

3RD ANNUAL INDUSTRY MEETING | NOV. 1, 2017

SUMMARY



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NOVA SCOTIA APPRENTICESHIP AGENCY

Our Vision

An industry-led apprenticeship system that builds and maintains a highly skilled and diverse workforce, contributing to the economic success of Nova Scotia.

Our Mission

As advocates and stewards, the Agency, industry, and its partners will build a leading-edge apprenticeship system, creating more jobs for apprenticeship, giving broader access to training and certification, and exceeding nationally recognized performance.

Our Values

As we carry out the goals of the apprenticeship and trades qualifications system, we will build on what is working and reach for new levels of success. We will do this in keeping with the following principles:

- Partnership-Based: we will put the employer/apprentice relationship at the heart of the trades training system. The employer is the primary trainer and beneficiary; therefore, the system must be industry led and industry driven.
- Regionally and Nationally Aligned: we will leverage Atlantic and national synergies and efficiencies, maintaining high standards while optimizing program delivery.
- Innovative and Strategic: we will make system and trade-level decisions with industry, being open to multiple solutions and recognizing that one size will never fit all.
- Diverse and Inclusive: focusing on labour market alignment, we will embrace the need for diversity and encourage entry into a much wider range of trades.
- Flexible and Accessible: we will identify and provide system supports and training that will ensure success, including bridging programs and essential skills programming.
- Results-Focused and Accountable: we will be accountable and transparent to all stakeholders for decisions, resource allocations, and performance, and we will establish standards and accountabilities for all participants — apprentices, employers, joint registration agreement participants, training providers, and service providers.

INTRODUCTION

The Nova Scotia Apprenticeship Agency hosted the third Annual Industry Meeting on November 1, 2017 at The Westin Nova Scotian in Halifax.

To support the Nova Scotia Apprenticeship Agency's (NSAA) Vision and Mission, and in keeping with our values, the NSAA Board facilitates an Industry Meeting each year, as per the Agency's Operating Charter Section 5.1(1)(b).

Nova Scotia Apprenticeship Agency Board Charter

5.1 Powers and Duties of the Board

(1) The Board has the following powers and duties, in addition to any powers and duties set out in the Act or prescribed in the General Regulations: **Communicating with, and Enhancing the Participation of Apprenticeship and Trades Qualifications System Stakeholders**

- (a) the duty to consult with industry members in each of the trade sectors concerning matters within the scope of the Agency's mandate and objects;
- (b) the duty to conduct an annual meeting with industry stakeholders for purposes of soliciting information and input for Agency planning and accountability;

The annual Industry meeting is an important point of contact for the NSAA to connect with industry on the apprenticeship and trades qualification system.

This year's meeting objectives were to:

- Recognize exceptional contributions.
- Provide an update on the Agency's progress against the Strategic Plan.
- Spark discussion on increasing youth participation in the skilled trades.
- Facilitate sector discussions regarding future trends.
- Share information on successes within the apprenticeship system.

WELCOME AND OPENING



NSAA Board Chair

Board Chair, Carol MacCulloch, opened the meeting and thanked industry for their investment in the apprenticeship system. Carol spoke of the multiple ways and touch points the Agency engages with industry on local, provincial, Atlantic and national levels.



Premier Stephen McNeil

Premier Stephen McNeil welcomed over 200 industry and government stakeholders, speaking from the heart of his personal experience working in the trades, the value of skilled trades, and the importance of interprovincial mobility to growing the Nova Scotia economy.

Update from NSAA

Marjorie Davison, CEO, presented an update from the Agency. Marjorie shared some Key Facts and Actions within each of our **STRATEGIC DIRECTIONS**:

- Changing the Culture: Inclusive, Connected, Industry led
- Changing the Outcome: Apprentice Success
- Changing the Outcome: Employer Success
- Strengthening Delivery: Connecting Training and Workplaces
- Making Certification an Economic Driver



Marjorie's entire [presentation](#) can be found on the NSAA website.

Apprenticeship Awards of Excellence

The Apprenticeship Award of Excellence recognizes outstanding contributions in time, commitment and investment by journeypersons and mentors who support apprenticeship training and understand the value. Our award-recipient champions exemplify these characteristics. Video stories about the winners can be found at: www.nsapprenticeship.ca/excellence.

