

THE WORKFORCE CRISIS

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National Marine Manufacturers Association

 **sunbrella**[®]
MARINE



A man and a woman are standing on a boat, looking out at the ocean. The man is wearing a dark sweater over a white shirt, and the woman is wearing a striped shirt, a white scarf, and a white cap. They are both smiling and looking towards the right. The background is a bright, sunny day over the water.

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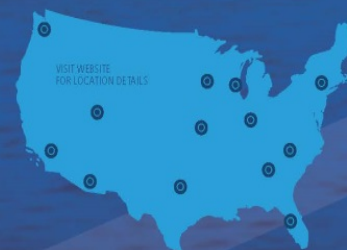
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SALE %¹

99%
NADA
SALES AVG¹

49%
ONLINE
SALES¹

¹Manheim Sales Data Jan-Sept, 2015

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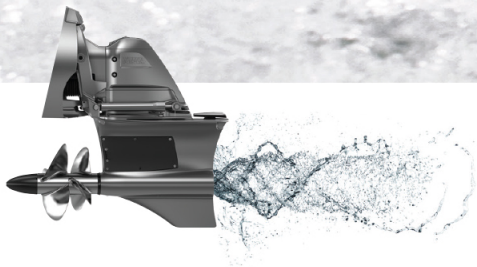


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NMMA is a unifying force and powerful voice for the marine industry.

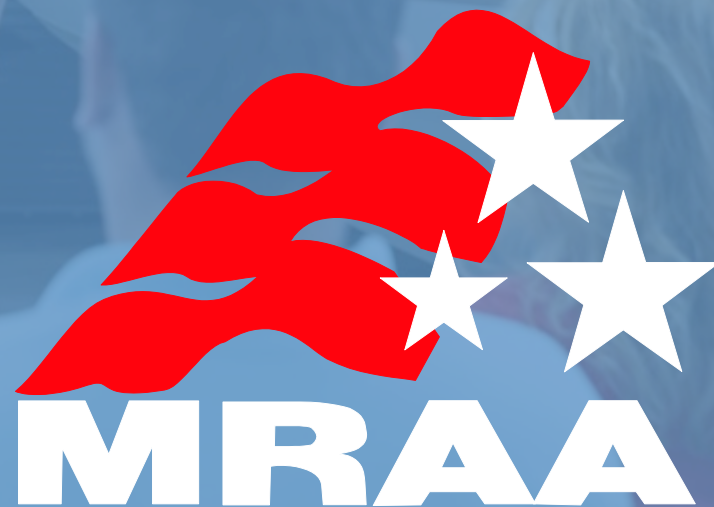
We champion the industry through public policy advocacy, product safety enhancement and market research, provide international marketing opportunities, produce consumer boat and industry trade shows and manage the Discover Boating program.

To learn more about NMMA visit nmma.org

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Manufacturers Association

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Visit mraa.com for more info.

Top 100

- * Applications available at BoatingIndustry.com/top-100/application
- * Applications due June 26



Your Panel

- * Matt Gruhn, Marine Retailers Association of the Americas
- * Neal Harrell, Brooks Marine Group
- * Wendy J. Mackie, Rhode Island Marine Trades Association & Composites Alliance



Supply and demand

- * 71 percent of *Boating Industry* readers plan to add employees in 2017
- * 66 percent of boat and engine manufacturers
- * More than 70 percent of boat dealers



Supply and demand

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- * 96 percent of manufacturers reported trouble filling open positions in 2016
- * 93 percent of dealers reported trouble filling open positions in 2016



Supply and demand

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- * 324,000 open manufacturing jobs in February 2017, according to government figures
- * This is three times as many open jobs as there were in 2009



More information

- * For more on these topics, see the April 2017 issue of *Boating Industry* or visit BoatingIndustry.com/WorkforceCrisis



