bridges
INNOVATION

# HR & LEADERSHIP COURSE FOR AQUACULTURE COMPANIES

## D10.2 Company Microforums
## D11.4 Toolbox for SMEs

# Table of Contents

# INTRODUCTION

This is a guideline for anyone considering giving added value to companies looking to upskill, reskill and how to mobilise effectively: this document will specifically walk the reader through best practices and elements to the planning, structure and content using HR (Human Resources) & Leadership Course for Aquaculture Companies as a use-case.

As Centers of Vocational Excellence (CVE) that also have ambitions of offering SMEs and local companies recruitment, education, business development, innovation and entrepreneurial support, such courses can be useful as an in-house offer or in collaboration with a third party collaborator, such as an innovation company.

Such a course can help CVEs develop: hosting capabilities, course offer partner opportunities, arenas, content and support for their local SMEs. The course can lead to potential further sales, mobilisation and recruitment for the CVE itself, as well as helping the CVE with relations-building with local industry, which can be a springboard for innovation and collaboration. This can also be a way for CVEs to gather industry development and education needs and be a means to establish the CVE's reputation through their sharing of knowledge.

This course is both a company micro forum- itself a tool for SME development- as well as an arena for the use of various tools for SME developement.

The course can be tailor-made for any industry. Inclusivity is also welcomed to promote outside-the-box thinking and seeing trends and networks in a greater perspective. An example from this use-case is inviting seafood restauraunts amongst the participating fisheries and their suppliers.

*The essential question that will be addressed in this course is:*

*How to develop leadership in skills management while simultaneously developing products & services.*

# COURSE ROLES

In this use-case, the innovation company Blått Kompetansesenter and one of the world's biggest aquaculture clusters NCE Aquatech Cluster collaborate in offering a in-person-based course for skill development in the aquaculture industry. Both companies have applied for grants from state-related funds to offer industry support in their respective areas of responsibility. This course is an example of activities created for this purpose:

## Ambition and goal

The ambition is to give participating companies a boost in knowledge to further develop and make the company resources more efficient through strategic skill needs-identification and development. The goal is to establish lasting, competitive advantages for particpants.

## Desired effect

Supplying personnel in the aquaculture industry that have managerial/HR responsibilities with new knowledge about strategic skill development and strategies for meeting the companies' future skill needs through lectures from experts, experience-sharing and access to tools and methods that can contribute to improving strategic skill management in the company.

### Blått Kompetansesenter

Venue and supplier orders based on sustainability principles, such as local offers to the particpants' geographical placements and marketing. Blått Kompetansesenter's business garden members are offered the course for free. Offers unlimited course-support to particpants for the duration of the course.
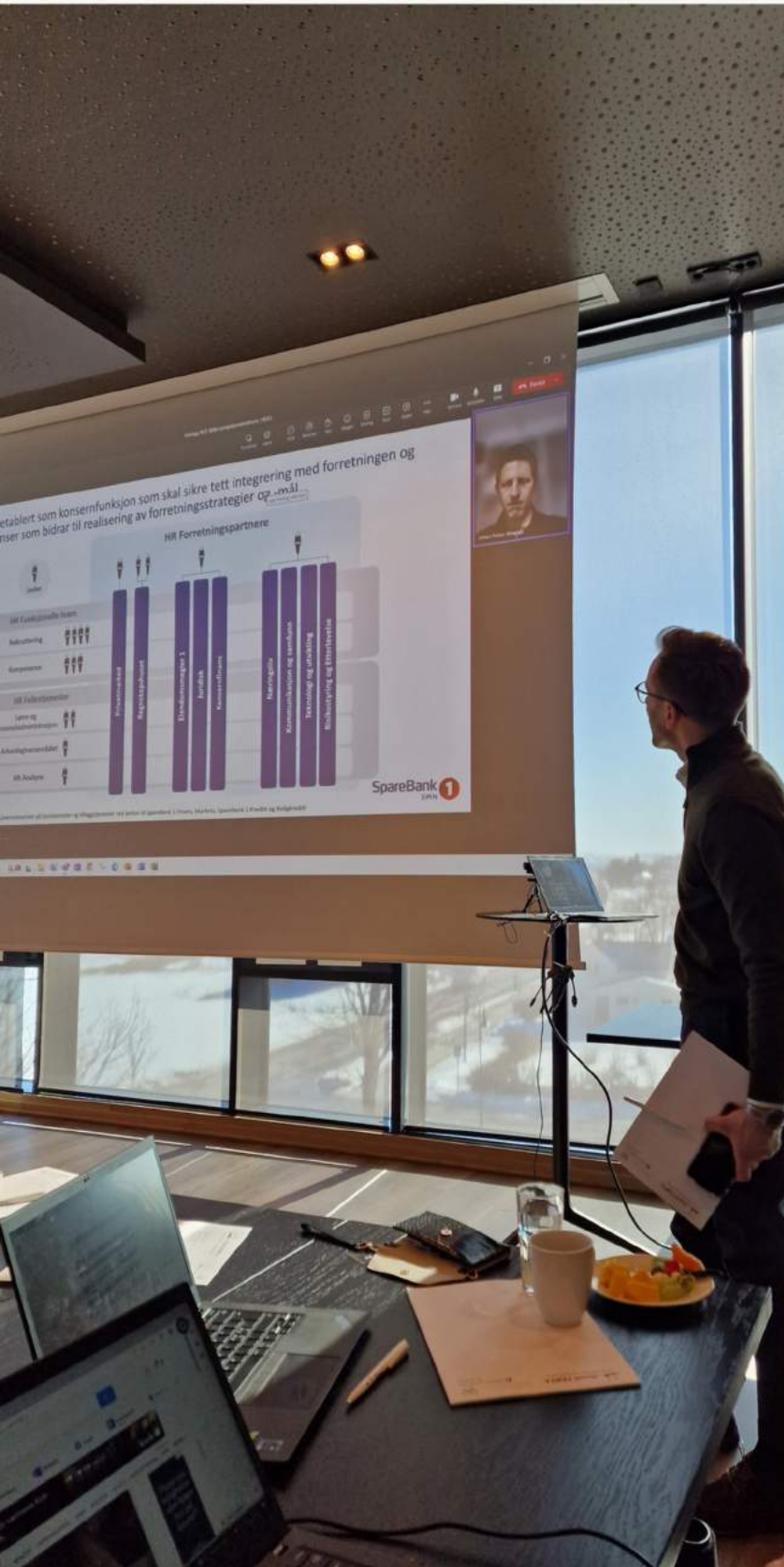
### NCE Aquatech Cluster