This Year's Award of Excellence Winners

CURT GOODWIN is well known throughout the apprenticeship system as a certified tradesperson, trades instructor and dedicated volunteer with the Apprenticeship Agency. As an Apprentice Construction and Industrial Electrician Faculty member of NSCC- Burrige Campus, Curt has been involved in innovative, alternate delivery and worked diligently in creating the computer technology needed to teach apprentices and students at home on their computer. Curt dedicates time to staying current in his trade, attending regular conferences for example with electrical contractors or concerning the revision of the electrical code.



Marjorie Davison, The Honourable Stephen McNeil, Curt Goodwin, Carol MacCulloch



Marjorie Davison, Gerry Brymer,
The Honourable Stephen McNeil,
Carol MacCulloch

GERRY BRYMER began working with Atlantic Cat in July 1978 when the company was known as Nova Scotia Tractors and Equipment. As a Training Instructor for Atlantic Cat, Gerry is described as the backbone of technician development since 1996. His knowledge of Caterpillar equipment and its machine systems is unparalleled and absolutely priceless to an organization like Cat.

LOUIS JOE BERNARD has led the way in developing an intentional and strategic approach to creating apprenticeship opportunities for indigenous youth in Nova Scotia. Louis Joe served as the initial Mi'kmaq co-chair of the Aboriginal Apprenticeship Advisory Committee. As an Economic Development Officer with the Union of Nova Scotian Indians, Louis Joe has connected the value of apprenticeship to economic prosperity for the Mi'kmaq People.



Marjorie Davison, The Honourable Stephen McNeil,
Louis Joe Bernard, Carol MacCulloch

Two Outstanding Contribution Awards went to:



Marjorie Davison, The Honourable Stephen
McNeil, Dayna Gillis-Lynds,
Carol MacCulloch

DAYNA GILLIS LYNDS received her Certificate of Qualification in the Truck and Transport Mechanic trade in 2013. Dayna is employed at Nova Truck Centres in Dartmouth, NS. Dayna is described as the quintessential role model for women interested in becoming a Truck & Transport Mechanic. A graduate of Women Unlimited in 2008, she continues to participate in events and support women in the 14-week career exploration program.

JOSEPH DICKS is the Production Manager of ABCO Industries Limited in Lunenburg, NS. Joe received the second Certificate of Qualification issued in the Boat Builder trade in 2005. Joe promotes the value of obtaining certification through apprenticeship training. He is a well-respected Boat Builder and has built numerous world-class commercial boats operating in Canada and overseas. He has been responsible for training and mentoring at least seven young Boat Builder apprentices through their journey to certification.



Marjorie Davison, The Honourable Stephen McNeil,
Joseph Dicks, Carol MacCulloch

Employer Champions

The Nova Scotia Apprenticeship Agency recognizes and celebrates employers who embrace, believe in and promote the apprenticeship training pathway leading to trade certification as Champion Employers. A Champion Employer invests in their apprentices and the economy through effectively recruiting, hiring and investing in apprenticeship. They provide safe and healthy workplaces for apprentices and journeypersons.

- A.F Theriault & Sons Ltd.
- Atlantic Automatic Sprinkler Ltd.
- BIRD Construction
- Centurion Mechanical
- CFK Inc.
- Cherubini Metal Works
- Doug Burgess Electrical
- Expert Electric & Alarm Ltd.
- Garian Construction Ltd.
- Mainland NS Building Trades
- Maritime Motor Coach (Ambassatours)
- Saunders Motors Company
- Tibbetts Electrical Contracting
- White Point - Elliot's Dining Room

Update on Marketing Campaign

Dale Crawford, NSAA Director of Partnership and Innovation, introduced Martin Delaney, V.P. Strategic Planning and Anthony Taaffe, Senior Creative with Arrivals and Departures to provide an overview of the marketing campaign under development for apprenticeship to launch in Jan. 2018.

Arrivals and Departures presented the concept of "Apprenticeship: Ready When You Are" as the theme for the campaign. The concept uses an educational theme promoting apprenticeship as a strong post-secondary option, with the following three aspects:

**1. OUR CURRICULUM: PUT IN THE TIME.
OWN THE SKILL. EARN YOUR FUTURE.**

**2. OUR STUDENT-TEACHER
RATIO: 1:1**

3. OUR CAMPUS: THE WORLD



The campaign will consist of: a 30 second television commercial; 15 second social media video; billboards; newspaper advertising; post cards; employer brochure; social media content; and trade show booth. All photography and video actors and actresses are either registered apprentices or certified journeypersons and all locations are real work places.

