PDP should be managed (Figure 45). The majority of respondents (64 per cent) thought that the PDP should be a distinct program managed by the FRDC. A further 10 per cent thought that the PDP should be a distinct program managed externally. 15 per cent of respondents reported that they thought it should be incorporated in to other FRDC programs. And a final 11 per cent thought it should be managed a different way.

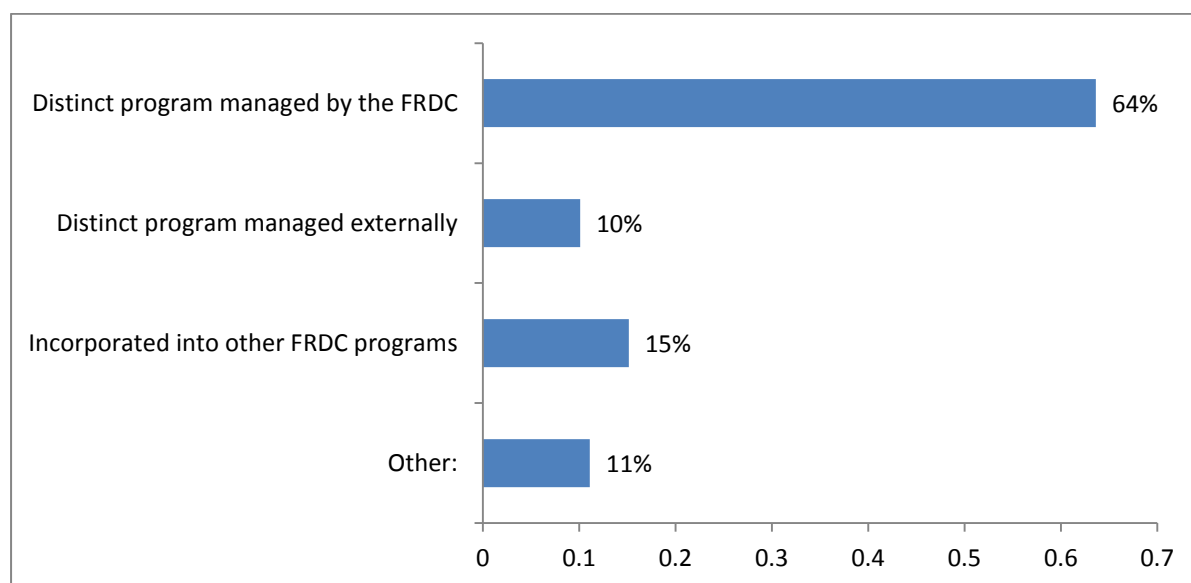


Figure 45: How do you think the PDP should be managed?

When asked whether respondents believe that “for the projects I have been involved in, I believe the FRDC management arrangement for the PDP is working well” (Figure 46), 88 per cent of respondents either “strongly agrees” or “agreed” that the FRDC management arrangement were working well. 7 per cent of respondents reported that they disagreed with this statement, and a further 4 per cent reported that it was not applicable.

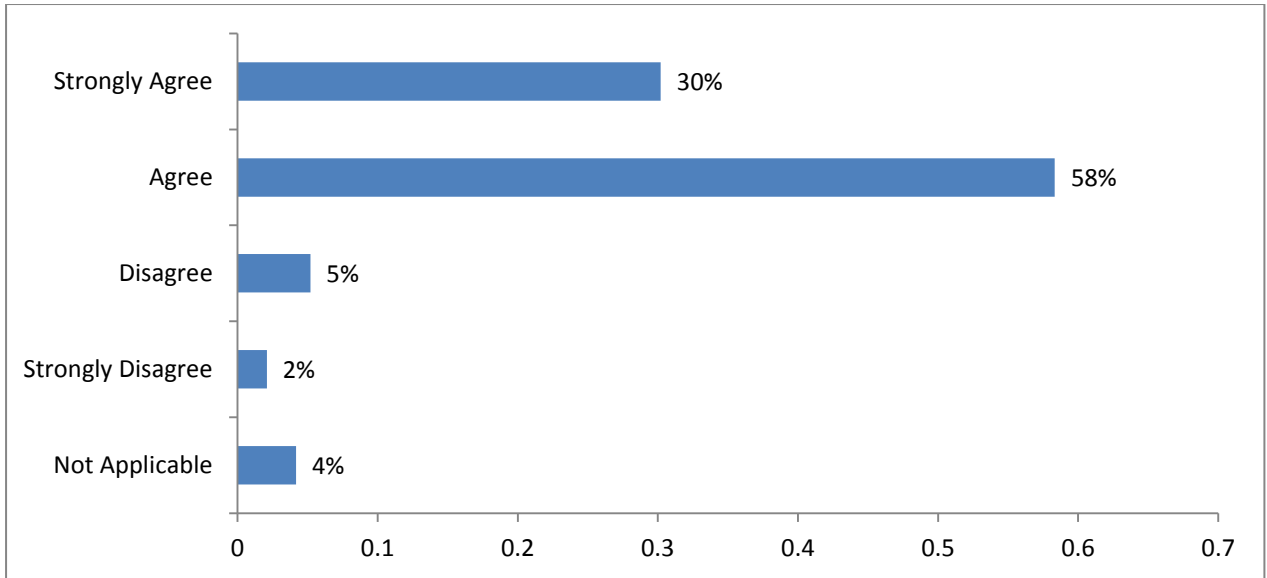


Figure 46: For the projects I have been involved in, I believe the FRDC internal management arrangement for the PDP is working well.