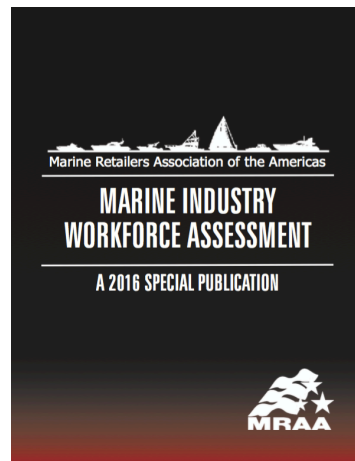


Matt Gruhn, Marine Retailers Association of the Americas



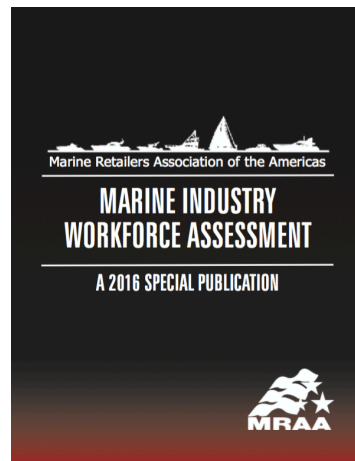
MRAA Assessment

- * 21 percent of positions unfilled
- * 59 percent of unfilled: Service
- * 88 percent of unfilled service: Techs
- * 6 additional employees needed



MRAA Assessment

- * 96.5% of new recruits characterized as poorly or only partially prepared
- * \$575: Dealer spend on training on a per-employee basis



MRAA Assessment

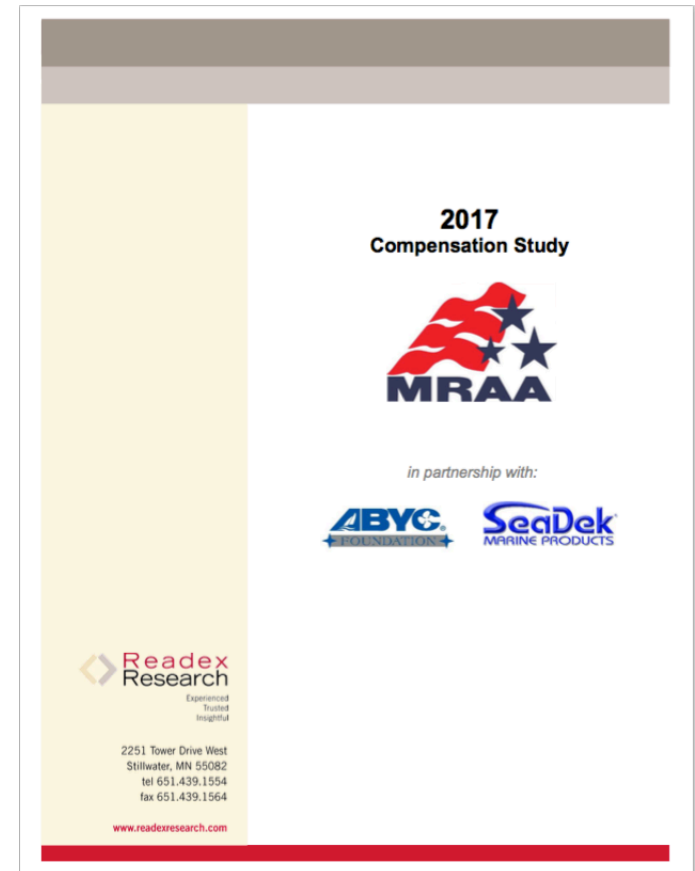
- * Generational challenges
- * Poor transition from schools
- * Lack of schools to begin with
- * Seasonality of our businesses
- * We're not prioritizing training
- * Compensation challenges



MRAA Assessment

- * 35 common positions
- * 10 service positions
- * 9 sales positions
- * Manager positions
- * Compensation ranges
- * Commissions/Bonus
- * Benefits info
- * Service labor rates

