



Marine Retailers Association of the Americas

MARINE INDUSTRY WORKFORCE ASSESSMENT

A 2016 SPECIAL PUBLICATION



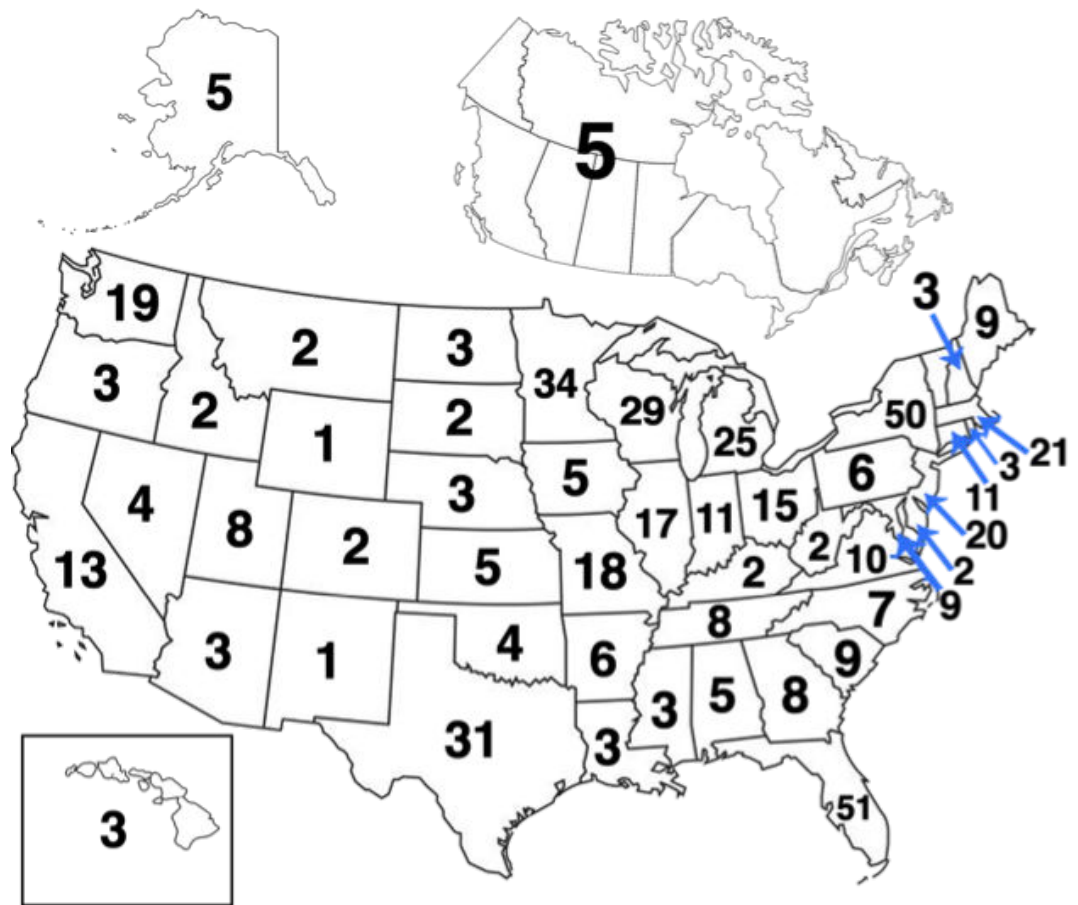
A recent survey conducted by the Marine Retailers Association of the Americas provides strong evidence that the workforce challenges facing the marine industry have reached unprecedented levels. What are boat dealerships saying about the shortage of qualified candidates? How are they reacting? How can the industry come together and find a remedy? The answers to these questions and more begin with understanding the cause — and effect — of the marine industry's workforce shortage.

More than 20 percent of the positions that marine dealers have budgeted to have on their payrolls in 2016 are currently unfilled. This alarming number stands out as one of the key findings in the Marine Retailers Association of the Americas' recent workforce assessment, a study of more than 517 marine industry businesses, representing more than 1,300 retail locations (Fig. 2.1) across North America.