To build upon the evaluation of the Program management structure the respondents were asked whether they thought that people development outcomes would be better if other group/s took a greater role in overseeing some activities that FRDC currently manages (such as taking responsibility for identifying and developing future leaders) (Figure 47). An almost equal proportion of respondents reported on either side. 44 per cent of respondents reported that “yes” they thought that people development outcomes would be better if other group/s took a greater role in overseeing some activities, while 43 per cent of respondents reported “no” they did not think that people development outcomes would be better if other group/s took a greater role in overseeing some activities.

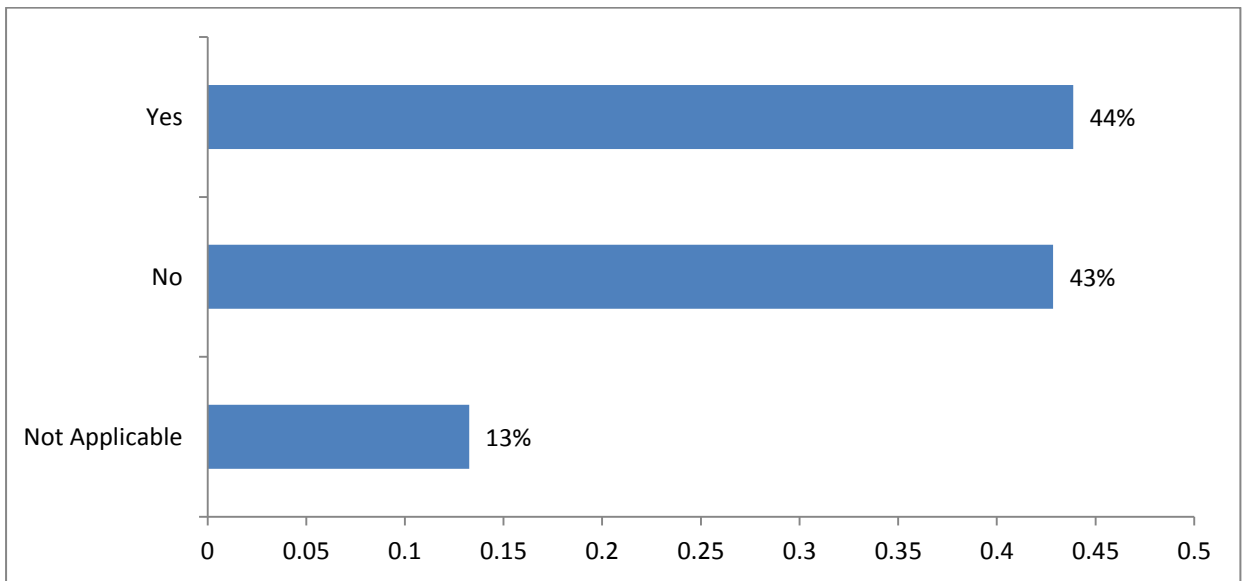


Figure 47: Do you think that people development outcomes would be better if other group/s took a greater role in overseeing some activities that FRDC currently manages?

Essential Sources of information for the FRDC

Currently the FRDC has an advisory group that consist of individuals who represent the industry, and provide advice to FRDC on people development priorities that FRDC should invest in, and advice on application and progress of current projects. Key stakeholders were asked about their level of satisfaction with the advisory committee, and other sources of information that the FRDC should be engaging in.

When asked about their level of satisfaction with an Advisory group in providing information to the FRDC on identifying and developing RD&E priorities (Figure 48), the majority of respondents (73 per cent) reported that they either “strongly agreed” or “moderately agreed” that an Advisory group was appropriate. Only 4 per cent of respondents disagreed that an Advisory groups was an appropriate source of information.

