

2017

VI/Coastal Manufacturing Sector LMP: HR Forums & Outcomes Report

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VI/Coastal Region Manufacturing Sector Labour Market Partnership: Phase 4 – HR Forums and Outcomes Report

Background

Regional forums were identified by regional manufacturers during the strategy development phase¹ of this LMP partnership project as an approach that would assist manufacturers in engaging stakeholders and partners. The current phase of the project afforded manufacturers the opportunity to pilot the approach on a small scale to determine whether this type of dialogue was useful in identifying solutions to the issues identified through the labour market information research conducted in the second phase of the LMP project.

The forums outlined as a part of this pilot implementation strategy are intended to:

1. Provide a venue for regional manufacturers to meet with a range of stakeholders to discuss issues affecting the recruitment and retention of workers in the local manufacturing sector; and
2. Identify action steps that the manufacturing sector, its partners and stakeholders can take to address the identified issues.

The draft set of action steps developed during the regional forums will inform the work of the two regional taskforces that are a part of the Phase 4 pilot implementation project. These taskforces will be focused on regional training expertise and skills gaps and on the promotion of manufacturing as a career.

An Overview of the VI/Coastal Manufacturers' Regional Forums

Forum Process

Two regional forums were planned and delivered as a part of the pilot implementation of this strategy. The first forum took place on June 21, 2017 at Schneider Electric and the second at VMAC in Nanaimo on July 12, 2017. Participants were also be given the opportunity to participate via either a teleconference link or online webinar format.

Forum invitations were sent to individuals and organizations in the list provided in Appendix 1 and to a selection of manufacturers included in the manufacturing company database that was compiled during Phase 2 of this sector LMP². The following groups were included in the invitation lists compiled for this part of the project:

- Company human resources managers/leaders (depending upon company size this role may be played by a senior manager or other leader in the company);

¹ See the VI/Coastal Region Manufacturing Labour Market Partnership: Strategy report (dated January 27, 2017) and approved by the Ministry of Jobs, Tourism, and Skills Training on March 22, 2017.

² See the Phase 2 LMI research report for details concerning the manufacturing company database.

- Post-secondary institutions (with a focus on individuals working in the trades/technical/business areas);
- K-12 career counsellors from school districts within the region; and
- Business organization and government representatives (including Chambers of Commerce, municipalities, local provincial government ministry representatives, economic development organizations, First Nations economic development organizations, the Industry Training Authority (ITA)).

A total of 216 individuals were invited to the two forums with a goal of having 20 – 25 attendees at each forum. This number included the entire manufacturing company database (169 companies) and 47 organizations (post-secondaries, K-12, business and government).

The agendas for each forum focused on:

- Recruitment and retention issues and practices;
- Human resources issues related to the aging workforce;
- Company practices intended to attract workers to the region and sector; and
- The promotion of manufacturing as a career.

Sessions during the day included:

- Panel presentations (or in the case of the Nanaimo forum one presentation in the morning and a two presenters in the afternoon) with follow-up roundtable discussion opportunities for participants were provided. Participants were encouraged to raise questions, provide feedback and offer suggestions concerning issues related to the attraction (Panel #1), and the retention and recruitment (Panel #2) of skilled workers for the manufacturing sector in the region (and in particular on the lower island and peninsula);
- Roundtable discussions related to the attraction, retention and recruitment of skilled workers to the manufacturing sector in the region; and
- A networking lunch followed by a site tour of the Schneider Electric (June 21, 2017) and VMAC (July 12, 2017) manufacturing facilities.

Agendas for the two forums are found in Appendix 2. Forum discussion questions are provided in Appendix 3.

Forum Highlights

1. June 21st Forum

Panel #1: Attracting Skilled Labour to the Region

Presentations were provided by Bill Collins of Questar Tangent and Robin Ambrose of Viking Air. The presenters focused on both attraction issues and the promotion of manufacturing as a career. A brief Q & A session followed the presentations. After the panel presentation, the group was split into two groups for roundtable discussions.

Panel #2: Recruitment and Retention: Best Practices

Presentations were provided by Mark Brajer of Epicure, Rhonda Morrison of Nicholson Manufacturing, and Lynn Brown of Schneider Electric. The presenters focused on recruitment and retention issues facing the manufacturing sector in the region and strategies to address observed skill shortages. A brief Q & A session followed the presentations. After the panel presentation, attendees were asked to provide their observations and comments.

Summary of the Roundtable Discussions

Highlights of the roundtable discussions included:

1. Manufacturing Skills

- a. There was interest in working on the development of a manufacturing skill set profile that could list the soft skills, hard or technical skills, and other work related skills.
- b. Co-op programs could be useful in assessing workplace suitability.
- c. Industry is looking for individuals with a range of soft skills including communication, team work, critical thinking. They want individuals who are able to attend to detail and who are reliable (i.e. they show up for work on time).
- d. Often there is a mis-match between the skills that applicants bring to the workplace, the experience they have, and the job requirements in a manufacturing setting. In these circumstances, employers need to consider the soft skills that prospective employees present through their resumes and/or job interviews.
- e. Individuals who have worked in an organization that used ISO would be of interest to regional manufacturers who are using ISO as an approach to manufacturing quality. Similarly, for some manufacturing companies, having experience with lean manufacturing is important.
- f. Employers need 'good' workers not necessarily a 'skilled' worker.
- g. Manufacturing today has to be agile to survive – that takes a different skill set among its workers than has traditionally been the case.

2. Building a Manufacturing Network

- a. Forum participants emphasized the importance of building a manufacturing network and community for the region. Similar networks have been developed in other parts of the country (e.g. the Canadian Manufacturers Network; the Ottawa Manufacturing Network was also given as an example, although this network seems to no longer be in operation). Networks like these are missing and much needed in the region.
- b. A manufacturers' network could be used to share best practices, HR issues, and local issues related to attracting individuals and employers to the island/region.

