

The Sector Skills Council for Science,
Engineering and Manufacturing Technologies

semta

Marine
Sector Skills Agreement

Highlights

Winter 2007 Issue 2



Foreword

The Sector Skills Agreement for the marine sector (Marine SSA) was completed in May 2007. It covers shipbuilding/ship repair (including submarines), boatbuilding/boat repair and marine equipment. The culmination of an in-depth analysis of the sector and detailed consultation with a broad range of marine representatives, the Marine SSA sets out the skills the marine sector needs to sustain growth and

competitiveness in the years ahead and identifies how those skills will be supplied.

This issue of SSA Highlights reports on some of the outcomes of the Agreement and looks at the impact it is having.

Lynn Tomkins, UK Policy Director, Semta

Sector priorities

Four key areas for action are identified in the SSA: management and leadership; productivity and competitiveness; technical workforce development; manpower planning and recruitment. The employer-centred Marine Sector Strategy Group (SSG) which led the SSA development made improving management and leadership the top priority for action.

Semta offered grants of up to £50,000 to match-fund company programmes designed to develop management and leadership capability. Fourteen applications were accepted and grants totalling £300,000 provided to support the training of 1,206 individuals.

Central to the Management and Leadership initiatives was the 'Business to Skills model' which was used by all companies. The model was developed by Semta in collaboration with employers on the sector strategy groups as part of the Sector Skills Agreement process.

The model helps companies link their business objectives to their skills issues and to agree measures of success which will have a real business impact and deliver a genuine return on the investment in skills. The model allows employers to predict, plan and then measure and evaluate the impact of the skills development that employees will have on their own performance, the performance of other employees and teams and on company processes to deliver a measurable benefit to the company bottom line profit. In short the model assists companies to make informed investment in skills – right person, right skills, right time.

All participating companies applied the model to their management and leadership programmes with some adopting the model for all future company development needs.

Impact on training

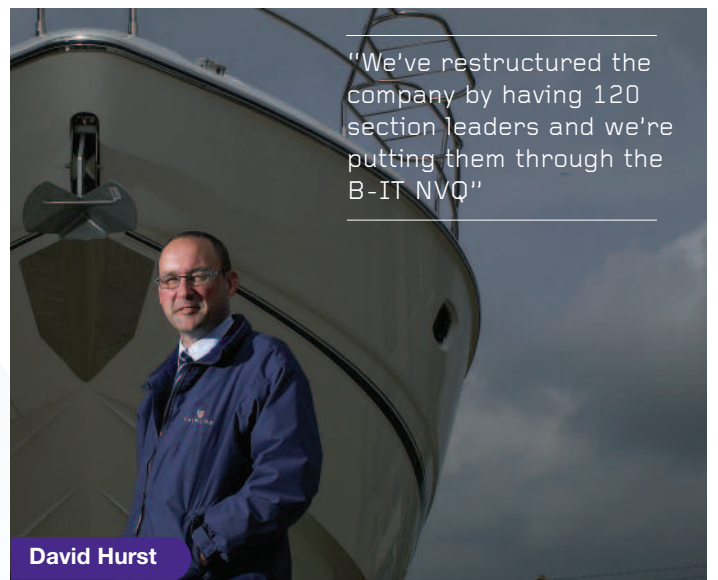
Fairline Boats, a key player in the growing UK leisure boat manufacturing sector, is a supporter of the Marine SSA, which has had an impact on its training activities. "The Sector Skills Agreement is very important," says Manufacturing Director, David Hurst. "Having identified skills shortages, ultimately it will deliver the right qualifications and address the supply side of the equation."

The company has made significant changes to its apprentice training, increasing intake from two or three a year to ten a year and altering the content. "Having worked with Semta, we discovered we were using the wrong qualifications: we weren't using those developed for the marine sector," David explains. Fairline apprentices now register on EAL's boat production and boat building NVQs at Levels 2 and 3. With a regular cohort of ten apprentices each year, the company has been able to form a partnership with a local college to deliver marine NVQs. The college is also delivering in-house NVQs for laminators to raise Fairline's skills and qualifications base.

Fairline Boats is linking leadership training to lean manufacturing and culture change. David explains: "We've restructured the company by having 120 section leaders and we're putting them through the B-IT NVQ. At the end of the programme we will have 120 existing



employees – many of whom held no qualifications before – with a Level 2 NVQ. That's good for our workforce development but, more importantly, it addresses the key business need - which is leadership training - via lean techniques."



David Hurst

Nurturing young talent

BAE SYSTEMS

A pilot programme to help develop tomorrow's leaders and managers at BAE Systems Submarine Solutions qualified for funding from Semta's Marine Management and Leadership Funding initiative and is now being offered to more young engineers.

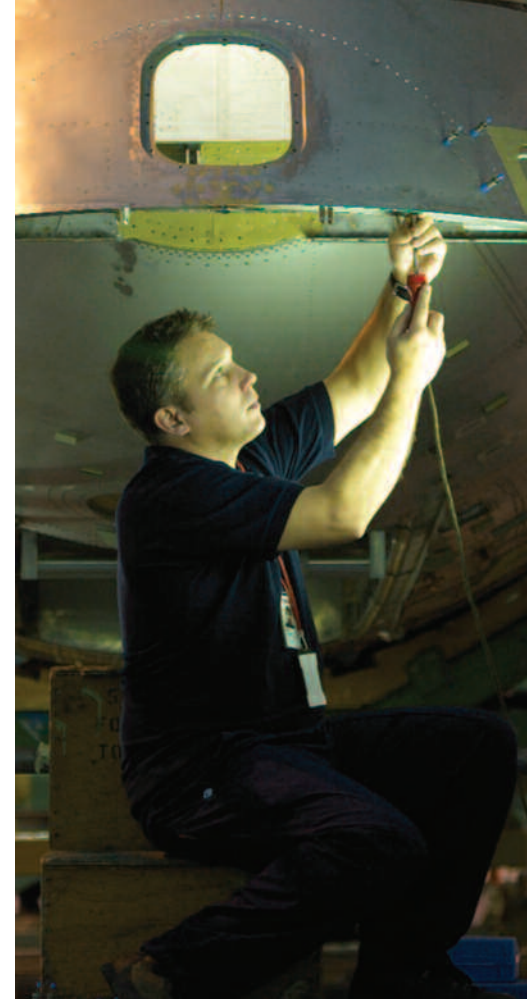
The High Potential Development Programme was established at the company's Barrow site to protect against the loss of talented ex-apprentices to opportunities outside the organisation and create a pool of potential team leaders, managers and other key post-holders.

