

ORIGINAL : ENGLISH

SOUTH PACIFIC COMMISSION

TWENTY-FIRST REGIONAL TECHNICAL MEETING ON FISHERIES
(Noumea, New Caledonia, 7-11 August 1989)

**FAO/UNDP/SPC WORKSHOP ON MANAGEMENT STRATEGIES
FOR SENIOR FISHERIES PERSONNEL**

Background

1. While completing a survey of training needs and during a series of country visits the Fisheries Training Project of the South Pacific Commission received suggestions that it would be beneficial for regional fisheries departments if there was a workshop which brought together Chief or Senior Fisheries Officers in a learning environment to share experiences and develop ideas and skills relevant to the operation and management of their departments
2. While ways of implementing this workshop were being studied, it was found that the Regional Fisheries Support Programme was also considering management training for senior fisheries officers as a regional replacement of the Fisheries Planning and Management course conducted at Humberside, in the United Kingdom. After consultation and discussion it was decided that, as the approaches of both organisations were similar, it would be preferable that the workshop be developed jointly. The Regional Fisheries Support Programme sought regional opinion by means of a letter to Fisheries Departments enquiring on the merit of such a workshop. The replies to this enquiry were generally positive and encouraging.
3. During the period of development of this concept there has been a rapid turn over in Senior Fisheries staff within the region with the result that more than half of the current CFOs have held their positions for less than 18 months. Also many of the new incumbents do not come from a managerial background. It would thus seem timely for a workshop which would assist in the passage of knowledge and experience from the more experienced staff to those who have recently assumed senior responsibility, and which would increase the awareness and knowledge of all participants in more recent management practices.

Structure and Implementation of Workshop.

4. It is proposed to hold the workshop at the University of the South Pacific, with the course being developed and run by the Department of Management and Public Administration of the School of Social and Economic Development. The workshop would be participatory in nature with sharing of experiences and the use of short workshops to involve all participants in various aspects of management skills.

5. A tentative course outline is :-

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| Day 1. | The tasks and functions of management.
How to set goals and turn them into plans. |
| Day 2. | Setting joint goals with staff members.
A time management workshop. |
| Day 3. | Two views of motivation.
Analysing motivation problems.
Creating a motivating climate. |
| Day 4. | Communications problems and how to solve them.
A communication workshop. |
| Day 5. | Personnel management - the basics.
Interviewing, induction, training and performance appraisal. |
| Day 6. | Understanding groups and how to work with them.
How to run a meeting. |
| Day 7. | Conflicts and conflict resolution.
The art of negotiating. |
| Day 8. | Controlling the use of funds.
Understanding budgets and financial statements. |
| Day 9. | Designing and implementing projects.
Controlling operations.
Taking corrective actions.
Responding to your environment. |
| Day 10. | Organisational politics.
Stress management. |

Participants

6. The workshop will be designed specifically for Chief Fisheries Officers or their immediate assistants.

Action Required

7. The meeting is invited to comment on the suggestions contained in this working paper and should it be approved in this or in a different form, to comment on the possible attendance of senior personnel and on the most appropriate course timing.