3. Attracting Skilled Talent to the Region

- a. One specific attraction suggestion related to the use of Occupational Therapists for staff that requires this type of support. Job rotation and addressing ergonomic issues in the workplace were also raised as important issues.

- b. Attracting workers to the island/peninsula is challenging given housing affordability (including the ability to rent). This challenge is not going away. Industry, government, and business organizations will need to work together to provide solutions that enable more young people to seek careers in manufacturing in the region.
 - c. Similarly attracting younger workers would be enhanced through the provision of daycare options. This represents a significant cultural shift for many companies.
 - d. Industry representatives at the forum were interested in receiving help on the pre-qualification of employees.
 - e. Job postings can/should be brief in order to attract a broad group of people with a range of skill sets that could fit within the company.
 - f. A virtual full employment scenario in the region creates challenges for employers.
 - g. The inclusion practices of an employer can be used to attract individuals to a company if these practices are promoted during the recruitment process.
 - h. There are generational differences that employers need to consider when trying to attract skilled workers to manufacturing. There seems to be reluctance for university grads to begin with an entry level production job before moving into management. This is likely a function of the characteristics of millennials who have a greater desire to start 'near the top' rather than work their way up in an organization.
4. Promoting Manufacturing
- a. There is a need for manufacturing employers to amplify the fact that 'we are a great place to work'. There is also a need to look at who we are attracting and what their motivation for working within the industry is.
 - b. There seems to be an education 'myth' – go to university and get a good job. There needs to be more of a career focus and to do that will require industry and education providers working together to create opportunities for young people to learn about a careers that are out there and create pathways that make sense for both industry and potential employees.
 - c. There is a need to change the perception of manufacturing. Today, much of manufacturing is 'integrated production' which is not the same as assembly line production. Advanced manufacturing and manufacturing 4.0 are terms that are more in keeping with how manufacturing has evolved. This shift can be used to promote manufacturing as a career option.
 - d. There is 'zero awareness' of what manufacturers do in the K-12 system – again, this needs to change. Employers don't even know where to start in terms of looking for students re: work experience.
 - e. There was a desire for a 'repeatable' process that employers could turn to but which is not onerous on employers (multiple employers would need to be involved) – needs to be 'lightweight' so that employers can more easily be engaged.

- f. 'Treks' to employers by post-secondary students to employers in the region may work to help change the perception of the type of work that goes on in manufacturing.
- g. There was some concern about the notion of 'streaming' students particularly too early. It is important to keep options open for students/young people.
- h. Manufacturers can leverage the success stories of the tech sector. Manufacturers should think about the industry as a technology industry.

2. July 12th Forum

Presentation #1: Manufacturing on the Island – Challenges and Opportunities

Dr. Barry Carbol provided a presentation that highlighted the research that was conducted as a part of the second phase of the VI/Coastal LMP. The themes of note were:

- Lack of qualified candidates
- Hard to fill skill areas
- Availability of training to meet industry needs
- Difficulty in recruiting and retaining workers
- Factors affecting productivity
- Need for industry collaboration

After the presentation the group engaged in a roundtable discussion. The key points raised in the discussion are highlighted later in this section.

Presentation #2: Recruitment and Retention

Two presentations related to recruitment and retention of workers for island manufacturing companies were given in the afternoon. The first was provided by Sandra Amador, Director of Continuous Improvement at VMAC. Sandra's presentation focused on a number of the critical cultural factors that have an impact on employment engagement and the factors that cause them to leave a company or organization. Included in these factors were the following:

- Employees feel the job or workplace is not what they expected.
- There is a mismatch between the job and person.
- There is too little coaching and feedback.
- There are too few growth and advancement opportunities.
- Employees feel devalued and unrecognized.
- Employees feel stress from overwork and have a work/life imbalance.
- There is a loss of trust and confidence in senior leaders.
- The job is not meaningful.
- Overall corporate culture.
- Company's financial stability.
- No autonomy and independence. No empowerment.
- Bored and unchallenged.
- Relationship with "the boss".

- Relationship to coworkers.
- No training or development.

Sandra's complete presentation was forwarded to participants of the forum.

A second presentation was provided by Doug Pauze, General Manager for Manufacturing at Coastland Wood Industries. Doug focused on the importance of getting to know employees as a retention strategy and combining that with a focus on core company values, high pay and benefits. He also pointed out the need to be flexible and responsive to employee needs in relation to work and life balance issues.

Summary of the Roundtable Discussions

Highlights of the roundtable discussions included:

1. Skills shortages issues:
 - a. Manufacturers identified the following skill areas as being those that are most challenging:
 - i. Electricians with PLC programming training (for some these are impossible to find/recruit and companies have difficulty competing with the oil and gas sector)
2. Workforce development issues:
 - a. Employee fit with the culture of the company is an important factor in recruitment and retention. Skills are somewhat secondary.
 - b. There was some concern regarding the impact that the current wave of retirement is having and will have on the workforce in the region.
 - c. The work ethic that some potential new hires bring to the workplace was also mentioned as a concern.
3. Training
 - a. There were positive comments concerning the value of training programs offered by island institutions. One example is the electrical program at VIU. However, companies are still forced to send individuals out of province for PLC training and to other parts of the province for millwright programs.
 - b. At the same time, institutions are caught in a bind given the program restrictions and funding structures in place through government and the ITA. One way of potentially addressing issues related to funding and significant capital programs that are required by institutions to create trades training facilities would be the use of manufacturing facilities during down times. This would be potentially of interest for some manufacturers (particularly those not operating 24-7).
4. Factors Affecting Recruitment and Retention
 - a. Potential candidates express concern about being 'isolated on the island' and not knowing where their next job might come from given the size of the local economy.