On display were two pull-up banners, three post cards and an "Apprenticeship: Ready When You Are" sticker showing some of the elements of the campaign.

YOUTH AND SKILLED TRADES PANEL



From left to right: Jude Gerrard, NSAA (Moderator); Teri DeMan, Youth Outreach Coordinator, NSAA; Dr. Sherry Scully, Institute for Ocean Research; Ryan Doherty, HVAC Apprentice with PMC Energy Performance; Lynn Hogan Gillespie, Education and Early Childhood Development; Mark Forrest, Owner of Mark Forrest Auto Body; Robin Lorway, Skills Canada-Nova Scotia; Lester Buckland, Black and McDonald; Samantha Sharpe, TTM Apprentice with Nova Trucks.

Summary of Points

AVAILABILITY OF JOBS [LABOUR MARKET]

- The myth of "no jobs" in Nova Scotia is perpetuated by limited and poor connections between youth, employers and community.
- Challenges related to gaining employment without experience and training make it more difficult, increase out-migration and disengaged youth.
- As an employer, it is important to find ways to build relationships between youth and the labour market in your community.
- Direct entry apprenticeship offers of employment can help break down barriers, particularly in smaller communities and rural settings.

HIGHLIGHT: Direct entry apprenticeship offers of employment can help break down barriers, particularly in smaller communities and rural settings.

SKILL DEVELOPMENT

- Providing hands-on work experience is the best way to expose youth to skilled trades, establishing apprenticeship training as a viable post-secondary option.
- Employers and Journeypersons can reach out to schools, involve contractors and help experienced journeypersons gain knowledge and skills to become good mentors.
- Success factors in trades include a combination of skills (practical and theoretical), critical thinking, communication, business acumen and literacy, combined with a solid work ethic.

HIGHLIGHT: Providing hands-on work experience is the best way to expose youth and engage them in the skilled trades and demonstrate that apprenticeship training is a viable post-secondary option.

CAREER PLANNING AND DEVELOPMENT

- Students and youth are sometimes asked to make life-defining decisions and select schools before they have a clear understanding of their interests, talent and the many career options.
- We have an opportunity to change the narrative around early and alternative pathways, and provide blended learning opportunities related to business and choosing a career, rather than choosing a school.
- There are options to choose more than one trade or program, learning multiple skills and blending trades.
- It is vital to involve parents and educate 'the family' on opportunities in trades so career decisions leaning towards apprenticeship are supported, particularly when there may be a competing interest with family, school and peer pressure to attend university.
- This is a time when we need to re-establish skilled trades as viable careers, demonstrate that apprenticeship is a solid post-secondary option, and build awareness of the opportunities to replace retiring workers.
- In general, there is a low level of awareness of the opportunities in marine trades, despite the shipbuilding opportunities. We need to look forward 5 to 10 years, understand and realize we need youth employed in the workforce; at the same time youth need sustainable employment for prosperity.

RETENTION

- It is important for employers to show flexibility and support youth across their professional networks. An apprentice may not be the right fit for one trade; however, they may be interested in another.

TYPICAL TRADE LEVEL ATTRITION:

- 21 students start the 1st year of a 2-year NSCC Pre-apprenticeship Program (PAP)
- 15 students return for 2nd year of the NSCC PAP
- 11 graduates complete the 2-year PAP
- 6 registered apprentices get employed in the trade
- 3 journeypersons complete the apprenticeship program

- To help retain apprentices, we need to look at the journeyperson's mentoring skills. Mentorship is an area of opportunity to grow within the apprenticeship training system. Willingness does not always equate to having the skill and ability to mentor and the most experienced tradesperson is not always the best teacher. Poor mentorship and a negative work environment can cause apprentices to leave a trade and or the trades in general.

SECTOR CONVERSATIONS

Participants selected one of four sessions, organized by the trade sector in Nova Scotia: [Construction](#), [Industrial/Manufacturing](#), [Motive Power](#) and [Service](#). The sessions were designed to assist industry in planning for the future. Subject matter experts were invited to help identify and discuss current and emerging sector trends. The latest Nova Scotia Labour Market Outlook for 2018 to 2022, provided by Prism Economics using the CanTraQ System, was shared. Slow population growth is a constraint to both public and private sector economic growth. In large part, retirements will drive employment demand, making youth retention a priority for all.