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MRAA Assessment

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2017 Compensation Study

Job Family: Position:		Parts/Accessories/Retail Parts Associate						
		# of locations	%	10th percentile	25th percentile	50th percentile	75th percentile	90th percentile
All Results for This Position								
Salaried (versus hourly)		103	4%					
Bonus eligible		103	25%					
Commissionable		103	17%					
Base salary		103		\$22,700	\$26,000	\$30,100	\$33,300	\$37,400
Wage per hour		103		\$10.9	\$12.5	\$14.5	\$16.0	\$18.0
Other cash compensation (if earned)		41		\$500	\$1,000	\$2,000	\$7,400	\$14,500
Your Selections								
Geographic Location:		Midwest						
Geographic Region:		all						
Location's Revenue:		all						
Marina:		all						
# of Locations in Org:		all						
Results for Your Selections								
Salaried (versus hourly)		27	0%					
Bonus eligible		27	19%					
Commissionable		27	22%					
Base salary		27		\$18,800	\$24,500	\$31,200	\$33,300	\$36,100
Wage per hour		27		\$9.0	\$11.8	\$15.0	\$16.0	\$17.3
Other cash compensation (if earned)		13		\$800	\$1,300	\$2,500	\$5,200	\$16,500

Job Description

Contributes to the efficient and profitable operation of the parts department by assisting with pickups, deliveries, and inventory control duties that include ordering, receiving, stocking and sales tracking.

Results reflect data as of July 1, 2016.

* Percentile results suppressed when based on insufficient cases.
(<10 for 10th & 90th percentiles; <5 for other percentiles)

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Neal Harrell, Brooks Marine Group



The talent landscape

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- * Baby Boomers: 75M; Born between 1946-1964; Ages 53-71
- * Gen X's: 65M; Born between 1965-1982; Ages 35-52
- * Gen Y/Millennials: 83M; Born between 1983-2004; Ages 13-34



- * Disappearance of trades workforce
- * Candidates are risk adverse
- * Employer loyalty, housing, spouses career



Talent mindset

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- * Always be Recruiting
- * Hold on to high performers
- * Replace (or fix) marginal performers
- * Hunt, don't trap



Identify yourself

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*Four kinds of recruiting messages that the best people respond to:

1. **“Go with a Winner.”** It’s for people who want a high-performing company, a company where they’re going to get lots of advancement opportunities.
2. **“Big Risk, Big Reward.”** The people who respond to it want an environment where they’re challenged either to do exceptionally well or to leave – where there’s considerable risk but good compensation, and where they can advance their career rapidly.
3. **“Save the World.”** It attracts people who want a company with an inspiring mission and an exciting challenge – a pharmaceuticals or a high-tech company, for instance.
4. **“Lifestyles”** message. These people seek companies that offer them more flexibility and better lifestyle benefits – such as a good location.



* Source: *The War for Talent*, Charles Fishman



Tell your story, sell your story

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Monterey Boats- Vice President of Manufacturing

Monterey Boats is headquartered in Williston, FL, in a picturesque setting of rolling hills and horse farms that dot the landscape of north-central Florida. The company is based approximately 100 miles northwest of Orlando, 60 miles east of the sandy white beaches of Florida's west coast and 90 miles east of Florida's east coast. A number of Monterey's employees live in Gainesville, FL, home of the University of Florida, the nation's ninth largest university. Gainesville was ranked as the No. 1 place to live in North America in the 2007 edition of *Cities Ranked and Rated*. Also in 2007, Gainesville was ranked as one of the "best places to live and play" in the United States by *National Geographic Adventure*.

Monterey's two main manufacturing plants (one for sport boats, the other for cruisers and sport yachts) comprise a total of 500,000 square feet of manufacturing space situated on 80 acres adjacent to the Williston Airport. With more than 500 full time boat builders, Monterey is the largest private employer in Levy County.

Monterey Boats has received recognition from the National Marine Manufacturer's Association's CSI Program for over 10 consecutive years. The Company recently acquired Blackfin sportfishing boats and will launch their first Blackfin the in summer of 2017. A new 40,000 sq. ft. small parts plants recently came on-line and Monterey owns an off-site upholstery operation.