The reasons for this shortage, according to the survey participants, are plenty. Job seekers aren't showing interest in the marine industry. Other industries offer higher salaries. The seasonality of the boat business makes it difficult to retain employees. And slim profit margins at the dealer level make hiring and retaining even more challenging.

No matter the reason, however, the point is clear: The marine industry is faced with a severe shortage of qualified workers. In fact, the respondents of this survey gave "Shortage of skilled labor," the second-highest negative rating among issues that impact their business goals; only "health care benefit costs" was rated more negatively.

"Until now, MRAA has used anecdotal evidence to understand the pervasiveness of the workforce shortage," explains MRAA President Matt Gruhn. "Through the lens offered by these survey results, we

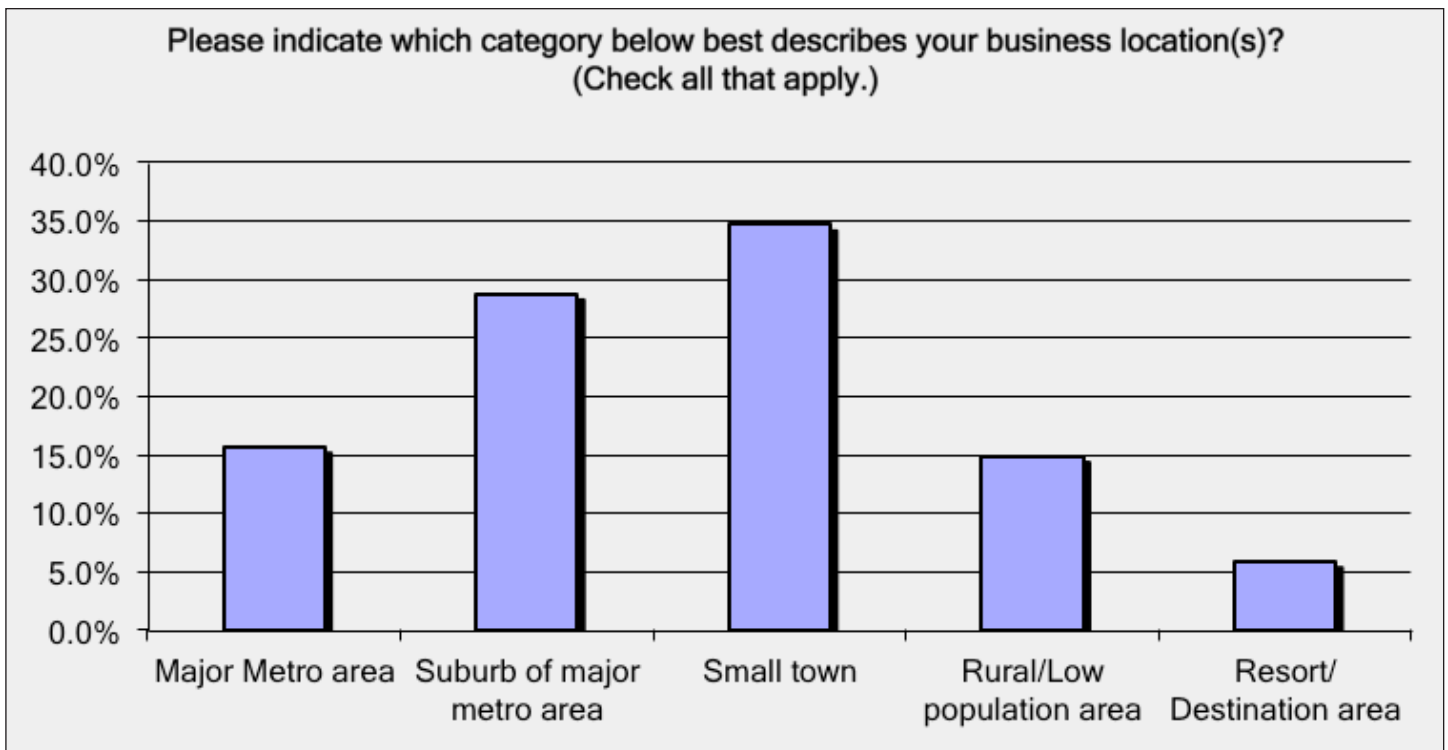


2.1 The 517 survey respondents represented 49 U.S. states and three Canadian provinces.

now understand that the problem is greater than we realized, and we can identify where our industry's biggest needs lie."