- b. There is a 'fear' of coming to the island and many individuals are unaware of the opportunities that exist.
 - c. Housing affordability and the cost of living on the island were raised as concerns affecting the ability of companies in the region to attract skilled individuals to the island. While often thought of as a lower island/Victoria issue, it is increasingly becoming a problem in other parts of the island as well.
 - d. It is important for the industry to work together and share information. One challenge is with respect to compensation information that can be made available to manufacturers so that they know whether what they are providing in terms of salary and benefits is competitive.
5. Recruitment and Retention Strategies
- a. A number of possible employee recruitment and retention strategies were raised by those attending the forum. These included:
 - i. Provision of personal care days, family days, extended health plans, partnering with other organizations to meet specialized skills needs (in union environments it is very important to get the union on board)
 - ii. Provide an environment where people see that they have an ability to move forward within an organization through clear career pathways
 - iii. Provide work share opportunities
 - iv. Ensure that more company leaders are able to recognize talent within their organizations.
 - v. Foster a team culture within the company.
 - vi. Consistently and consciously value unskilled workers within companies and help them to grow with the company.
6. Promoting Manufacturing
- a. There is a need for the manufacturing sector and its partners to figure out a way to articulate that there is a robust manufacturing industry on the island and create a brand that is easily recognizable.
 - b. The suggestion was made that manufacturers need to 'grow their own' and doing this will require promoting the industry to students and the community at large and through partnership with economic development organizations.
 - c. Promotional campaigns should focus on 'myth busting' (i.e. working to change the impression that many have about the nature of manufacturing work that has fundamentally changed as a result of the increased use of technology (robotics and 3-D printers are two examples that have impacted manufacturing)).
 - d. The discussion also highlighted that there are some current initiatives that could be built upon. For example, the VIU trades discovery program and dual credit programs in electrical could be used as examples in an effort to promote trades in manufacturing.
 - e. Promotional guides (such as those available in other industry sectors e.g. mining) could serve as a useful template for promoting regional manufacturers and careers in manufacturing.

- f. Messaging is critical to a successful promotional campaign. Manufacturing represents multiple skilled occupations (upwards of 23). This fact is not widely known or communicated. At the same time, manufacturing has a unique culture and this also needs to be communicated to and understood by potential hires or those considering careers in manufacturing.
- g. Establish a promotional approach that will encourage greater interest in manufacturing careers by girls and women.

Action Items

Several suggestions were provided by forum participants that should be acted upon in the near future. In most instances manufacturers will need to work in partnership with other organizations to implement the following action items:

1. Development of a manufacturing skill set profile that could list the soft skills, hard or technical skills, and other work related skills.
2. Development of a manufacturing network and community for the region which could be used to share best practices, HR issues, and local issues related to attracting individuals and employers to the island/region. (NOTE: this work is currently underway through the Phase 4 implementation activities that have been initiated by regional manufacturers and supported by HDM)
3. Establishment of a 'repeatable' process to engage the K-12 sector and employers in a way that is not onerous on employers.
4. Develop an approach to sharing compensation information so that island manufacturers are able to provide competitive salary and benefits packages and thereby attract skilled workers.
5. Develop a guide for promoting regional manufacturers and careers in manufacturing. The guide should emphasize the unique qualities of manufacturing and also promote and encourage manufacturing as a career option for both genders.

Forum Participation

June 21, 2017 Forum

The following table lists the individuals attending the June 21st forum along with their organizational affiliation.

Name	Organization
John Juricic - Organizer	Harbour Digital Media
Barry Carbol - Facilitator	Schmidt & Carbol Consulting Group
Bill Collins - Panel #1 Speaker	Questar Tangent
Robin Ambrose - Panel #1 Speaker	Viking Air
Mark Brajer - Panel #2 Speaker	Epicure Selections
Lynn Brown - Panel #2 Speaker	Schneider Electric
Rhonda Morrison - Panel #2 Speaker	Nicholson Manufacturing

Name	Organization
Steve Bonham	Redlen Technologies
Rene Chave	ASL Environmental
Neil Hansen	Milroy Engineering
Jennifer Michell	Titan Boats
John Stanners	Titan Boats
Tara Coulter	UVic Engineering Co-op & Career Programs
Susan Fiddler	UVic Engineering Co-op & Career Programs
TJ Babey	UVic Business Faculty Co-op & Career Centre
Alissa Wakeman	UVic Business Faculty Co-op & Career Centre
Yavhel Velazquez	BC Ministry of Job, Tourism, and Skills Training
Stu Rhodes	School District #63
David Calveley	Sidney Economic Development Committee
Denny Warner	Executive Director, Peninsula Chamber of Commerce
Doug Walker	Board Chair, Peninsula Chamber of Commerce
Bryce Flug	JS Foster

A number of other individuals expressed interest in attending the June 21st forum but for various reasons were unable to attend. These individuals were:

- Jill Little - Seaspán
- Susan Norman - Peninsula Signs
- Gloria Darroch - UVIC Business Faculty
- Erin Brember Mitchell - Sidney Councillor / Economic Development Committee
- Jamie VanDenbossche - Camosun College Applied Research

In addition, representatives from Scott Plastics and Milroy Engineering also expressed interest but were unable to attend.

July 12, 2017 Forum

The following table lists the individuals attending the July 12th forum along with their organizational affiliation.