During the past two decades, Monterey Boats has established itself as a true frontrunner when it comes to designing, developing, engineering, and building superior boats, ranging from 15 foot runabouts to 37 foot cruisers. Monterey is an independently owned, family operated, and believes their key to success is their people; ones who are dedicated to building a quality boat. Monterey's company culture promotes efficient decision-making and implementation, as well as a hands-on approach to the process of new product development, with an emphasis on cutting edge materials & processes, pride in efficient craftsmanship, and a proven record of outstanding customer service.

Monterey currently seeks a Vice President of Manufacturing to lead the Company's production initiatives. As a member of the executive leadership team, this person will be charged with continuing Monterey's goal of empowering their people to efficiently produce a world-class, high quality product. Direct reports include a Lamination Manager, Quality Manager, Assembly Manager, Production Planner and Manufacturing Engineer.

Qualified candidates will bring 5+ years' experience managing the manufacturing operations of a high-volume fiberglass boatbuilder, or other similar OEM (automotive, aerospace, RV, construction equipment). A 4-year college degree is strongly preferred. The VP manufacturing should be well versed in today's manufacturing methodologies to include Lean, QA, JIT, Continuous Improvement/Six Sigma, 5S, etc.

Interested candidates can e-mail a confidential resume to Neal Harrell at neal@brooksmarinegroup.com



Educational partners

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- * Local, regional & national schools & training programs
- * Relationships with instructors & guidance counselors
- * Internships
- * Apprenticeships
- * Open your doors



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Best practices

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- * Know yourself – company brand, people, succession plan
- * Engage, empower and hold accountable HR
- * Embrace technology as a recruitment tool
- * Grow your own – invest in young talent
- * Create a process & stick to it
- * Recognize high performers





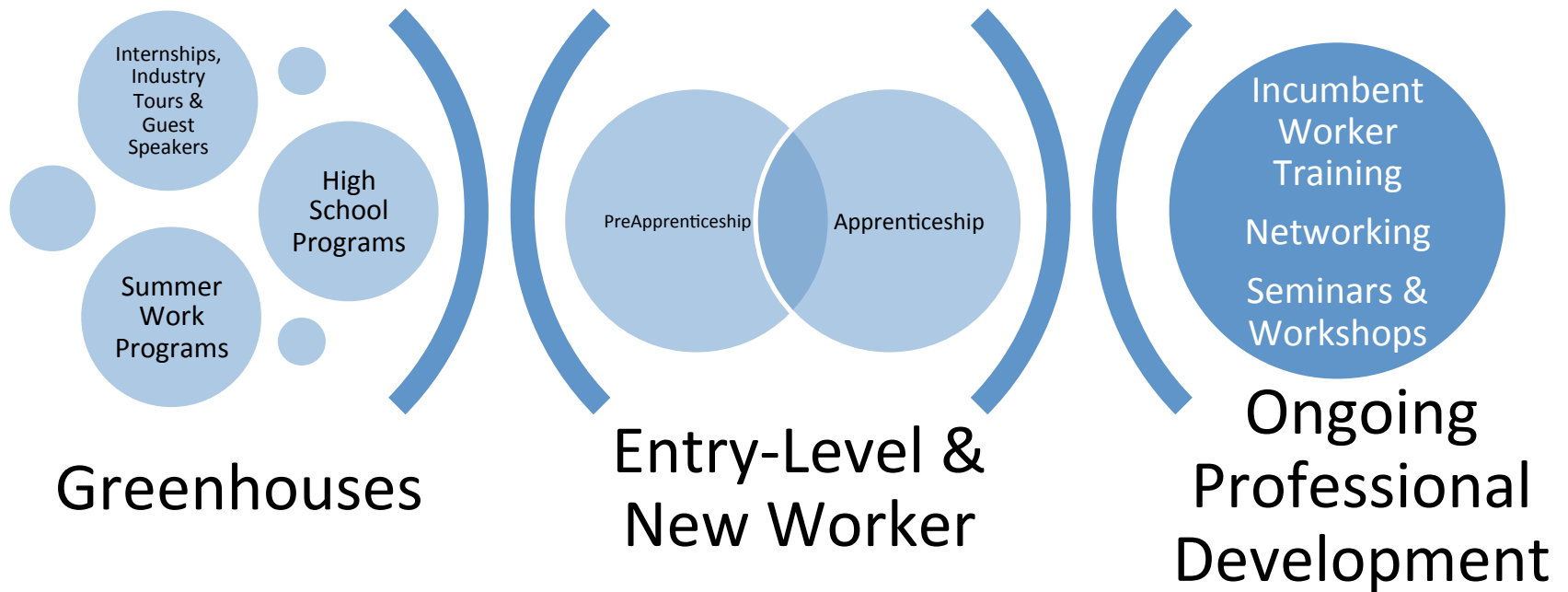
Wendy J. Mackie, Rhode
Island Marine Trades
Association &
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CHOOSE YOUR OFFICE.