The MRAA's Workforce Assessment Survey is a first-of-its-kind survey of marine dealers from across North America and represents insights from retailers covering 49 states and three Canadian provinces. The MRAA's survey builds upon similar surveys conducted by the Massachusetts Marine Trades Association and the American Boat Builders and Repairers Association, and both expands upon the reach of those organizations' as well as takes a specific look at boat dealers and other retailers. MRAA collaborated with both organizations in order to broaden the scope of the research previously conducted.

MRAA's goal with the data is more than simply underscoring the anecdotal evidence of the marine industry's need for more and better-qualified employees in its workforce. It's also an effort to begin the process of creating solutions to help marine dealers find success. The reasons MRAA conducted the survey are many, but



3.1 Nearly 35 percent of survey respondents classified their location as ‘small town,’ while just over 5 percent classified their dealership as being located in a ‘resort or destination area.’

can be summarized by these three bullets:

- To identify workforce needs and challenges among marine dealers throughout North America.
- To identify the positions within dealerships that are most in need for better skills and qualified job seekers.
- To analyze this crucial information to help the MRAA better serve dealers in their quest for greater success and growth for the marine industry.

“MRAA’s entire reason for existence is to foster the growth and success of the marine dealer body,” Gruhn explains, “and these survey results outline needs that we are already working to respond to.”

MRAA worked with several boat and engine manufacturers to distribute the survey to their dealer networks, in addition to distributing the survey to its database of more than 5,000 dealer contacts several times in early 2016. The survey was also featured in the marine industry trade press, on the MRAA website, and in several MRAA newsletters, which each generated participation.

The 1,300 dealership locations represented in this survey account for nearly 43 percent of the entire market, giving the data provided within the survey results a margin error of 2.1 percent.

Respondent Demographics

The workforce shortage is not a new problem for the marine industry. Prior to the recession, the marine industry was faced with a severe shortage of technicians, prompting several industry efforts to address the issue. Then the recession hit, and the marine industry lost 35 percent of its dealer population between 2008 and 2010, according to an in-depth study by *Boating Industry* magazine.

Since 2010, the marine industry has grown steadily, at a rate of around 8-10 percent each year. Today, the growing service demand at the dealership level, coupled with the loss of many Baby Boomer-aged technicians from the marine industry’s skilled workforce have only exacerbated the problem.

Data from the National Marine Manufacturers Association outlines that the marine industry creates more than 650,000 direct and indirect American jobs and supports 35,000 U.S. businesses. The marine industry in the United States has a total annual economic impact of \$121.5 billion. In Canada, where MRAA’s membership reaches, the boating market is represented by nearly 4,500 marine-specific businesses that employ nearly 70,000 people.

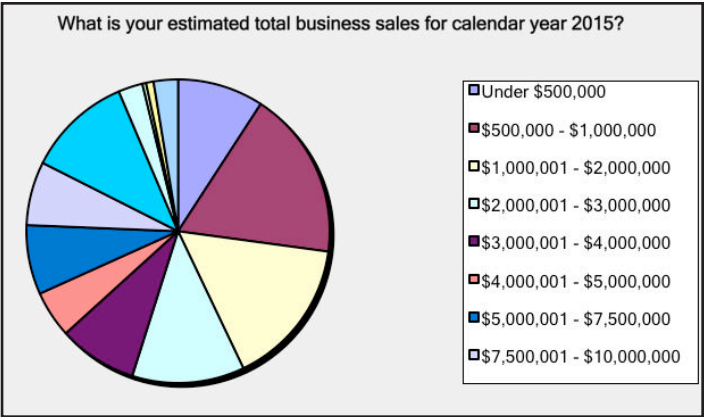
The dealer body, across North America, is comprised

of about 3,100 individual dealership locations. The largest majority of survey respondents (Fig. 3.1), at 34.7 percent, indicated they are located in a small town; with those who described their location as within a suburb of a major metro area, totaled up to 28.8 percent. Those dealerships found in a major metro area accounted for 15.7 percent and those in rural/low population areas accounted for 14.9 percent of the respondents. Just shy of 6 percent described their location as a resort or destination-based dealership.