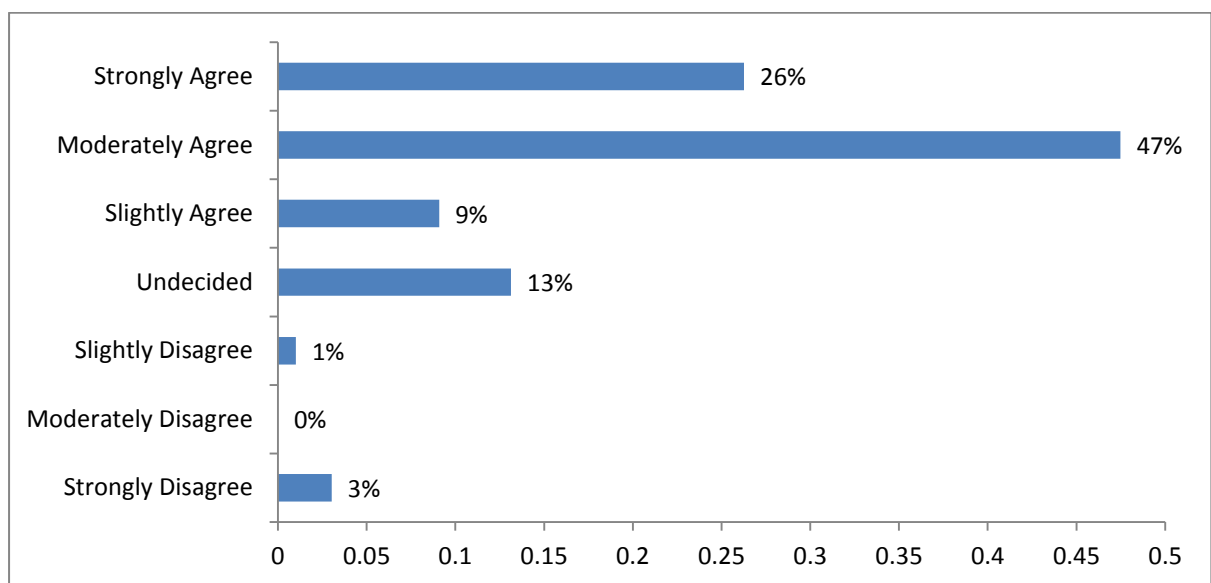


Figure 48: I am satisfied that an Advisory group is an appropriate means to provide information to the FRDC for identifying and developing RD&E priorities.

Leadership Program and Development awards

One of the core objectives of this evaluation was to document the legacy of the development award recipients, and whether they have increased their contribution to the fishing industry as a result of the investment. In doing this this evaluation sought to compare the roles/positions of development award recipients' pre and post development, to assess whether they have increased their contribution to the industry cognizant of the variables to succession, advancement and opportunity.

To this end, recipients were asked to outline their position/role in the fishing industry prior to receiving the development award as well as their current position/role in the fishing industry. Of the development award recipients that responded 27 of 52 (52 per cent), had advanced their position in the industry. For instance, this included people who had advanced from vice-president to president, student to researchers, project officer to CEO, and committee member to chair. There did not however, appear to be any link to the year the award was completed, or the award type

received, this suggests that such advancement and increased contribution could be explained by natural progression, or opportunity.

Furthermore, of the 52 respondents 25 were in the same/similar position pre and post receiving the development award, while some of these development awards were still in-progress others had been completed up to 4-5 years ago, and was independent of the type of development award received. This suggest that an individual's roles/position and contribution to the industry could be better explained by natural succession and opportunities, than receiving a development award.

While role/positions does not appear to be related to receiving a development award, the majority of respondents reported that they believed that receiving a development award helped them to achieve their personal objectives, increased their contribution to the industry, increased their access to opportunities, enabled barriers to succession and advancement to be reduced, and increased their professional performance.

This evaluation of the People Development Program sought to document the contribution of recipients of Development awards, to understand whether people invested in have increased their contribution to the industry.

Of the 100 respondents to complete this survey 56 were recipients of a Development Award (Figure 49). Respondents who were not recipients of development or leadership awards did not complete the following section.

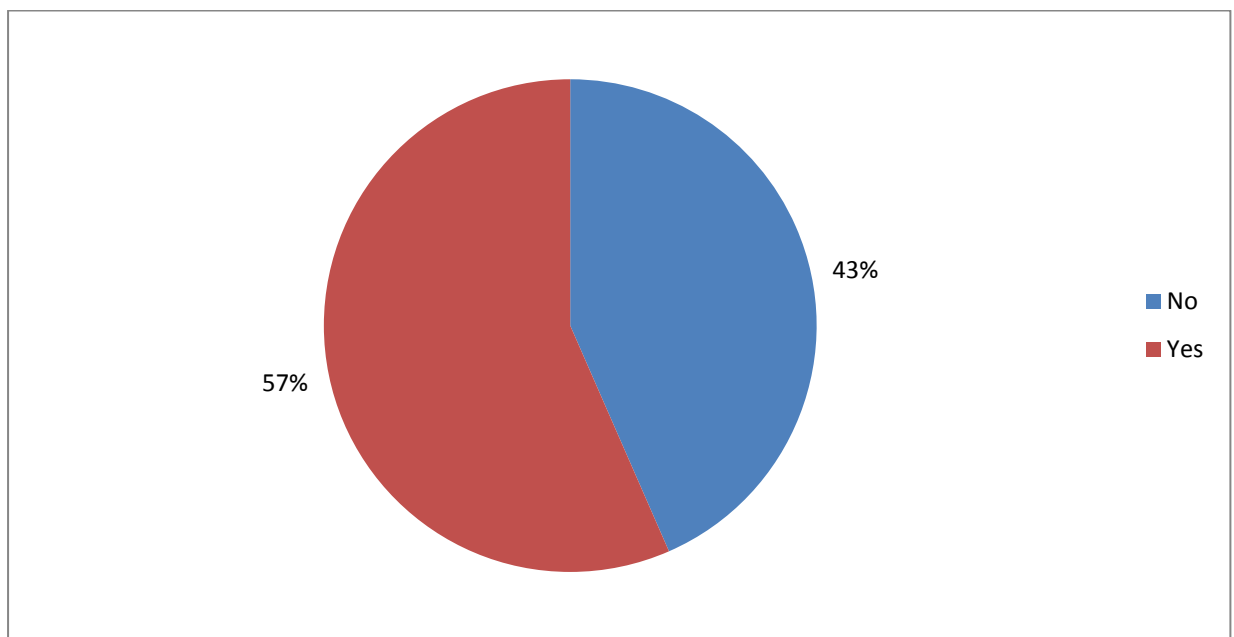


Figure 49: Are you a recipient of a FRDC Development Award?