NOVA SCOTIA APPRENTICESHIP TRENDS 2018–2022

Sector	Trades Occupations	New Registrants	New Journeypersons Required	Expected Completions
<i>Construction</i>	15	4000	2,000	1,900
<i>Industrial/Manufacturing</i>	6	1000	960	400
<i>Motive Power</i>	5	1400	1,000	700
<i>Service</i>	7	300 (Cook)	200	100

CONSTRUCTION: BOB COLLINS, BUILDFORCE CANADA

Slower growth is expected in construction across Canada and in Nova Scotia. Between 1996 and 2013 employment increased by 75%. Growth will be moderate for the next decade. Residential construction in the form of new housing is in decline; renovation is the growth area. A modest increase is expected in ICI; however, there are no major project announcements on the horizon noted at this time. Over the next decade, Nova Scotia is forecasted to experience a loss of 8,200 construction workers because of retirements. This represents 25% of the workforce and is significant. Balancing skilled labour supply and demand during periods of slower growth, changing the trend of youth out-migration and replacing retiring workers will require coordinated commitment to targeted recruiting, training and retention.

Discussions raised the importance of competency based apprenticeship training and quality mentorship to attract and retain apprentices at a time when succession planning is a significant factor. The slow down in the oil patch has benefited the Nova Scotia labour market for now. New Canadians are interested in the Construction trades, despite the challenges in aligning skills and language barriers. There will be a competing demand for construction tradespeople from the growth in the Industrial Manufacturing sector particularly in the metal trades. Based on the workforce retention trends established in firms — replacement of retiring workers will require workforce planning to identify and recruit new workers; mentor and certify where possible; and transition new journeypersons to their roles in advance of the departure and retirement of tenured tradespeople.

INDUSTRIAL MANUFACTURING: FERNANDO TRAFICANTE, CANADIAN SKILLS TRAINING AND EMPLOYMENT COALITION

Nova Scotia and Halifax market is at the top of 15 regions across Canada identified for industrial/manufacturing growth. Shipbuilding will be the main driver for new employment in Halifax in this sector. In order to maximize and leverage the opportunity, industry needs to prepare and ramp-up for labour market growth; hire workers, purchase equipment and train technicians to use and maintain the equipment. The level of technology built in to new equipment is constantly increasing and changing. There is an accompanying level of expertise required to operate the equipment in order to realize payback on capital investment. Increased demand for and growth in metal trades, typically associated with construction, will be a factor.

These trades are key skills tied to the growth in the sector. The challenge could lie in successfully adding new people with skills for today's shipbuilding at the same time as experienced workers retire. Younger people do not perceive there is employment opportunity in the sector and shipbuilding. There is a need to change this narrative and communications in such a way that they understand the message and the career opportunity. Since the economic 2008 downturn, there has not been a lot of recruitment and opportunity so there needs to be a plan to meet the

requirements. Activity will peak in 2020, as such there is a need to plan to fully communicate the requirements, the opportunity and ensure stakeholders understand all the actions in play.

MOTIVE POWER: RUI MARTIN, RISE CONSULTING

The Sector is undergoing tremendous change in models and equipment, materials, use of digital technology and the labour market. It can be challenging to find qualified technicians. The next decade will see many changes: integration of technology, growth in autonomous vehicles and functions, ride sharing, car ratings for quality based on connecting to current technology such as on board internet, remote diagnostics, lane control assist and adaptive cruise control. We will need to change our mindset around autonomous functions and understand that increased complexity will take individuals longer to learn and to adopt new technology. Smaller shops may take a more targeted approach and be selective in what cars to service due to costs associated with diagnostics; this approach may assist shops in rural areas.

In the short term, apprentices may be seen as slowing the pace of productivity while they learn. Employers are looking for immediate productivity gains from new technology, this may not be realistic. Sometime an apprentice is used to do repetitious minor repairs, therefore not experiencing the full scope of trade and not progressing past a certain spot. The current model in some shops is not working to advance an apprentice's learning. Quality mentorship is a key success factor in apprenticeship training and productivity gains.