Name	Organization
John Juricic - Organizer	Harbour Digital Media
Dr. Barry Carbol - Facilitator	Schmidt & Carbol Consulting Group
Sandra Amador	VMAC
Christine Larsen	VMAC
Jim Hogan	VMAC
Susan Allen	Vancouver Island University
Paul Mottershead	Vancouver Island University
George Hansen	VIEA
Rose Klucas	Campbell River Economic Development
Jolynn Green	Nanaimo Community Futures
Kathy Lachman	JTST
Jill Little	Seaspán

Name	Organization
Amrit Manhas	Nanaimo Economic Development
Sonja Nagel	Duncan Cowichan Chamber of Commerce
Amy Melmock	Cowichan Valley Regional District
Doug Pauze	Coastland Wood Industries, Ltd.
Peter Evans	Cryologistics
Shannon Renault	JTST

As was the case with the June forum, several individuals indicated their interest in attending but were unable to do so. These individuals were:

- Chuck Richardson - Pacific Energy
- Mark Brajer - Epicure Selections
- Craig Senych – Inuktun
- Michelle Zutz - Townsite Brewing
- David Freeman - Atlas Manufacturing
- Melissa Meyer – JTST
- Jamie VanDenbossche - Camosun College
- Line Robert - Island Coastal Trust
- Cheryl McLay – JTST
- Bill Collins - Quester Tangent
- Scott McKay - ProMac Manufacturing

Success Criteria

The following table provides an overview of the forum goals, success criteria and the extent to which each of the success criteria for the goals was met.

Forum Goals	Success Criteria	Forum Goals Met
1. To provide a venue for regional manufacturers to meet with a range of stakeholders to discuss issues affecting the recruitment and retention of workers in the local manufacturing sector	<ul style="list-style-type: none"> • Attendance targets met (20 – 25 participants from manufacturing industry; business organizations; post-secondary and K-12 institutions; and government. • 80 – 90% of participants very satisfied or somewhat satisfied with the Forum experience according to the end of forum evaluation survey. 	<ul style="list-style-type: none"> • Attendance at the first Forum (June 21) was 22 which was on target while the second forum was somewhat under-subscribed at 18. • The majority of participants expressed a high degree of satisfaction with the forum (100% of those responding at the June 21st forum; 100% of respondents to date for the July 12th forum)

Forum Goals	Success Criteria	Forum Goals Met
	<ul style="list-style-type: none"> 80% of participants rate the forum as a valuable use of their time according to the end of forum evaluation exercise 	<ul style="list-style-type: none"> 100% of the June 21st participants responding to the feedback form indicated that they found the forum a valuable use of their time; 100% of respondents to date for the July 12th forum expressed a similar sentiment.
<p>2. To identify action steps that the manufacturing sector, its partners and stakeholders can take to address the identified issues</p>	<ul style="list-style-type: none"> 80% of Forum attendees agree that the recommendations will make a difference in their sector according to the end of forum evaluation survey. 60% of Forum attendees commit to implement action recommendations within the scope of their job responsibilities³. Evidence collected after the forums through follow-up email and/or telephone contact. 	<ul style="list-style-type: none"> Throughout the course of the day, both forum agendas needed to be adjusted due to time constraints. At the same time, there was a general indication from participants that the discussion would lead to positive action in the workplace. Two-thirds (67%)⁴ of the June 21st participants responding to the feedback form indicated that they would be able to apply or take action back at their workplace. Three-quarters (75%) of the July 12th participants who have completed the feedback form indicated that they would be apply actions back at the workplace.

Overall, the forum approach as a way of bringing regional manufacturers together with other stakeholders and potential partners was received positively by those attending and a number of individuals who wanted to attend but could not for a variety of reasons. As such, we feel that the original goals for the forums as outlined earlier in this document have been met and that in the

³ Although some might think that 60% is low in terms of commitment to action this is actually a very ambitious goal. Trying to have individuals commit to action based on a one-time event is not very likely unless they are interested in the topics being discussed and they are in a position within an organization to take action.

⁴ The fact that between 67 and 75% of the survey respondents indicated that they would take action based on the discussions at the events bodes well for future involvement and engagement in addressing HR issues within the sector in the region.

future other forums with different topics raised by industry are likely to be well received and contribute to the development of a vibrant manufacturing community and partner network.

Forum Evaluation Results

Each participant was asked to complete an evaluation form at the conclusion of the forum. This was either completed online or in a paper format. Since the agendas of the two forum varied slightly two evaluation forms were developed. The form that was used for the June 21, 2017 forum is provided in Appendix 4 as an example and is substantially the same as the one used for the July 12, 2017 forum.

June 21, 2017 Forum

Twelve of the 22 participants in the forum completed the online feedback form. A complete summary of the results of the feedback received is found in Appendix 5 along with a complete list of all of the comments received. Some of the highlights of the feedback received are as follows:

- 92% of those responding indicated that they were very satisfied with the forum;
- 100% found the forum to be a valuable use of their time;
- The morning panel discussion and roundtable were thought to be the most valuable sessions (83%);
- Several comments were received indicating that participants would use the information from the session back at their workplace;
- 67% indicated that they would be able to apply or take action back at their workplace; and
- 75% found that the format was appropriate.

July 12, 2017 Forum

Four of the 18 participants in the forum took the time to complete the online feedback form. Although this is a small number, the comments made by participants throughout the day when added to those received through the feedback form provide an overall positive view of the utility of the forum concept and suggest that it is a worthwhile approach to pursue beyond the current LMP. It is also important to remember that the feedback form was only intended to provide feedback on the format of the event. Research into conference or event feedback indicates that participants usually respond to survey forms with one of two agendas in mind: providing positive feedback indicating that they really liked the event and enjoyed their participation OR they have an 'ax to grind' and want to provide negative feedback. In the case of both forum events, the feedback received was positive with no negative comments and a small number of constructive suggestions for improvement.

A summary of the results received is found in Appendix 6.

Some of the highlights of the feedback received are as follows:

- 100% of those responding indicated that they were very satisfied with the forum;
- 100% found the forum to be a valuable use of their time;

- Those responding were equally positive concerning the presentations, the roundtable discussions and the tour (75%);
- Comments were received indicating that participants would use the information from the session back at their workplace;
- 75% indicated that they would be able to apply or take action back at their workplace; and
- 75% found that the format was appropriate; 50% wanted more time scheduled for discussion and dialogue.