Inviting renown lectureres and course content-building. Cluster members are offered the course for free. Offers unlimited course-support to particpants for the duration of the course.

02

# COURSE CONCEPTS



## BEST PRACTICES

HR,
LEADERSHIP

## SKILLS

MANAGEMENT,
MAPPING

## MANAGEMENT

THE PSYCHOLOGY &
SOCIOLOGY OF HR

## CULTURE

DEFINING
COMPANY CULTURE

## BUSINESS DEVELOPMENT

STRATEGY &
OPERATION

03

NCE AQUATECH CLUSTER
Norwegian Aquaculture Technology

bks | Blått Kompetansesenter

# INVITASJON

Nettverk for kompetanseutvikling i havbruksnæringen

#BLÅTT KOMPETANSENETTVERK

# METHOD

- In-person attendance divided into four meetings lasting one season
- The network/participants are facilitated by the NCE Aquatech Cluster and Blått Kompetansesenter. External contributors and experts are brought in as lecturers
- Compulsory participation and contribution to the meetings with independent assignment work
- Collaboration and knowledge sharing with other participants
- Each meeting will represent steps in the Strategic Skills Development Process
- Lunch included

# TARGET GROUP

- Companies that want to be supplied with tools and methods with which to strategically work with skill needs and skill development and who want to exchange experiences in a network with other, dedicated companies
- Dedicated participants, with a clear role and mandate in their own organization that have a leadership responsibility and/or HR responsibility
- 2-3 dedicated people from each company that can participate

# VALUE FOR PARTICIPANTS

Networking

Learning arena

Tool Box access and support

Strategy work and development

04

## Meeting 1

Identify & prioritise
- Networking
- Topic contextualisation and establishing the knowledge platform
- What does "skill" mean for me and my company?
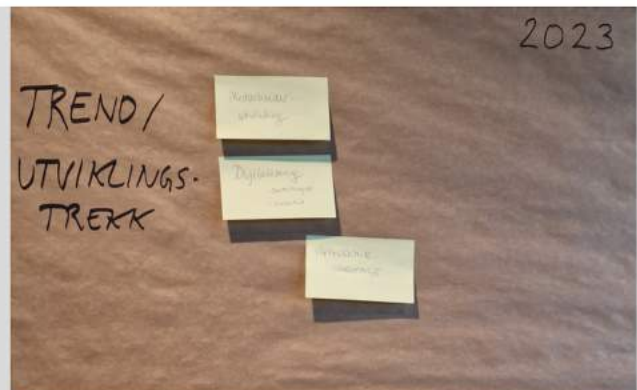- What is the status quo?
- Skill needs





## Meeting 2

Map & define
- Concepts: vulnerable & silent skills
- Identify future skill needs
- Identify challenges and opportunities
- Growth strategies & development opportunities
- Future requirements and opportunities (sustainability, technology and biology)

## Meeting 3

Closing the skill gap: employees
- How to define the skill gap
- Skill mapping
- Skill needs through time, group activity
- Skills and capacity adaptation, mobilization and recruitment
- Defining the five major trends in skill needs, group activity





## Meeting 4

Closing the skill gap: leadership
- Establish measures and evaluation
- Communication and reporting plan – change is good
- Action plan for mobilization, recruitment, adapt competence and capacity.