Workforce Development Continuum







Vacation, After School & Summer Work Programs

Hands-on Short Term Work Training Programs





RIMTA Marine Trades & Composites Pre-Apprenticeship Training (PAT)

Step 1: Application

Promotion at Career Days, in newspaper, Craigs List, community events calendars, at high schools and post-secondary schools, netWORKri Centers, GED programs, DoJ programs, Veterans Affairs, Job Corps, Youth Centers
Application available online & at RIMTA, IYRS, NEIT, MTTI, NetWORKri, High Schools

Step 2: Interview

Team of industry examiners review applications, then interview and refer to hands-on assessment

Step 3: Assessment

Up to 20 finalist from Steps 1 and 2 will go through contextualized assessment at IYRS and NEIT

Step 4: Commitment

10 trainees selected and contacted for Final Interview & Personal Pledge

280 Hour Training

16	Carpentry
8	Systems (engines, electrical, plumbing)
24	Composites (industry overview, materials, equipment, safety, tooling, plugs and molding, materials and application, process applications/ bagging and sequencing)
8	Intro to sailing and sailboats
8	Paint and varnish
4	Shrink Wrapping
4	Engine repair/maintenance
8	Winterization & Commissioning
4	Customer Service
8	Fork Lift
8	Machinest
4	CNC overview
8	Blue Print reading/ shop drawings
8	Industry Math
8	Hauling & Rigging
4	Boat detailing
8	Welding
16	Trailer repair and maintenance

Placements

Examples of Subsidized or Unsubsidized Work Opportunities:

Hinckley Yachts
Hunt Yachts
Newport Shipyard
Freedom Boat Club
Bristol Marine
Point Judith Marina
Resolute Racing Shells
New England Boatworks
Maritime Solutions
Pirate Cove Marina

Advanced Training Opportunities:

Apprenticeship
IYRS Boat Building & Restoration
IYRS Marine Systems
IYRS Composites
NEIT Marine Mechanics
MTTI Marine Mechanics
Confident Captain USCG Licensure

Case Management Services Available throughout and minimum of 6 months, post-placement



Marine Trades PAT STATS

Outcome Measure	Overall (7 Cycles)
# of Students Accepted	66
Graduation Rate	99%
Job Placement Rate	89%
6 Month Retention	71%