The following comments from those who have completed the feedback form are worth noting:

- The sessions made me think about how we can frame up future discussions for industry -- but also made me think about my own role in creating a dynamic workplace as a manager.
- Some of the suggestions surrounding workforce retention from a LEAD perspective were very valuable.
- The only suggestion I would have for improving the forum is to run through the preliminary introductions and welcoming activities at a quicker pace, to allow more adequate time for group discussions and industry presentations.
- Value in connecting with industry and colleagues and learning about OCT conference and additional forums that we can involve our Cowichan manufacturers.
- It was a very informative day with lots of valuable information.
- As you know summer is not a great time for events! But the reality is that there's never a good time for business owners. 1/2 day forum might be a better option to attract industry.
- For future sessions, I would like to see us drill down on innovative solutions for housing workers and executives in our communities.

In addition to the survey comments, HDM also received a number of emails with encouraging messages of support and interest from companies and organizations. Copies of these messages are included in Appendix 7.

Summary: Lessons Learned

The notion of bringing representatives from the manufacturing sector in the VI/Coastal region is an approach that is intended to foster dialogue and encourage collaboration. Some of the lessons that were learned through this process and suggestions going forward are:

1. According to participants it is important that forums of this type not be a 'one shot event' and that follow-up and actions are being taken based on the discussions that take place.
2. Not all actions take place through a formal structure or process. The act of creating a venue for dialogue means that coming away from meetings such as the two forums that were held, there will be numerous other side conversations and connections that participants will make to pursue agendas that are important to them but may not be of interest to the entire community.
3. Encouraging and maintaining engagement with regional manufacturers takes a considerable effort. Company leaders are busy and need to see the dialogue and resulting

collaboration as contributing to their success by addressing issues that are important to their company and its bottom line.

4. Establishing personal networks is essential to establishing and sustaining a regional network of manufacturers and other potential partner organizations.
5. It is clear that in the case of both forums, the agendas were ambitious. As a result it was difficult to have as complete a discussion of some of the issues as would have been liked. Future forum events will take this into consideration and be adjusted accordingly.
6. Future forums and the upcoming conference should identify the categories of organizations that individuals represent. This type of information could serve as a potential metric in the determination of the return on investment for these events.

Going forward, a regular forum series with a timely set of topics that are suggested by manufacturers and its partners and presentations of outcomes from past events will be important vehicles for creating the dialogue that is necessary to address learning, training, and workforce development issues for the sector in the region.

Appendix 1: Business Groups and Organizations Invited to Participate in the Regional Forums

Group	Contact Name	Position	City	Email Address
Business Organizations				
Community Futures Central Island	Jolynn Green	Executive Director	Nanaimo	Jolynn@cfnanaimo.org
Community Futures Cowichan	Cathy Robertson	General Manager	Duncan	crobertson@cfcowichan.ca
Comox Valley Economic Development Society	Geoff Crawford	EDO	Comox	geoff@investcomoxvalley.com
Innovation Island Tech Association	Paris Gaudet	Executive Director	Nanaimo	paris@innovationisland.ca
Island Coastal Economic Trust	Denice Regnier	Project Administrator	Courtenay	denice.regnier@islandcoastaltrust.ca
Island Coastal Economic Trust	Line Robert	CEO	Courtenay	line.robert@islandcoastaltrust.ca
North Island Employment Foundations Society	Shannon Baikie	Regional Manager	Campbell River	Shannon.Baikie@niefs.net
South Island Prosperity Project (SIPP)	Dallas Gislason	Project Manager	Victoria	dgislason@southislandprosperity.ca
South Island Prosperity Project (SIPP)	Emilie de Rosenroll	Executive Director	Victoria	ederosenroll@southislandprosperity.ca
Chambers of Commerce				
Comox Valley Economic Development Society	Dianne Hawkins	CEO	Comox	dhawkins@comoxvalleychamber.com
Duncan CoC	Sonja Nagel	Executive Director	Duncan	sonja.nagel@duncancc.bc.ca
Nanaimo Chamber of Commerce	Kim Smythe	CEO	Nanaimo	ceo@nanaimochamber.bc.ca
Parksville CoC	Kim Burden	Executive Director	Parksville	kim@parksvillechamber.com
Qualicum CoC	Evelyn Clark	CEO	Qualicum Beach	chamber@qualicum.bc.ca
Tofino - Long Beach CoC	Jen Dart	Executive Director	Tofino	jendart@tofinochamber.org
Ucluelet CoC	Sally Mole	Executive Director	Ucluelet	smole@uclueletinfo.com
1st Nations				
First Nations Technology Council	Denise Williams	Executive Director	Vancouver	denise.williams@fntc.info
Saanich Adult Education Center	Kendra Underwood	Director	Victoria	kendra@saec.ca
Tsow Tun Le Lum Society	Nola Jeffrey	Program Director	Nanaimo	Nola@tsowtunlelum.org
Government				
City of Campbell River	Rose Klukas	EDO	Campbell River	rose.klukas@campbellriver.