Evaluation
- Company status quo
- What are the companies' next steps?
- Evaluation of measures and future focus in strategic development in own business

# COURSE STRUCTURE

05

# Meeting 1: Content, Activities & Resources

Two experts, one from an audit firm and one from an aquaculture technology company, were invited to help the organizers with facilitation and with lectures.

- Round of introductions
- Definitions and context for general strategy, HR and staffing strategy, skill building blocks, skills development trends, strategic skills development to management, establishing a project, project mandate, relevant strategic documents were described backed up with peer-reviewed research
- Examples from various industries about skill needs through time and how they are connected to changes in legal requirements to companies
- Workshop - how to begin a strategic skills mapping project using resources with concrete examples. Participants were first divided into groups to discuss, then round of presentations, discussions and knowledge-sharing
- Using a crowd-sourcing app to gather data from participants to summate shared understanding of meeting 1 concepts, showing the results in real-time

Email sent to participants after meeting 1 with the following resources:

- Meeting 1 presentation
- Handbook for strategic skill development - an action plan guideline
- Excel project and communications action plan - template
- Excel project and communications action plan - example
- Assignments for meeting 2

## Resources with concrete examples

Amongst which are a skill-mapping use-case example of a project plan sent to the participants

Skills mapping prognosis: some numbers from Sparebank SR

### +234%

future needs for business development and technology skills

### -84%

future needs for manual production skills

## Assignments

1. *Consider trends in the industry: What will they mean for the organisation?*
2. *Review the strategy: What does it implicitly (or explicitly) say about skill?*
3. *Talk to the management about the future vision of the organization - what skills do we need in the future?*

# Meeting 2: Content, Activities & Resources

Two experts, one from an audit firm and one from an aquaculture technology company, were invited to help the organizers with facilitation and with lectures.

- Repetition from meeting 1
- Discussing each participant's work with Meeting 1 Assignments
- Discussinf future skills needs in the aquaculture industry contextualised by: industry history, industry-specific technology, digitisation/digitalisation development, global megatrends, government-relevant plan for the industry, industry-specific circularity & UN's Sustainability Goals
- Coming sustainability regulations and legal requirements for the industry
- How can sustainability be integrated into your business model? An excercise
- Aquaculture value chain approach process
- Discussing template resources for skills mapping & needs: survey and trend analysis
- Main activity: workshop with a time perspective

Email sent to participants after meeting 2 with the following resources:

- Meeting 2 presentation
- Handbook for strategic skill development - an action plan guideline (resend)
- Survey / interview with internal key resources template
- Trend analysis for future skills needs template offered by an audit firm
- Assignment for meeting 3

## Workshop with a time perspective

Participants were divided into groups to discuss skills needs for 2023, 2026 and 2030 in connection with observed trends in the industry.
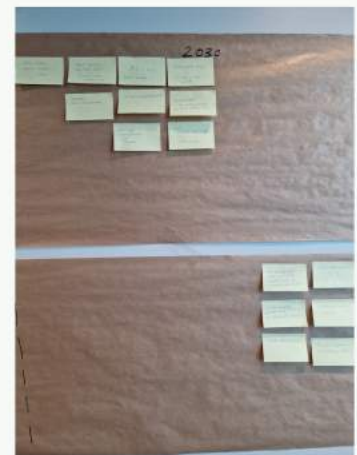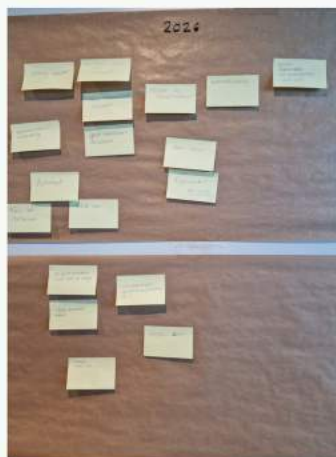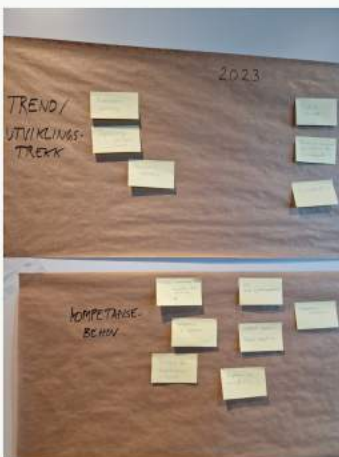


