

Boatbuilding Sector Action Plan

Strategic Priority: *Attraction and Retention*

Industry Issue	Business Goals / Workforce Changes	Strategies	Activities	Outputs	Outcomes	Timeline
A shortage of employees entering the sector combined with an aging workforce and increased business demand	Increase awareness of career opportunities in the boatbuilding sector, especially Boat Builder and Marine Service Technician trades	Outreach activities targeting youth, under-represented groups, and people who are underemployed or in job transitions	Deliver information presentations and hands-on workshops to students and their teachers to increase their understanding of the skills employed in the boatbuilding sector	> 20 school presentations and/or workshops annually with > 50% delivered in rural/remote areas	More youth are aware of career options and pathways in the boatbuilding sector	Annually
			Deliver information presentations and hands-on workshops to underrepresented groups and groups in job training programs to increase their understanding of the skills employed in the boatbuilding sector. This may include youth, immigrants, members of First Nations, African Nova Scotians, women, and others	> 5 presentations and/or workshops annually to groups other than schools	More underrepresented groups and people in job training programs are aware of career options and pathways in the boatbuilding sector	Annually
		High-quality and engaging promotional material about careers in the sector	Produce and distribute short videos that show career and training options in the boatbuilding sector	3-5 short videos that are shared through social media, presentations, and events	Career information is available in diverse formats for diverse learning styles and ways of accessing information	Develop in 18 months, then distribute

			Maintain/update NSBA materials used in promoting sector career and training opportunities through events and presentations	4' Model fishing boat maintained in good repair New pop-up banner set Updated brochure(s) to distribute to students and public	Increased engagement at events and presentations	Ongoing Year 1 Year 1
		Communicate information about news, events, and job opportunities	Continue to post sector jobs and maintain a resume database on NSBA website to help connect employers and job-seekers	NSBA website has current information about job opportunities and job-seekers	Connections made between job-seekers and employers	Ongoing
			Create and post new social media material to keep potential new employees informed of news, events, and employment opportunities in the Boatbuilding sector	At minimum, weekly updates and typically daily updates on various social media platforms (Facebook, Instagram, Twitter)	Increased public engagement on social media platforms as measured by various social media analytics	Ongoing
			Develop, market, and distribute a mobile phone app to inform students and other job-seekers about sector career and training opportunities and to help connect them with sector jobs. This activity is subject to a cost-benefit analysis	One mobile phone app compatible with iPhone and Android	Students and job-seekers have a targeted tool for career information	Develop in 18 months, then market & distribute
			Encourage employers to share job opportunities with NSBA for posting, especially entry-level jobs	Include information in monthly eNews, mention in member site visits	Increase in number of job postings listed through NSBA	Ongoing

Amendment: Communications Project – Research and Response with targeted communications

A shortage of employees entering the sector combined with an aging workforce and increased business demand	Improve sector understanding of perceptions and misperceptions related to careers in the boatbuilding and repair industry, particularly among youth and newcomers to Canada	Research existing perceptions in two target audiences	<p>Use surveys, focus groups, and other forms of engagement to better understand youth perceptions of the boatbuilding sector and what they want/expect in future work</p> <p>Use surveys, focus groups, and other forms of engagement to better understand Canadian newcomers' perceptions of the boatbuilding sector and what they want/expect in future work</p>	Data compilation (qualitative + quantitative) about sector perceptions among youth and newcomers to Canada	NSBA / sector better understands how industry is perceived and where perceptions could be improved, and misperceptions could be corrected. NSBA/sector understands what jobseekers want/expect when job hunting.	Start by March 31, 2020; finish perception research and compile by end of year 2
	Improve perceptions of the boatbuilding and repair industry, particularly among youth and newcomers to Canada	Create and implement communications strategy	<p>Create communications strategy to improve perceptions and address misperceptions</p> <p>Share information about external perceptions and job expectations with companies in the sector so they know what job seekers want and can adapt practices where possible to be more attractive employers</p> <p>Create and use/distribute communication tools such as videos, brochures, posters, etc to improve perceptions of the boatbuilding and repair industry</p> <p>Conduct follow-up engagement/surveys to test for changes in perceptions</p>	<p>Communications strategy</p> <p>Industry-focused report about findings from research on perceptions</p> <p>Collection of new communication resources</p> <p>Data compilation about revised sector perceptions among youth and newcomers to Canada</p>	<p>NSBA has clear plan to guide efforts to improve/correct industry perceptions</p> <p>Sector is more aware of what job seekers want/expect</p> <p>Youth / newcomers to Canada have access to more / better information about the sector</p> <p>NSBA / sector understands effectiveness of new communication tools / strategies</p>	<p>By end of year 2</p> <p>By end of year 2</p> <p>By second quarter of year 3</p> <p>By end of year 3</p>