Group	Contact Name	Position	City	Email Address
				ca
Salt Spring Island Community Economic Development Commission	Darryl Martin	Board Member	Salt Spring Island	darrylmartin@yahoo.com
Ministry of Jobs, Tourism and Skills Training	Melissa Meyer	Senior Policy Analyst	Victoria	Melissa.Meyer@gov.bc.ca
City of Port Alberni	Pat Deakin	EDO	Port Alberni	patrick_deakin@portalberni.ca
Ministry of Jobs, Tourism and Skills Training	Ingrid Strauss	Manager	Victoria	Ingrid.Strauss@gov.bc.ca
Town of Sidney Economic Development Commission	Julie Sneddon	Volunteer	Victoria	sasha111@shaw.ca
Town of Powell River	Scott Randolph	EDO	Powell River	srandolph@cdpr.bc.ca
City of Nanaimo Economic Development	Amrit Manhas	EDO	Nanaimo	Amrit.Manhas@investnanaimo.com
Regional District of Mount Waddington	Pat English	EDO	Port McNeill	penglish@rdmw.bc.ca
Town of Sidney Economic Development Commission	David Calveley	Chair	Victoria	davidcalveley@gmail.com
Ministry of Jobs, Tourism and Skills Training	Cheryl McLay	Regional Manager	Nanaimo	Cheryl.McLay@gov.bc.ca
K-12 Counselors				
Belmont High School (SD #62)	Ray Miller	Principal	Victoria	rmiller@sd62.bc.ca
Parkland Secondary School (SD #63)	Colleen McNamee	Career Counselor	Victoria	cmcnamee@sd63.bc.ca
Parkland Secondary School (SD #63)	Lizanne Chicanot	Principal	Victoria	lchicanot@sd63.bc.ca
Royal Bay Secondary (SD #62)	Windy Beadall	Principal	Victoria	wbeadall@sd62.bc.ca
School District #63 (Saanich)	Stu Rhodes	Career Counselor	Victoria	sturhodes@shaw.ca
School District #63 (Saanich)	Mark Fraser	Assistant Superintendent	Victoria	mfraser@sd63.bc.ca
Post Secondary Institutions				
Camosun College Applied Research Department	Tim Walzack	Director	Victoria	TWalzak@camosun.bc.ca
Camosun College Technology Access Center	Imtehaze Heerah	Director	Victoria	Heerah@Camosun.bc.ca
North Island College	Randall Heidt	Vice President Strategic Initiatives	Courtenay	Randall.Heidt@nic.bc.ca
Royal Roads University - Work Integrated Learning Student Services	Natasha Dilay	Manager	Victoria	natasha.1dilay@royalroads.ca
UVIC - Gustavson Faculty of Business	Brad Erikson	Co-op Coordinator	Victoria	berikson@uvic.ca
UVIC - Gustavson Faculty	Rebecca Grant	Professor	Victoria	rgrant@uvic.ca

Group	Contact Name	Position	City	Email Address
of Business				
UVIC - Gustavson Faculty of Business	Saul Klein	Dean	Victoria	sklein@uvic.ca
UVIC - Gustavson Faculty of Business	Gloria Darroch	Program Manager	Victoria	darrochg@uvic.ca
VIU - Professional Development & Training	Susan Allen	Manager	Nanaimo	Susan.Allen@viu.ca
VIU - Trades & Applied Technology Administration	Paul Mottershead	Associate Dean	Nanaimo	Paul.Mottershead@viu.ca
VIU - Trades & Applied Technology Administration	Glynis Steen	Dean	Nanaimo	Glynis.Steen@viu.ca

Appendix 2: Forum Agendas

June 21, 2017 Agenda

9:00 am – 3:00 pm

Schneider Electric

2195 Keating Cross Road, Saanichton, B.C.

(in Central Saanich off Keating Cross Rd)

Continental Breakfast	8:30 – 9:00 am
Introductions	9:00 – 9:15 am
Greetings from Schneider Electric	9:15 – 9:30 am
Forum Goals & Background for the Day's Discussions	9:30 – 9:45 am
Panel #1: Attracting Skilled Labour to the Manufacturing Sector in the Region ⁵	9:45 – 10:15 am
Break	10:15 – 10:30 am
Roundtable Discussion – Topic #1: Attracting Skilled Labour (2 groups) <ul style="list-style-type: none"> a. Skills shortages issues b. Availability of training to meet business needs c. Manufacturing career awareness and promotion 	10:30 – 11:30 am
Report Out <ul style="list-style-type: none"> a. Action recommendations and commitments 	11:30 – 12:00 noon
Networking Lunch & Tour	12:00 noon – 1:15 pm
Panel #2 – Recruitment and Retention – Best Practices ⁶	1:15 – 1:45 pm
Roundtable Discussion – Topic #2: Recruitment and Retention – Best Practices (2 groups) <ul style="list-style-type: none"> a. Diversity & the changing demographics of the workplace (i.e. aging workforce) b. Work-life balance issues c. Workplace culture 	1:45 pm – 2:30 pm
Report Out <ul style="list-style-type: none"> a. Action recommendations and commitments 	2:30 – 2:50 pm
Summary and Concluding Remarks	2:50 – 2:55 pm
Evaluation	2:55 – 3:00 pm

⁵ Short presentations followed by Q and A interaction with the audience

⁶ Short presentations followed by Q and A interaction with the audience

July 12, 2017 Agenda
 9:00 am – 3:00 pm
 VMAC
 1333 Kipp Road
 Nanaimo, BC

Continental Breakfast	8:30 – 9:00 am
Introductions	9:00 – 9:15 am
Greetings from VMAC	9:15 – 9:30 am
Forum Goals & Background for the Day's Discussions	9:30 – 9:45 am
Presentation #1: Manufacturing on the Island – Challenges & Opportunities	9:45 – 10:15 am
Break	10:15 – 10:30 am
Roundtable Discussion – Topic #1: Attracting Skilled Labour d. Skills shortages issues e. Availability of training to meet business needs f. Manufacturing career awareness and promotion	10:30 – 11:30 am
Action recommendations	11:30 – 12:00 noon
Networking Lunch & Tour	12:00 noon – 1:15 pm
Presentation #2 – Recruitment and Retention	1:15 – 1:45 pm
Roundtable Discussion – Topic #2: Recruitment and Retention d. Diversity & the changing demographics of the workplace (i.e. aging workforce) e. Work-life balance issues f. Workplace culture	1:45 pm – 2:30 pm
Action recommendations	2:30 – 2:50 pm
Summary and Concluding Remarks	2:50 – 2:55 pm
Evaluation	2:55 – 3:00 pm

Appendix 3: Forum Discussion Questions

Topic #1: Discussion Questions

1. How do you plan to address your identified skill shortages over the next 3, 6, 12 months?
2. What role do you think that local training providers and post-secondary institutions need to play to help you address your skill shortage issues?
3. What exemplary approaches to addressing skill shortages are you aware of?
4. What do you think needs to be done to promote manufacturing as a career within the region? More broadly in the province?
5. What role should companies, post-secondary institutions, K-12 schools, business organizations play in promoting manufacturing industry awareness?
6. What actions are you as a representative of a company or organization prepared to take to address the issues identified through this discussion?