The distribution of Development Awards is outlined below (Figure 50). The respondents were instructed to select all the awards that applied. The most commonly reported awards were the NSILP, and ARLP.

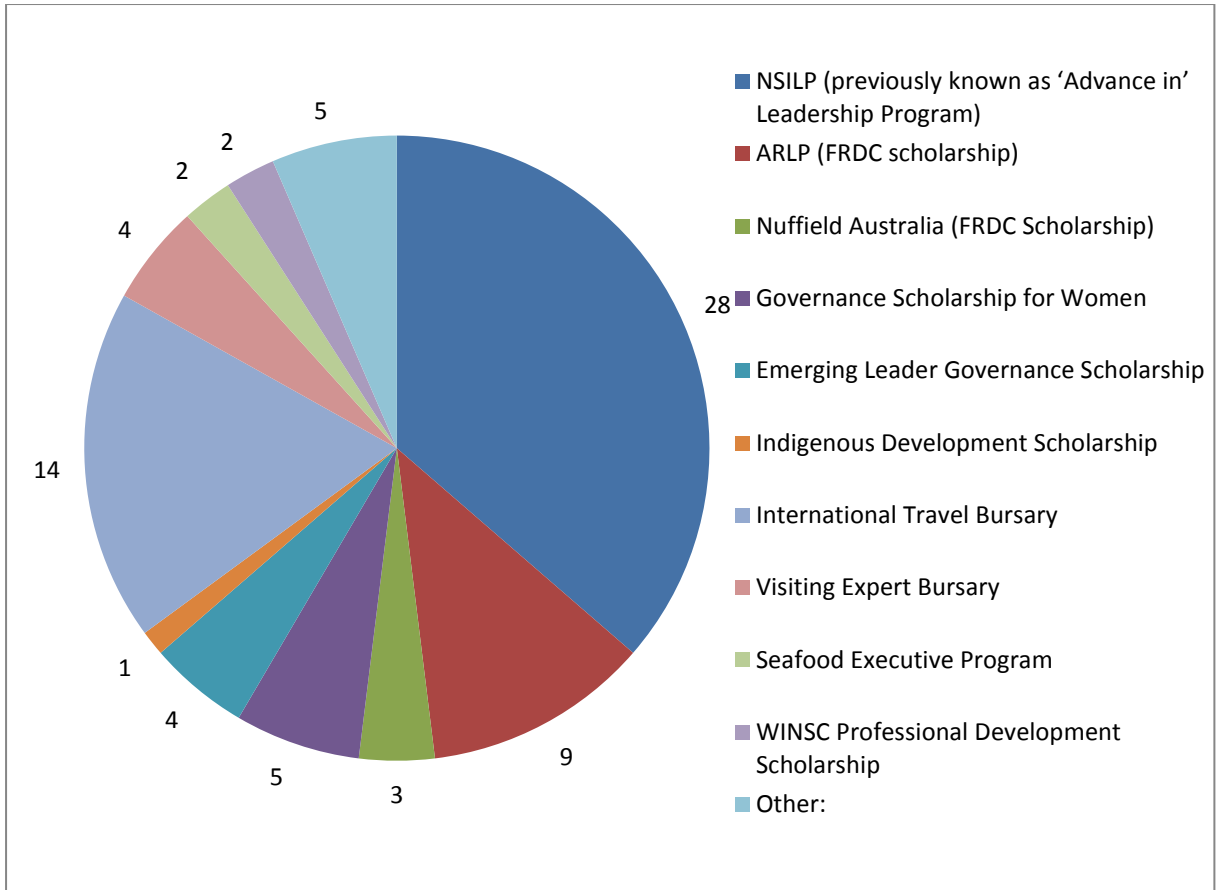


Figure 50: What type of development award did you receive, or leadership program did you participate in?

76 per cent of the development award have been completed (Figure 51) and were most commonly completed in the years between 2005 and 2010 (Figure 52).