Employee loss to competitors inside and outside the sector	Increase human resource competitiveness in the sector	Educate sector employers about strategies for employee retention	Share information about human resource best practices, whether developed by the NSBA or other organizations Develop and share with employers the business case for better employee compensation and benefits, including examples within the sector if possible Share information with employers about best practices for inclusive workplaces	Information on NSBA website (may be local material or links to third parties) Host at least one workshop or learning opportunity annually about HR best practices	Sector employers have access to a repository of resources through a single location Sector employers have access to coordinated, interactive learning opportunities	By the end of Year 2 Annually
		Ensure sector employees are aware of and have access to pathways for career advancement	Share information about career pathways and advancement opportunities within the sector, including specific examples if possible Promote certification and the value of hiring apprentices to employers Share sector-specific and general information about the business case for certification and apprenticeship and share information about the Boat Builder (BB) and Marine Service Technician (MST) trades	Information on NSBA website (may be local material or links to third parties)	Employees and those considering employment in the sector have access to a repository of information in a single location	By the end of Year 1
				Information included in presentations, workshops, meetings, and other events	Increase in trade qualifier and apprenticeship applications for BB and MST	Ongoing
		Celebrate the lifestyle of working in the sector, especially in small communities	In partnership with local employers, communities, governments, and other nonprofit organizations, promote the lifestyle benefits of living and working in the sector, especially in rural and remote communities	Information on NSBA website (may be local material or links to third parties)	More job seekers consider relocating to small communities for work	By end of Year 2
			Develop lifestyle video about work in the sector in small communities - with testimonials	One rural community boatbuilding lifestyle video developed and shared through social media, presentations, and events	More youth and job-seekers are exposed to the benefits of life in the boatbuilding sector in small communities	By end of Year 2

Boatbuilding Sector Action Plan

Strategic Priority: *Training*

Industry Issue	Business Goals / Workforce Changes	Strategies	Activities	Outputs	Outcomes	Timeline
Existing employees need up-skilling for industry to stay competitive	Sector employees value and participate in learning opportunities	Provide short courses to upskill existing sector workforce	Plan, develop, and deliver workshops and information sessions for existing sector employees around the Province	At least 5 workshops or learning sessions offered annually	Sector employees have accessible and relevant learning opportunities	Annually
			Deliver managerial and technical seminars at NSBA annual Boatbuilding Industry Conference	Seminars offered annually at NSBA conference	Increased sector knowledge of innovative products, processes, technologies and management methods	Annually
		Promote importance of continuous learning	Document and recognize participation in courses and workshops offered by NSBA	Certificates provided to workshop participants	Sector employees have documentation about their learning	Ongoing
				Records kept of workshop participation	NSBA can monitor sector learning patterns and identify where opportunities may be needed	Ongoing
Insufficient mentorship skills among employers of apprentices	Employers understand how to support apprentices	Provide training and information about mentorship best practices	Develop and distribute mentorship guide for the sector with an emphasis on supporting Boat Builder (BB) and Marine Service Technician (MST) apprentices (may be adapted with permission from existing third-party resources)	One mentorship guide developed and distributed to employers of BB and MST apprentices	Employers have a targeted, relevant resource for mentorship best practices	By end of Year 2