Topic #2: Discussion Questions

1. How is your company dealing with an aging workforce? Is this a problem for your company?
2. How has a change in the makeup of the workforce (i.e. in terms of age, ethnic and other forms of diversity) affected the culture of your workplace?
3. What actions have you taken to recruit and retain skilled workers?
4. Is work-life balance an issue for the workers that you employ? If so, how are you addressing it?
5. What actions are you as a representative of a company or organization prepared to take to address the issues identified through this discussion?

Appendix 4: Forum Evaluation Form

The following questions were included in both paper and online formats for participants to complete.

1. Please indicate your overall satisfaction with today's forum.

Very Satisfied	Somewhat Satisfied	Neither Satisfied nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Was the forum a valuable use of your time?

Yes
 No

(If not, what could have been done to improve the forum so that you considered today's session more valuable?)

3. Which sessions did you find most valuable? (Select all that apply)

- Panel presentation # 1: Attracting Skilled Labour to the Manufacturing Sector in the Region
- Roundtable discussion topic #1: Attracting Skilled Labour
- Panel presentation # 2: Recruitment and Retention: Best Practices
- Roundtable discussion topic #2: Recruitment and Retention: Best Practices
- Networking Lunch

4. Is there anything that you will take away from today's session and use in your workplace?

Yes If yes, describe your 'take away' in the space below.
 No

5. Will you be able to apply the action recommendations in your workplace?

Yes If yes, indicate (in the space below) which one(s) will be most useful.

No

6. What topics would you like to see at future regional Manufacturing sector forums?

7. How might the format of the forum be improved in order to be most appropriate to meet the goals of the event? Select all that apply.

Format was appropriate; no changes needed

Increase interactivity among attendees

Add more sub-topics for discussion

Schedule more time for Q and A

Other (describe below)

8. Is there anything else that you would like to share with the event organizers?

Thank you for taking time to complete this feedback form.

Appendix 5: June 21st Forum Feedback Results

Total Number of Responses – 12/22 participants (55%)

1. Please indicate your overall satisfaction with today's forum.

92% (11) - Very Satisfied

8% (1) - Satisfied

2. Was the forum a valuable use of your time?

100% (12) – Yes

One comment: I hoped for a few more employers to be present to network with for student work experience placements.

3. Which sessions did you find most valuable? (Select all that apply)

83% (10) Panel presentation # 1: Attracting Skilled Labour to the Manufacturing Sector in the Region

83% (10) Roundtable discussion topic #1: Attracting Skilled Labour

67% (8) Panel presentation # 2: Recruitment and Retention: Best Practices

33% (4) Roundtable discussion topic #2: Recruitment and Retention: Best Practices

42% (5) Tour

50% (6) Networking Lunch

4. Is there anything that you will take away from today's session and use in your workplace?

83% (10) – Yes

17% (2) – No

Comments:

- Strategies for improving culture
- Trying to understand what challenges people we want to attract may have in their local area that we don't here (i.e. traffic).
- To develop a firm vision (pardon the pun) moving forward as to how to retain our current/future staff.
- Lots of good information on the subjects presented
- This issue is probably best approached on a regional basis by which I mean the South Island. First of all the region has to become known globally, a task that may well be accomplished by the SIPP if they accept the challenge.
- I have a better understanding of the issues facing our co-op employers
- I hadn't previously considered partnering with secondary school work experience programs. Will be floating this idea to my plant management team.
- Going beyond salary as sole means of attracting people; communicate company long-term plan to prospective employees; for recruiting, look for participation in extra-curricular activities, sports for focus; consider best ways to look for soft skills"
- Amazing lack of awareness on the part of employers on how to connect with schools as a means of attracting and training entry level workers.

5. Will you be able to apply the action recommendations in your workplace?

67% (8) – Yes

33% (4) – No

Comments:

- If you're going to have to pay more, make sure to get every dollar out of employee time
- The retention strategies that were offered were interesting. I would like to float some of them by our team.
- Lean Manufacturing practices & implementation of vision/strategy to all levels of employees
- Policy to put in place to help retain employees
- Investigating feasibility of participating in Work Experience program with local secondary school.
- My actions will revolve around reconnecting with some of the employers for further dialogue.

6. What topics would you like to see at future regional Manufacturing sector forums?

Comments:

- How to utilize a larger network of facilities to strengthen area as a whole. What do we have to do to stop our own local companies from outsourcing and keeping it local?
- Affordable housing for working families - still a big issue
- What the ideal "skill/culture "mix is? More ideas on how to identify the soft skills we need and how to evaluate and train for them.
- How to compete with Asia?
- I think an annual fair similar to Discover Tectoria that highlights the sector would be great.
- Performance Management - i.e. how to manage underperformers
- Recruiting tips and recommendations; providing internal career paths for engineers, technicians; interfacing with local schools (tours, career days, etc.);
- A way to share strategies with employers about how to connect with youth.

7. How might the format of the forum be improved in order to be most appropriate to meet the goals of the event? Select all that apply.

75% (9) - Format was appropriate; no changes needed

25% (3) - Increase interactivity among attendees

17% (2) - Add more sub-topics for discussion

17% (2) - Schedule more time for Q and A

8. Is there anything else that you would like to share with the event organizers?

Comments:

- Thanks for arranging such engaging speakers. It would be great to start more regular meetings to discuss other common problems and solutions in an accelerated short format.
- Thanks again for inviting the Chamber to participate.
- I thought the pace was good and there was a decent amount of time to network.