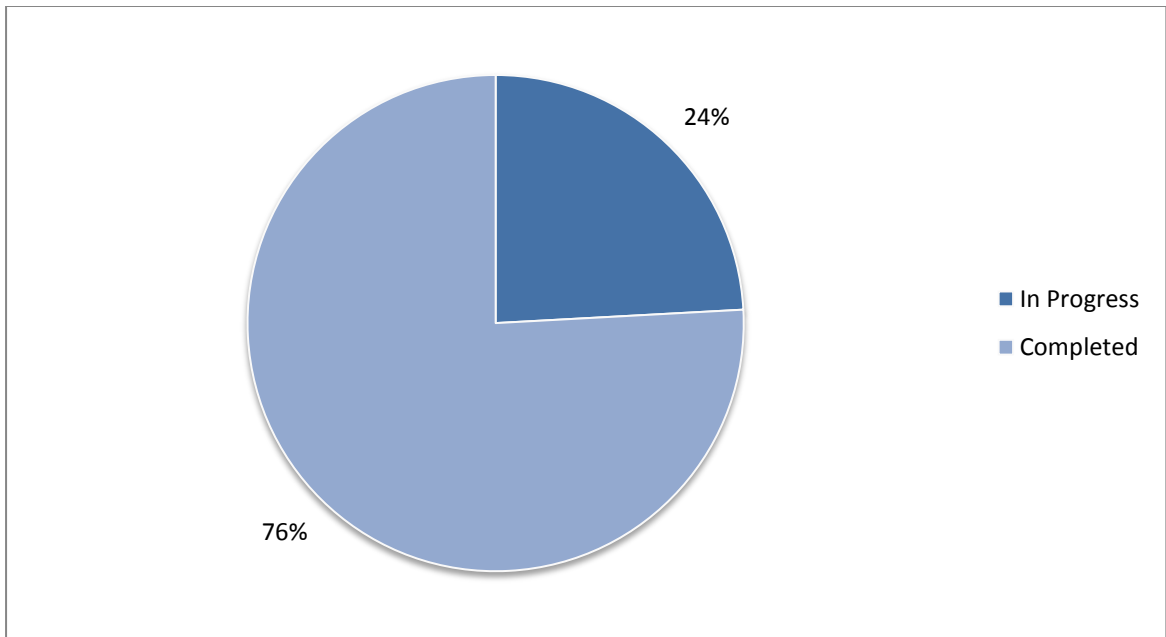


Figure 51: What is the current status of your development award?

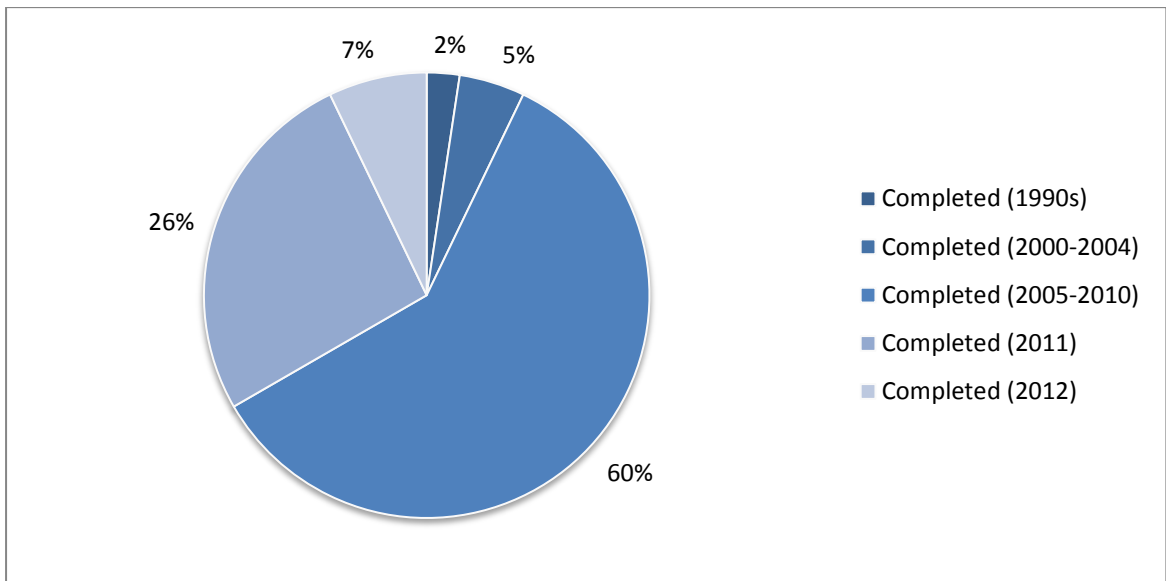


Figure 52: Year completed

Development award recipients were asked to rate whether they believed that receiving the development award helped them to achieve their personal objectives (Figure 53). Almost all respondents (96 per cent) agree that receiving the development award help them to achieve their personal objectives. Very few respondents (4 per cent) reported that receiving the development award did not help them to achieve their personal objectives.