The survey also demonstrated a diverse set of respondents when it comes to total company revenue (Fig 4.1). No one revenue category accounted for more than 18 percent of the respondents, and nine categories accounted for 5 percent or more of the total responses.

Dealers with \$500,000 to \$1 million in total revenue made up the largest category, with 18 percent of the respondents. The \$1 million to \$2 million and the \$2 million to \$3 million categories followed, with 15.8 percent and 12 percent of the responses, respectively. And the \$10 million to \$25 million category was next, with 11.2 percent.

So the majority of the dealer market, at 55 percent total, is made up of dealers with total revenues of up to \$3 million. And only 17.6 percent of the respondents totaled revenue of \$10 million or more.

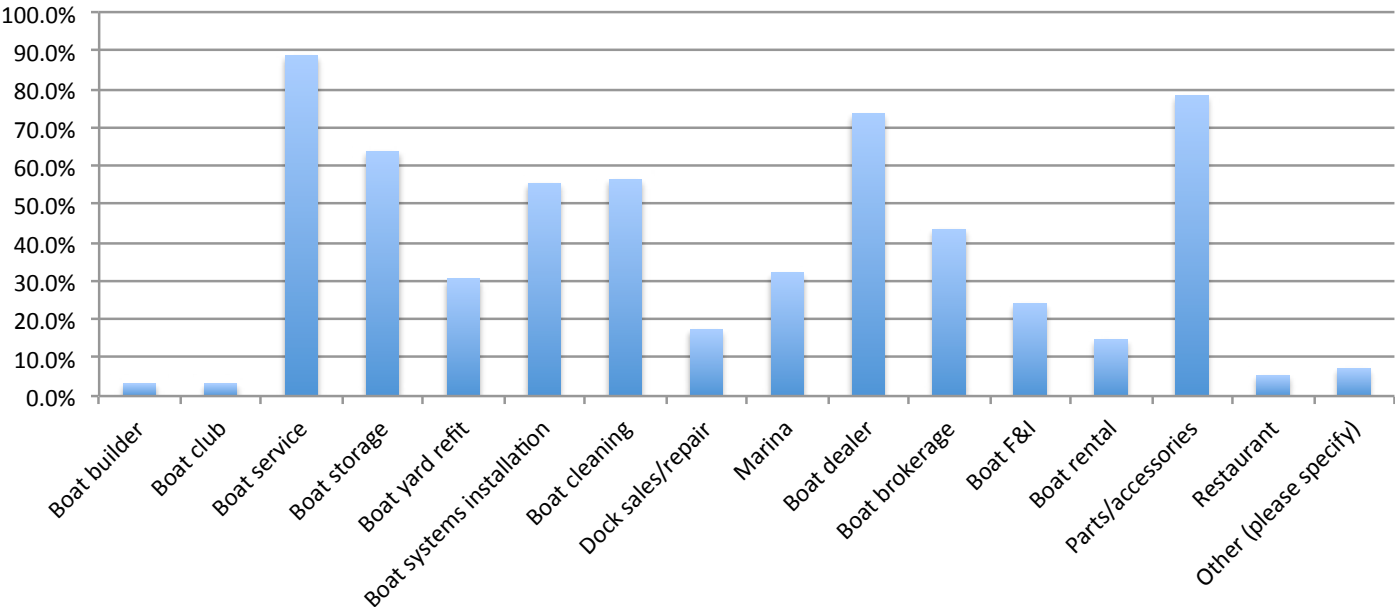


4.1 More than half of marine retailers participating in the 2016 Workforce Assessment Survey reported \$3 million or less in annual revenue.

Additionally, our respondents offered a wide variety of sales and service operations within their businesses (Fig. 4.2). For example, 88.8 percent of the respondents offer service and repair; 78.3 percent offer marine parts and accessories; 73.7 percent sell new boats and engines; 63.8 percent offer boat storage services; 56.5 percent offer boat cleaning and maintenance; and 55.5 percent offer boat systems repair and installation.