- Could have invited a few students. Perhaps someone from a hiring agency.
- Group was great; would like to see more manufacturing companies coming together locally (all different sizes) to discuss topics together as a collective on the island, on a more frequent basis. Thank you for putting this forum together.
- Would have been good to have the discussion in the afternoon (although I understand we ran out of time)
- I appreciated being invited. I hope to link with several of the employers who were present and make connections for Saanich students to get involved in their work forces.
- John and Barry, thanks for a well-run event! Some great ideas were discussed, and it was interesting how many pain points" the manufacturers around the table (from vastly different sectors) had in common. We struggle to find (and retain) great employees

Appendix 6: July 12th Forum Feedback Results

Total Number of Responses – 4/18 participants (22%)

1. Please indicate your overall satisfaction with today's forum.
100% (4) - Very Satisfied
2. Was the forum a valuable use of your time?
100% (4) – Yes
3. Which sessions did you find most valuable? (Select all that apply)
75% (3) Presentation # 1: Manufacturing on the Island: Challenges and Opportunities
75% (3) Roundtable discussion topic #1: Attracting Skilled Labour
75% (3) Presentation # 2: Recruitment and Retention
0% (0) Roundtable discussion topic #2: Recruitment and Retention
75% (3) Tour
50% (2) Networking Lunch
4. Is there anything that you will take away from today's session and use in your workplace?
75% (3) – Yes
25% (1) – No
5. Will you be able to apply the action recommendations in your workplace?
75% (3) – Yes
25% (1) – No

Comments:

- Some of the suggestions surrounding workforce retention from a LEAD perspective were very valuable.
- Value in connecting with industry and colleagues and learning about OCT conference and additional forums that we can involve our Cowichan manufacturers

6. What topics would you like to see at future regional Manufacturing sector forums?

Comments:

- Drilling down on innovative solutions for housing workers and executives in our communities.

7. How might the format of the forum be improved in order to be most appropriate to meet the goals of the event? Select all that apply.
75% (9) - Format was appropriate; no changes needed
25% (3) - Increase interactivity among attendees
17% (2) - Add more sub-topics for discussion
17% (2) - Schedule more time for Q and A
8. Is there anything else that you would like to share with the event organizers?

Comments:

- As we are not a manufacturing company some of the questions above are not applicable to us. It was a very informative day with lots of valuable information that will need to be distilled to come up with some action items and recommendations. Thank you.
- As you know summer is not a great time for events! But the reality is that there's never a good time for business owners. 1/2 day forum might be a better option to attract industry. It was great having it at a manufacturing site...and I really enjoyed the tour. Happy to be invited!

Appendix 7: Feedback from Industry & Organizations

Hi John,

Once again, my apologies. I was disappointed to miss it, and also to miss the visit at VIMAC because I had previously had discussions with the owner and he had invited me to tour.

I will put the dates in my agenda for the other events and will read the document you sent. Please consider me as engaged as ever, it really is an unfortunate event that held me back.

Line

Line Robert, LL.B | Chief Executive Officer

ISLAND COASTAL ECONOMIC TRUST



line.robert@islandcoastaltrust.ca

From: Amy Melmock [<mailto:AMelmock@cvrd.bc.ca>]

Sent: July 14, 2017 9:21 AM

To: John Juricic <john@harbourdigitalmedia.com>

Subject: RE: Forum Summary

Thanks John – an enjoyable and informative day with you and VIMAC on Wednesday. Looking forward to working in partnership with you in the months to come to help address and activate new programs for the advanced manufacturing sector. Kind regards, Amy

You are certainly a skilled and engaging speaker, John. Pleasure to listen to.

Jim Hogan

President



Thank you for bringing the opportunity to interact with such great group of people.

Regards,

Sandra Amador

Director of Continuous Improvement



From: Jennifer Michell [<mailto:jennifer@titanboats.com>]
Sent: June 22, 2017 7:46 AM
To: 'John Juricic'
Subject: RE: Forum Evaluation

Thank you John for putting this all together & including us in it!

I found great value in yesterday, and really look forward to seeing what comes out of the discussions that took place 😊

As always, it's a pleasure to attend your events!

Kind Regards,

Jennifer Michell

Titan Boats Ltd. | 2011 Malaview Ave. West, Sidney, BC V8L 5X6

Tel: (250) 656-3153 | **Fax:** (250) 656-3157 | **Web:** www.titanboats.com

From: Candice Paisley [<mailto:candice.paisley@redlen.com>]
Sent: June 22, 2017 7:54 AM
To: John Juricic
Subject: RE: Forum Evaluation

Thank you for inviting us John. It was a pleasure😊

Regards,

Candice

Candice Paisley, PCP

Human Resources Manager

Payroll and HR Services

Redlen Technologies Inc

Tel: (250) 656 5411 ext 242

Fax: (250) 656 5840

Unit 123 – 1763 Sean Heights,

Saanichton BC, V8M 0A5

Thanks a lot, John. I really appreciated being there and I look forward to continuing to be a part of things moving forward!

Have a great day,

TJ



T.J. Babey, MBA
Co-op Coordinator
Business Co-op and Career Centre

Peter B. Gustavson School of Business
University of Victoria
p:250-472-4566 | e: tjabey@uvic.ca
www.uvic.ca/gustavson | www.uvic.ca/coopandcareer

Steve Bonham - Director of Manufacturing - Redlen (via LinkedIn)

Thanks John! I got a lot out of the meeting yesterday--it will definitely lead to bigger actions and success. Well hosted!

Tara Coulter - UVIC Engineering & Comp Science Co-op & Career Services (via LinkedIn)

Hi John, It was my pleasure. It was interesting to learn about the challenges facing the manufacturers and more importantly steps to overcome the challenge.