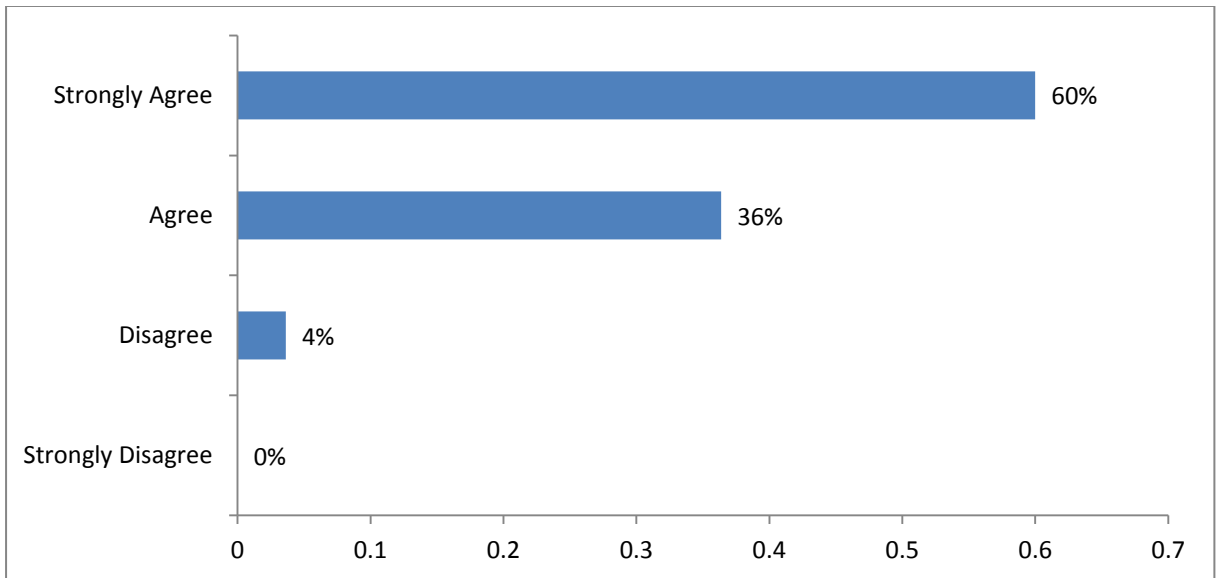


Figure 53: I believe receiving the development award helped me to achieve my personal objectives

There was very strong agreement when asked whether respondents believed that receiving the development award increased their contribution to the fishing industry (Figure 54). 91 per cent of respondents reported that they believed that receiving the development award increased their contribution; with 69 per cent of these respondents reporting that they ‘strongly agreed’ that it

increased their contribution. Only 9 per cent of respondents reported that they disagreed that receiving the development award increased their contribution to the fishing industry.

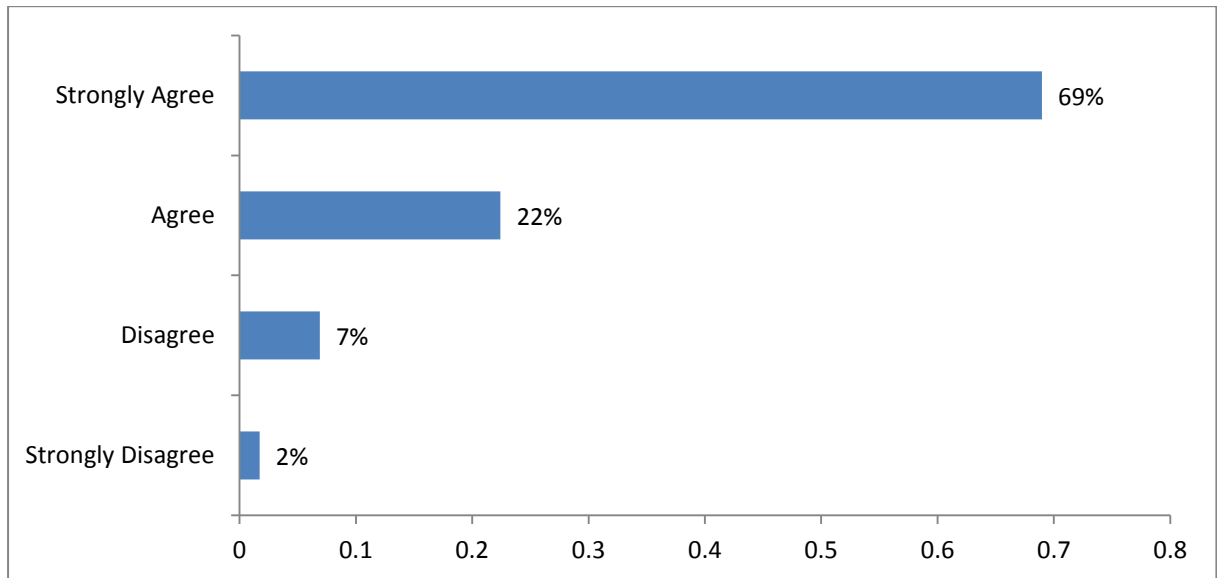


Figure 54: I believe receiving the development award increased my contribution to the fishing industry

87 per cent of development award recipients agreed that receiving the development increased their access to opportunities within the fishing industry (Figure 55). Of these respondents almost half, or 47 per cent, reported that they strongly agreed that receiving the development award increased their opportunities. A few respondents (12 per cent) reported that they disagreed that receiving the development award increased their opportunities within the fishing industry.