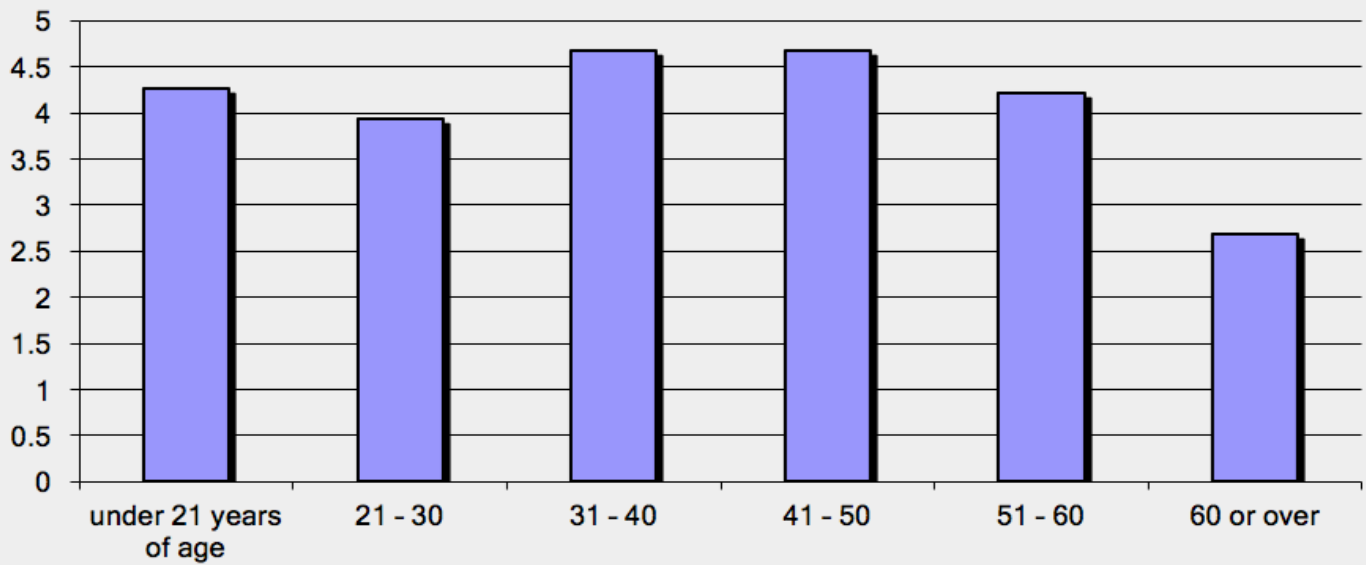
Snapshot of an “average” dealership
The sheer quantity of responses to this workforce assessment gave us much greater insight into the

Please check the categories that describe your type of business. (Check all that apply.)



4.2 Survey respondents offered a wide range of services at their locations, with service, sales and parts the most common departments.

How many people in your current workforce are in each category? (Reminder: please exclude employees outside your boat business.)



5.1 Dealer responses demonstrated that their employee base was well-balanced between the age groups. The average tenure of dealership employees, according to respondents, was about 10.2 years in duration.

demographics of the average dealership. For example, the average dealer that responded to this survey budgeted to employ 15.3 full-time employees and 2.1 part-time employees, when fully staffed. The average tenure of the employees, according to respondents, is about 10.2 years at their dealership.

Dealership employees represented all age groups and generations (Fig. 5.1). Employees under the age of 21 represented 13 percent of the dealership employees; 17 percent fell into the 21-30 age bracket; 20.5 percent fell into the 31-40 age bracket; and the largest category, at 21.2 percent of the employees was the 41-50 age category. The 51-60 and 60-or-over age bracket came in at 18.7 and 9.2 percent of the employees, respectively. More than 41 percent of the employees in the marine industry, then, are between the ages of 31 and 50.