## Assignments

*What are the future skills needs for your company? Try to define 4-6 skill areas and describe these. Feel free to use the survey and information from the previous gathering and the workshop to define foreseen future skills needs. Feel free to summarize the "end result" as we have exemplified.*

# Meeting 3: Content, Activities & Resources

hree experts, one from an audit firm, an NTNU professor and an HR chief from a leading bank were invited to help the organizers with facilitation and with lectures.

- Repetition from meeting 2
- Presenting Meeting 2 workshop results with future skills needs result template
- Discussing each participant's work with Meeting 2 Assignments
- Closing the skills gap: how to map out the skills gap with a Gap-analysis
- Group work: Gap-analysis with questions + presentation of results
- Theory of strategic skills leadership from NTNU: adaptivity, strategic thinking, use of practical skills, 70-20-10 rule of learning, skills mapping to value creation model, organisational learning, strategic management skills model, learning in organisations, Human Resource Management – Gaining A Competitive Advantage model, management in small and medium-sized enterprises
- Use-case organisational development from a leading bank

Email sent to participants after meeting 2 with the following resources:

- Meeting 3 presentation
- NTNU lecture presentation
- The organisational development strategy process of a leading bank, presentation
- Handbook for strategic skill development - an action plan guideline (resend)
- Summary of Meeting 2 Workshop with a time perspective
- Assignment for meeting 4

## GAP-analysis group work

Comprehensive GAP-analysis excel spreadsheet template: skill areas, operational skills analysis, staff skills analysis, results



## Assignments

1. *How can you implement a GAP-analysis at your place of work?*
2. *Do you already see which overarching measures (mobilization, development, recruitment, decommissioning) that suit your company?*

*Feel free to use the attached excel template for the GAP-analysis.*
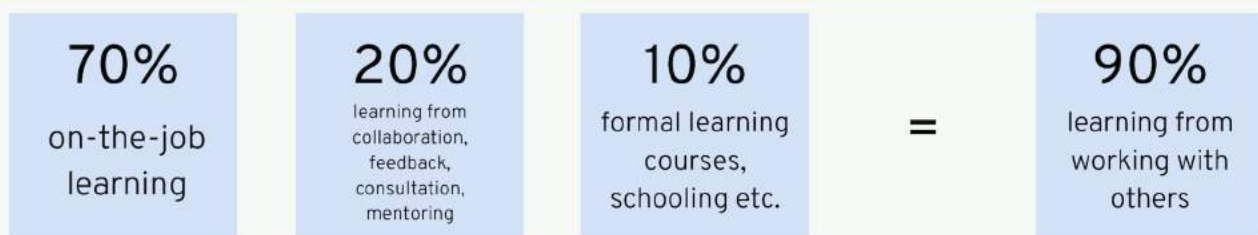
# Meeting 4: Content, Activities & Resources

Two experts from an audit firm and a big local municipality HR chief were invited to help the organizers with facilitation and with lectures.

- Repetition from meeting 3
- Discussing each participant's work with Meeting 3 Assignments
- Example from a leading bank on how to close the skills gap
- Going over Staffing plan template
- What is learning & learning methods in the work place
- Mobilisation model
- Recruitment model
- How to implement a company "school" + benefits
- Workshop: Analysis of in-house skills development work + round of presentations

Email sent to participants after meeting 1 with the following resources:

- Meeting 4 presentation
- Handbook for strategic skill development - an action plan guideline (resend)
- Organisational "school" as learning resource presentation
- Learning in organisations, mobilisation and recruitment presentation
- Staffing: skills + mission action plan  - template
- Gathering data for documenting hours and resources used by participants into the course

## Where are skills developed?

| 70% | 20% | 10% | | 90% |
|---|---|---|---|---|
| on-the-job learning | learning from collaboration, feedback, consultation, mentoring | formal learning courses, schooling etc. | = | learning from working with others |



School-like courses have limited effect because often few employees are chosen to be taken out of their work-place context to take a course to then bring back what they have learning to their colleagues that have not received the same inspiration.

Make use of latent skills, potential skills and used skills.
This requires skills analysis, mobilisation, development & recruitment and un-learning i.e. thinking in other ways and using new methods.

09