"The programme has done everything we intended it to. Everyone completed it and all have secured higher positions as a result"

Fourteen high flyers who had recently completed their apprenticeships were accepted onto the year-long scheme to give

them structured insights into departments outside their own trade, broadening their knowledge of the business and wider career opportunities in the company. Championed by the Operations Director and sponsored by senior managers in the functional areas, the programme provided participants with individual work packages/development plans and mentoring in four different areas selected by the young person.

"The programme has done everything we intended it to. Everyone completed it and all have secured higher positions as a result," says Learning and Development Manager, Don Logan. "We now have a second cohort of 11 going through and expect the programme to be embedded as an annual activity. For those who show leadership potential it provides a useful bridge between apprenticeship and working unsupported in the commercial environment."



"We applied the Business to Skills model to our High Potential Development Programme and have used it in other areas. It's a simple model that's helped us clarify upfront exactly what we're trying to achieve and made evaluation easier. We're often asked to demonstrate the bottom-line benefits of training and development and use the Business to Skills model like an application for capital expenditure: it can demonstrate how a programme links with business objectives and is justified by the return on investment."

Don Logan, Learning and Development Manager, BAE Systems Submarine Solutions

Managers lead culture change



Some time ago, when directors at Babcock Marine in Rosyth examined the development requirements of their business, leadership and soft skills emerged as their highest priority. A need to move to a more people-focussed culture, prompted the company to act at the top.



Ken Munro

Directors worked with outside experts to design a six-month programme for senior managers – since extended to managers at all levels. Semta provided 50% funding towards a full external evaluation to establish the value of the programme, and to provide a benchmark and measuring tool which could be used by other organisations.

"The sessions are popular and create a good networking opportunity for managers and leaders as we grow and strengthen the coalition"

A three-day residential starts the programme, supported by monthly away days to build soft skills and regular individual sessions with an external coach. Built in to the programme is a business project, sponsored and mentored by a director, where managers work in teams

and apply their learning to the job in hand. Monthly lunchtime sessions addressed by a director or a visitor is another strand. 'Alumni' from previous programmes attend them alongside current participants to share and spread good practice.

"The sessions are popular and create a good networking opportunity for managers and leaders as we grow and strengthen the coalition," says Ken Munro, Head of Personnel. "The programme challenges management and leadership up and down the line in a constructive manner and people now see the advantages," Ken says. "It's changing our capability and allowing our people to become more self-confident in our ever changing business environment. It also helps reveal latent talent that was previously untapped and we can use this in succession planning."

Sharing good practice



Nigel Borowski

Nigel Borowski, Human Resources Director at BAE Systems Surface Fleet Solutions, took over as chairman of the Marine SSG in March 2007.

He says: "A lot of good practice is happening regionally and nationally and we're sharing that with Semta and employers across the regions. We're benefiting from exchanges with other groups, as we have similar issues in common. Enthusiastic people have come to our meetings to share what they're doing - for example from the aerospace SSG, which is taking a lead in strategic workforce planning. We also had a presentation from the Society of British Aerospace Companies on its sector's supply chain initiative which could be applied to the marine sector. We've had success around leadership initiatives and are now exploring the potential to develop a flexible, transferable best-practice model so others in the industry can benefit from that work. We're looking to the National Skills Academy for Manufacturing to badge it for use as a benchmark across the sector."

Help for smaller companies

As the trade association for those in the boating industry, BMF has been working with Semta on the development and implementation of the Marine SSA. It has worked in particular to give a voice to the many small and medium-sized companies in the sector. BMF acted as a conduit for its members to access funding to develop their managers, with several companies taking the opportunity to look at their needs and act to improve their business.

In 1996 Tacktick designed and launched the world's first solar-powered electronic compass for dinghies and sports boats, representing a breakthrough in electronics for small boats. The company has grown in the past 10 years and needed to develop its current management and leadership capability from within. It was able to use the funding available from Semta to develop a company-specific development programme for the directors which will allow them to tackle the challenges of the next 10 years.

Mylor Yacht Harbour, which runs a marina and boat yard in Cornwall, used funding to develop its General Manager through a Henley Advanced Business Course. Jonathan Fielding joined the company 20 years ago and rose to management with no formal training. He helped grow Mylor to a £3.5m business employing 67 people and needed to look outside his familiar environment. "The course has enabled me to gain a more objective view of my company and given me the tools to

look at it with much more clarity," he says. "Management of change was a critical module, as we're going through that now. I've been rolling out a lot of policies and seeing them succeed. It's had a real, tangible effect. One of the biggest lessons I took away was to challenge my assumptions. As a consequence I'm much more able to effectively manage the business."



Find out more

The Marine Sector Skills Agreement, Summary and Action Plan can be downloaded from Semta's website: www.semta.org.uk

For further information please email Bill Sutton, Marine SSA Implementation Manager at bsutton@semta.org.uk or call him on 01278 723374.