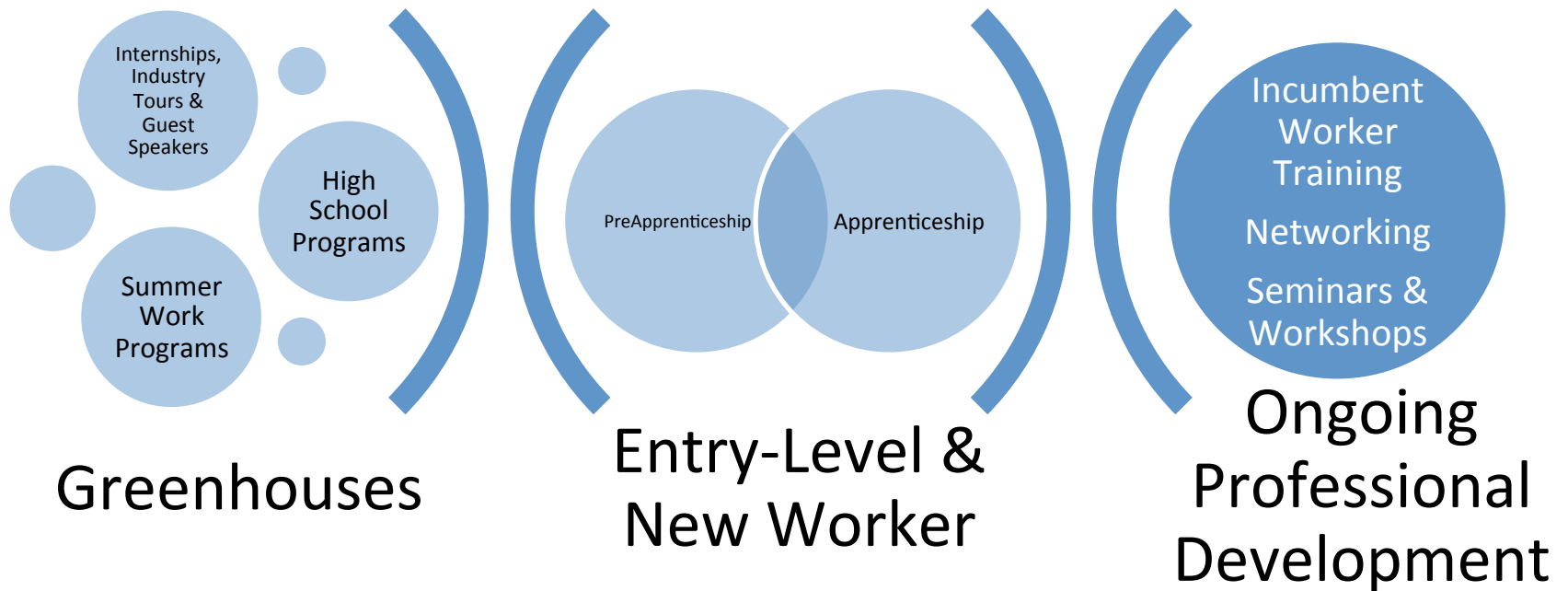
Of this Spring 2015 PAT Cohort, 7 of the 9 are still employed in their original or second job placements.

Build your coalition!

Valued Training and Employer Partners



Workforce Development Continuum



Easy way for everyone to get involved in the solution! There are usually grants available.

Great short and longer term employer led training models already exist. There is plenty of funding available for this.

Associations and Post-Secondary Schools are already doing this. Base to build from.

A Recipe for Industry Partnership Growth & Sustainability

A Page from the Playbook of the Rhode Island Marine Trades Industry Partnership

- **YEAR ONE**

- Create and implement comprehensive Career Pathways Marketing & Public Relations Campaign
- Make Incumbent Worker Training Grants Available
- Create Group Training Opportunities
- Host Quarterly Networking Professional Development Breakfasts & an Annual Career Day
- Implement Bi-Annual Skills Gap Study & Announce the Results
- Hire a Workforce Development Coordinator

- **YEAR TWO**

- Continue Best Practices from Year 1 – tweak as necessary
- Create & Implement New Worker Career Pathway Training in Summer
- Offer hiring incentives for employers who hire training graduates from new and post-secondary training
- Showcase results from previous efforts & Bi-annual Employer Survey
- Give awards at an Annual Event
- Align and enhance High School Trade Programs for Industry Needs
- Research leveraged and braided funding opportunities

- **YEAR THREE**

- Continue Best Practices from Year 1 & 2– tweak as necessary
- Develop and coordinate additional career pathway programming
- Apply for additional grants
- Acquire, Create or Align with a Boat Show!

Contact Us

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