SERVICE: CLAUDE AUCOIN, NOVA SCOTIA ASSOCIATION OF CHEFS AND COOKS AND DANA SHARKEY, NOVA SCOTIA COSMETOLOGY ASSOCIATION

This Sector featured two service conversations; one on [Cook](#) and [Baker](#) and a second on [Hairstylist](#). Cook and Pastry are related however Cooks are artists, use a recipe as a starting point and speed matters. In Pastry; the timing, technique and most everything happens at a pace determined by the ingredients. Food preparation is enjoying a high level of interest and awareness, in part because the Food Network and social media, however this can glamorize the business, the work and create unrealistic expectations. To support realistic career awareness, it is important to advocate for co-op terms to help choose or eliminate a path. Food is somewhat recession proof, people always eat. The labour market has changed, so have dining patterns and trends.

It is important to attract, retain and complete certification. Red Seal certification turns a job into a career, more people are challenging the exam, there is not currently a training pathway for Pastry. There are supply and demand challenges in the industry. Cooks are in demand, industry may have to look at hiring and scheduling, evenings and weekends are the peak time but not everyone can or wants to work at those times every day. Money, quality of life and scheduling are factors, can be a hard sell but necessary sell to operators. The industry needs more certified cooks to take on and train more apprentices; the Labour Market Information Outlooks are reasonable. Hiring can be at the entry level or NSCC students for work terms, certification is not necessary however as an example, the World Trade Center has all Red Seal Cooks, this was not always the case. An apprentice can register, learn the full scope of the trade and complete their certification faster than

the Trade Qualifier (TQ). Confidence to write and pass an exam is a factor in TQ participation. The skilled labour shortage is real and businesses are struggling to operate during established hours. Direct entry can help however people need to hire Red Seals who are organization leaders who will hire mentor and train staff.

The [Cosmetology Association of Nova Scotia \(CANS\)](#) and the Agency have partnered to develop an apprenticeship pilot project for the [Hairstylist](#) trade as part of an industry culture change. This pilot presents several shared opportunities for innovative and flexible training, a more hands-on learning approach outside the classroom, increased inclusion, supports the labour market and mobility. This approach will allow an individual interested in a cosmetology career to choose the best format for their learning style. This pilot will offer:

- 15 apprentices will be selected through an application process in both urban and rural areas
- 15 salons can participate and take on apprentices
- An enhanced direct entry format, where the apprentice will work in a salon and learn under the direct supervision of certified cosmetologist.
- A certified instructor will oversee the program
- 3,600 hours over two years
- Quarterly evaluation with instructors, mentors and apprentices at each level
- Opportunity to write and pass the Cosmetology Association's Practical Exam and the Red Seal Certification Examination.

SUCCESS WITH APPRENTICESHIP

Participants selected one of four workshop topics hosted by Agency staff:

1. Harmonization ([presentation](#))
2. Opportunities in Training ([presentation](#))
3. Ensuring Compliance ([presentation](#))
4. Apprenticeship Management System (AMS) ([presentation](#))

Employers in all sectors will be challenged to introduce new apprentices, replace retiring workers and certify new journeypersons to meet demands. At the same time, there is a corresponding need to integrate new technology and processes, maintain business continuity and productivity, and lead workplace culture change. Quality mentorship will be a key success factor as well as finding new ways to make the business attractive and connected to youth to help stem out-migration and fill open positions.

EVALUATIONS

The Nova Scotia Apprenticeship Agency collected event evaluations and the results were largely positive.¹

- Participants agreed or strongly agreed that the meeting objectives were achieved
- Respondents gained a greater understanding of the challenges, opportunities, programs and supports to employ youth in skilled trades
- Respondents were provided ample opportunity to voice and hear ideas
- Discussions were helpful in their work and a useful opportunity to meet industry colleagues.

WHAT SESSION DID YOU FIND MOST USEFUL FOR YOUR WORKPLACE AND ORGANIZATION?

- Sector Conversations
- Youth and Skilled Trades Panel
- Success with Apprenticeship Sessions

WHAT KEY ISSUES DO YOU SEE AS PLANNING PRIORITIES IN YOUR SECTOR?

- Communication, engagement, and outreach
- Connecting to youth as employers
- Influencing skilled trades apprenticeship training and employment
- Training and retention
- Mentorship

¹ Using a scale of 1 to 5, where 1 is Strongly Disagree and 5 is Strongly Agree, "Positive" represents a combination of "Agree" and "Strongly Agree".