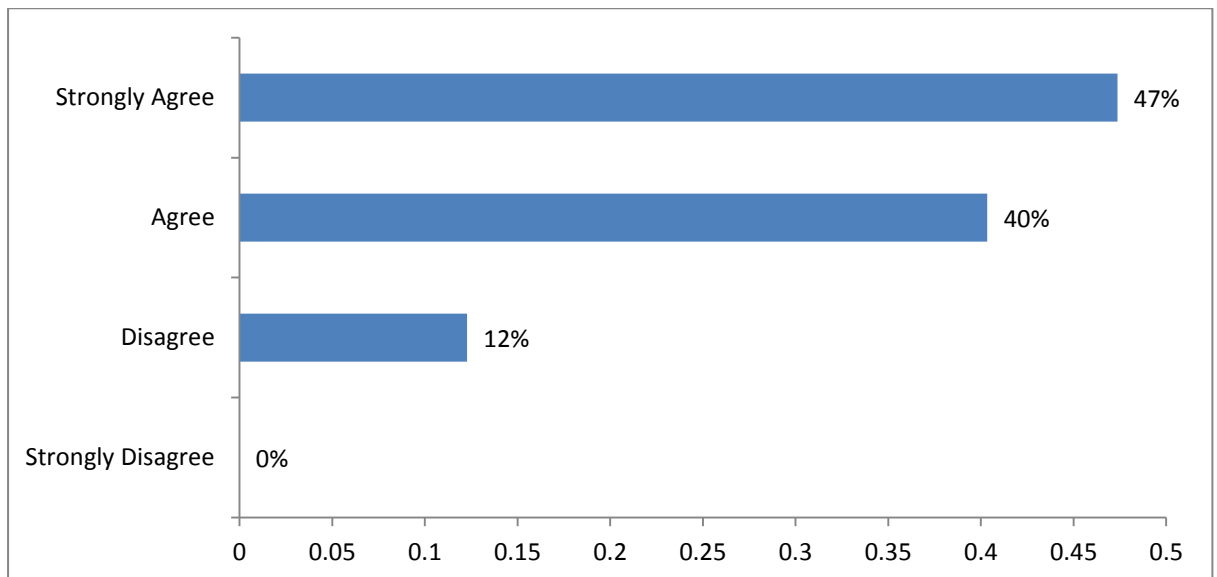


Figure 55: I believe receiving the development award increased my access to opportunities within the fishing industry

When asked whether they thought the development award enabled barriers to succession and advancement to be reduced, the majority or recipients (81 per cent) agreed that receiving the development award reduced the barriers to succession and advancement (Figure 56). However,

the remaining 19 per cent of respondents disagreed that receiving the development reduced barriers to succession and advancement.

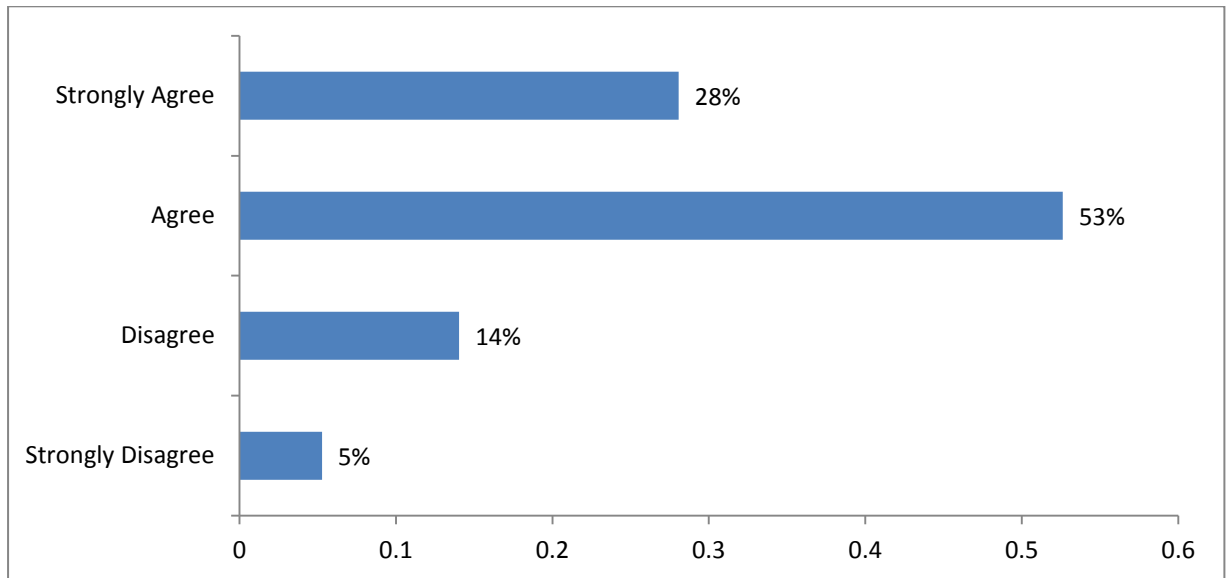


Figure 56: I believe receiving the development award enabled barriers to succession and advancement to be reduced

Lastly the respondents were asked whether they believed that receiving the development award increased their professional performance (Figure 57). 98 per cent of the development award recipients agreed that receiving the development award increased their professional performance, while the remaining 2 per cent disagreed.