			Plan and deliver mentorship training to sector employers and journeypersons, especially related to the Boat Builder and Marine Service Technician apprenticeship programs	One training workshop or learning session developed and delivered at least 3 times annually around the province	Sector employers have access to accessible, interactive learning opportunities	Develop in Year 1, then deliver annually
People seeking jobs in the sector have insufficient skills to meet employer needs	School-leavers and job-seekers from other sectors have adequate skills to offer value to employers	Provide foundational training for potential sector employees	Develop a model for a Boatbuilding Industry Pre-Apprenticeship Program that offers a foundation for both Boat Builder and Marine Service Technician apprenticeships	One model / program map developed for a BB and MST pre-apprenticeship program	Model / program map facilitates partnership by offering an initial framework	Within 18 months
			Form partnerships with educational institutions, labour market training organizations, and industry stakeholders to deliver foundational training	Meetings and communication with potential partners and industry stakeholders; actual partnerships and delivery of training are dependent on external organizations	If program is delivered, school leavers and other job-seekers have a pathway to gain foundational skills for work in the sector	Dependent on external partners
Innovation is essential for global competitiveness	Sector adapts to changing products and technologies	Help prepare the sector for change and innovation	Identify innovative products, processes, and technologies applicable to the sector and disseminate information through eNews, workshops, learning sessions, and other channels	Information about >5 innovative products, processes, and technologies is disseminated	Increased awareness and use of innovative designs, processes, and technologies in sector	Year 3 if not sooner

Boatbuilding Sector Action Plan

Strategic Priority: *Human Resources Planning*

Industry Issue	Business Goals / Workforce Changes	Strategies	Activities	Outputs	Outcomes	Timeline
People in HR roles with little HR training or experience	People in HR roles understand and implement HR best practices	Offer HR resources to sector employers	Develop and share HR resources including policy templates with sector employers (may be adapted with permission from third parties)	Various resources and policy templates that can be adapted by employers; includes information about inclusive workplaces (see “Attraction and Retention”)	Employers have resources to help implement policies and maintain good workplaces	By end of Year 3
			Plan, develop, and deliver HR-related workshops and information sessions to sector employers around the province	>2 training workshops or learning sessions delivered annually around the province	Employers have accessible learning opportunities to help maintain good workplaces	Develop in 18 months, then deliver
		Promote safe and healthy working environments	Continue to distribute Occupational Health and Safety Handbook for Boat Builders and Marine Service Technicians to employers and apprentices	OHS Handbook given to boatyards around the province	Employers and apprentices have a convenient OHS pocket resource	Ongoing
			Plan, develop, and deliver health and safety-related workshops and information sessions to employers around the province	>2 training workshops or learning sessions delivered annually around the province	Employers are aware of OHS best practices	Develop in 18 months, then deliver

Shortages of skilled workers including tradespeople and middle and senior management	Employer succession planning that includes both building capacity among current employees and recruiting for growth and change	Increase awareness of sector needs and expected change	Gather sector LMI and share with industry and government	LMI data collected, compiled, and shared with key stakeholders	Industry and government have data to make informed decisions for the future of the sector	Annual
		Build capacity within the sector	Share information about the Atlantic Trades Business Seal as a way for journeypeople to obtain business and leadership skills	Program link on NSBA website and information distributed to journeypeople and apprentices	Increased awareness among apprentices and journeypeople of tailored business learning opportunities	Links online within 6 months; ongoing information distribution
		Share strategies for succession planning	Plan and deliver workshops on succession planning	>2 training workshops or learning sessions delivered annually around the province or 1 central session to a larger group	Sector businesses have the tools and information needed to create succession plans	Develop by end of Year 2, then deliver
Under-performance of employees in the workplace	Labour force understands needs and expectations of employers and employers know how to manage for results	Educate workers about employer needs	Share information in student presentations and with BB and MST apprentices about employer needs and expectations	Employer perspective is included in presentations and in conversations with apprentices	Employees, especially new employees, have a clear understanding of employer needs and expectations	By end of Year 1, then ongoing
		Educate employers about managing employees	Develop/adapt information about dealing with poor employees and improving employee loyalty and performance through good employer-employee relationships; share with sector employers through presentations, workshops and learning sessions, and written resources	>2 training workshops or learning sessions delivered annually around the province or 1 central session to a larger group	Sector employers have the tools and information needed to address employee issues and coach for best performance	Develop by end of year 2, then deliver
		Expand labour market so employers have more hiring choices	<i>Addressed under other sections of this Action Plan</i>			