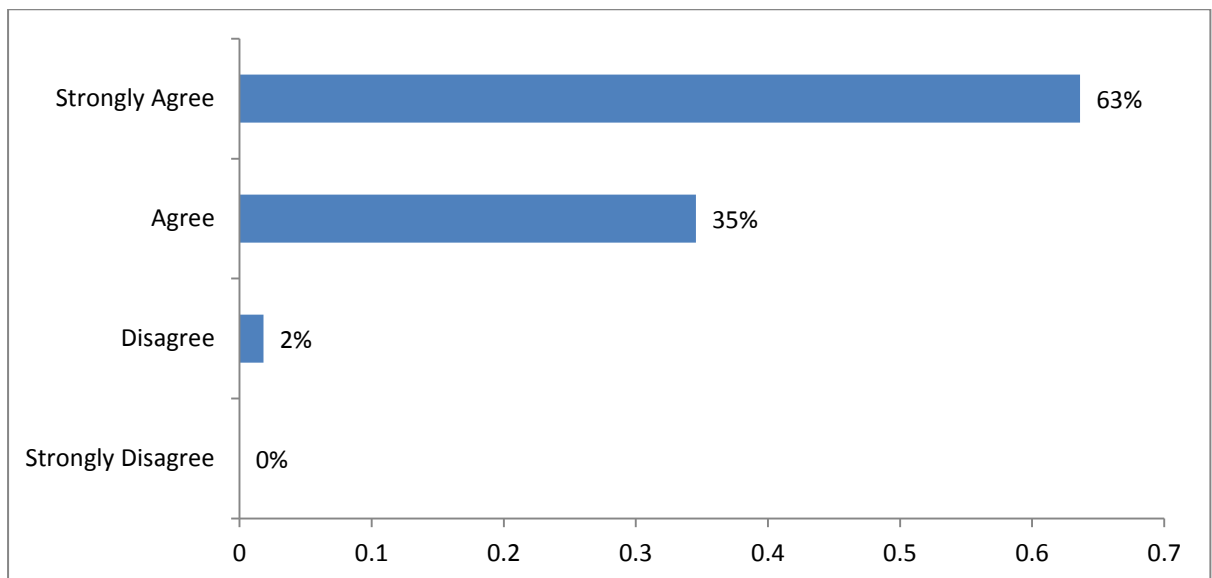


Figure 57: I believe receiving the development award increased my professional performance.

Appendix 2: Key stakeholder workshop

FRDC People Development Program: Review and Future Directions

Stakeholder Workshop, Monday 3 December 2012, 10:00 am - 3:00 pm, FRDC Offices, 25 Geils Court, Deakin West

The aims of the workshop: Obtain stakeholder input to improve the outcomes of the People Development Program (PDP) in its next five-year phase; Examine the stakeholder survey results and what they mean for the Program; and Consider lessons learnt from the Program's implementation, specifically in terms of strengths and weaknesses of the Program management model (e.g. internal vs. external).

Item	Time
Introductions and workshop program	10:00
FRDC and People Development Program Context – Jo-Anne Ruscoe	10.10
Presentation by Inovact: <ul style="list-style-type: none"> • Purpose of the review and approach • Stakeholder Survey – respondents, response rate, key findings. 	10:30
Workshop Discussion 1: <ol style="list-style-type: none"> 1. At the end of the next phase (June 2018), what should the PDP have achieved? 2. Should the investment groups (workforce development, leadership development and innovation skills) change and how? 	11.00
Lunch	12:00
Workshop Discussion 2: <ol style="list-style-type: none"> 1. What are the Program's short term priorities (next two years)? 2. What are the Program's longer term priorities (over the five years)? 3. How should industry engagement and participation in the Program be improved? 	12:45
Workshop discussion 3: <ol style="list-style-type: none"> 1. How should the PDP be managed? <ul style="list-style-type: none"> • Distinct program or integrated with other FRDC programs? • Should it have an Advisory Committee or advice be provided through the FRABs? • Internal FRDC program manager or externally managed? • Summary of day, next steps and close by 3pm. 	2.00

Workshop participants:

Ross Ord – Agrifood Skills Australia

Richard Stevens – Western Australian Fishing Industry Council

Jedd Routledge – Oyster Growers South Australia

Eric Poole – Sydney Fish Market

Samara Miller – Abalone Council South Australia

Shane Geary – Coffs Harbour Fish Cooperative

David Ellis – Southern Bluefin Tuna

Andy Bodsworth – Australian Fish Management Authority and consultant

Stuart Curren – Department of Agriculture, Fisheries and Forestry

Emily Mantilla – Seafood Cooperative Research Centre

Jo-Anne Ruscoe – Fisheries Research and Development Corporation

Kylie Giles - Fisheries Research and Development Corporation

Carolyn Stewardson - Fisheries Research and Development Corporation

Patrick Hone – Managing Director, Fisheries Research and Development Corporation (part attendance)