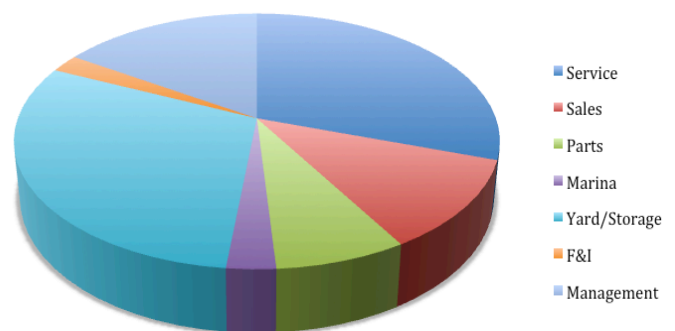
Inside the dealership, the average breakdown of full-time employees at the responding dealerships weighted heavily toward the service department, where 38.1 percent of the positions budgeted for were found (Fig. 5.2). This includes the positions of technician, rigger, shop foreman, service writer, director and manager, in addition to a service/parts associate. The closely related parts department also made up 9.4 percent of the dealership's full-time employees.

The front office, where the GM, bookkeeper, and

receptionist were categorized, represented the second-largest area for budgeted full-time staff, with 20 percent of the dealerships' employees. We also included the warranty administrator and "others" in this category.

Sales was the next-largest department, from a staffing standpoint, with 14.3 percent of the full-time employees, including sales people and sales managers. The boat yard and storage departments were the next largest, at 11.8 percent of the full-time employees. This department included detailers, yard staff and foreman, storage staff, and porters.

Q: How many total of each of the following positions do you have in your current staffing budget?



5.2 The service department represented the largest number of positions budgeted for in 2016.

These departments were followed by marina (staff and managers) at 3.5 percent of budgeted full-time positions and F&I (staff and managers) at 2.9 percent of the dealerships' full-time budgeted positions.

On the part-time staffing side, the boat yard and storage departments led the way with 31 percent of the budgeted positions, while front office (21.7 percent) and service (20.7 percent) followed not too far behind. The sales department made up 16.2 percent of the budgeted part-time positions, followed by parts (8 percent) and marina (1.4 percent) and F&I (1.2 percent)

On average, respondents to the survey noted that they had 3.3 full-time budgeted positions currently unfilled and 0.5 part-time budgeted positions unfilled. This means that 21.6 percent of the full-time positions and 23.8 percent of the part-time positions that these businesses budgeted for are currently unfilled.

Of significant note, 59 percent of the unfilled positions were service department-related positions, with 86.6 percent of those shortages being found in the skilled workforce areas of the business, specifically for technician/rigger positions. In fact, 405 of the 471

A look at the average number of full-time and part-time employees budgeted by the 1,300 survey locations:

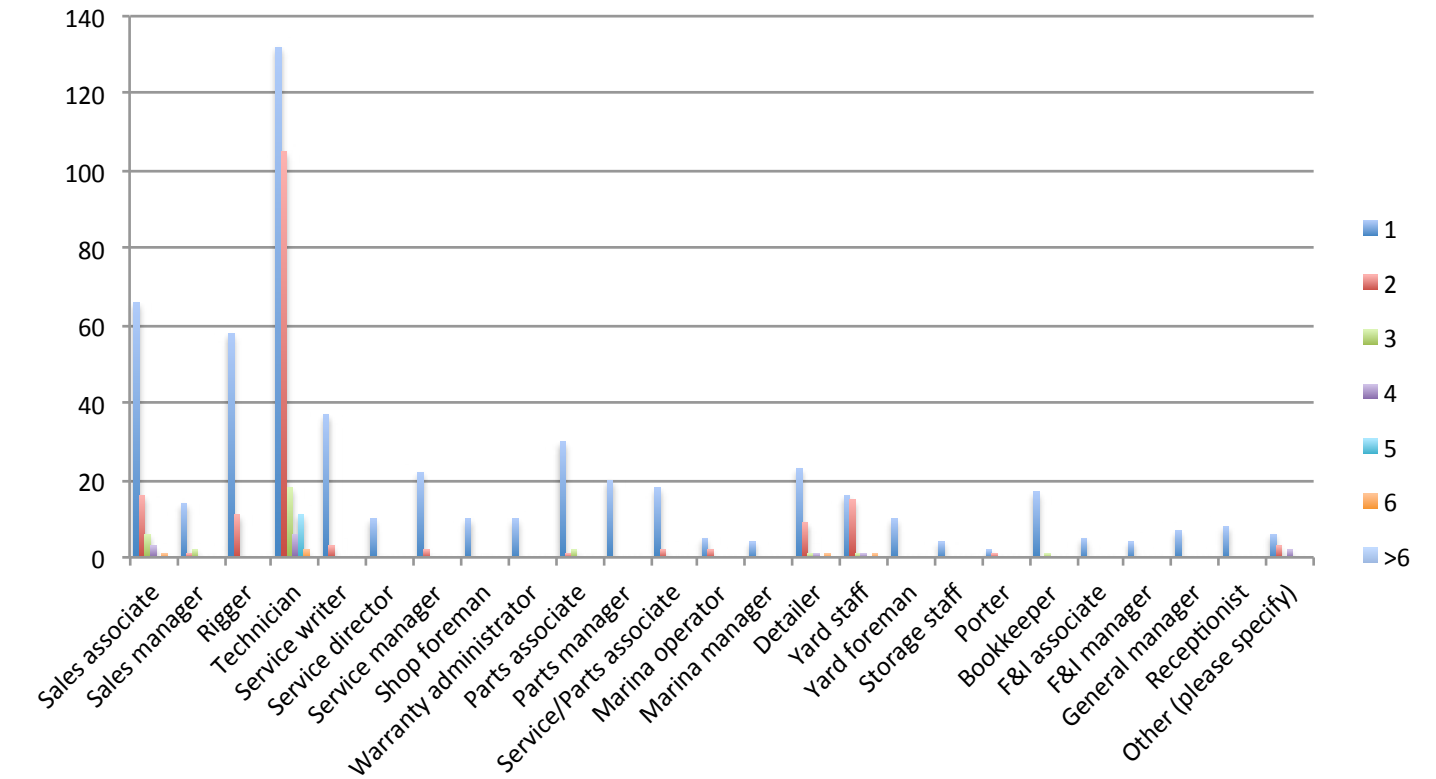
	FT Employees	PT Employees
Front Office	3.04	0.46
Sales Dept.	2.17	0.34
Service Dept.	5.79	0.43
Parts Dept.	1.43	0.17
Yard/Storage	1.79	0.65
F&I Dept	0.44	0.02
Marina Dept.	0.53	0.03
	15.19	2.10

The average marine retailer employs more than 15 full-time staff and just over two part-time employees.

respondents to that specific question indicated that they had more than one position open in multiple departments (Fig. 6.1)

Looking ahead, the respondents also suggested they would need to add more staff over the next three years. In fact, 74.8 percent said they would need to hire, and

Q: How many of each of the following positions are unfilled due to lack of qualified applicants? (Please include both full time and part time positions).



6.1 Survey respondents overwhelmingly indicated unfilled positions were not isolated to one department. Rather, more than 90 percent of marine retailers are seeking to fill positions in at least two areas of their dealership.

only 7.8 said they would NOT need to hire more staff. The respondents reported that they would need to fill, on average six more positions — 3.5 full-time and 2.6 part-time positions — by 2019.

In total, if you consider the average of 3.8 unfilled positions at dealerships today as well as the 6.1 additional positions that dealers expect to need to fill in the next three years, and you project that out over the 3,100 dealerships across North America, the marine industry could be looking at a shortage of more than 30,000 employees in the very near future.

The Tech Shortage

Two clear challenges face an overwhelming majority of marine retailers: health insurance mandates and a shortage of skilled labor — particularly service technicians. Both issues were identified as having a “negative impact” or “somewhat negative impact” on marine dealerships. (See Additional Insights, page 12.)

Let’s put health care burdens aside for the moment and examine the shallow pool of skilled labor — a challenge MRAA believes can be quelled with a multi-pronged recipe that includes modern marketing techniques,

aggressive recruitment and a commitment to better marine industry training and educational programs.

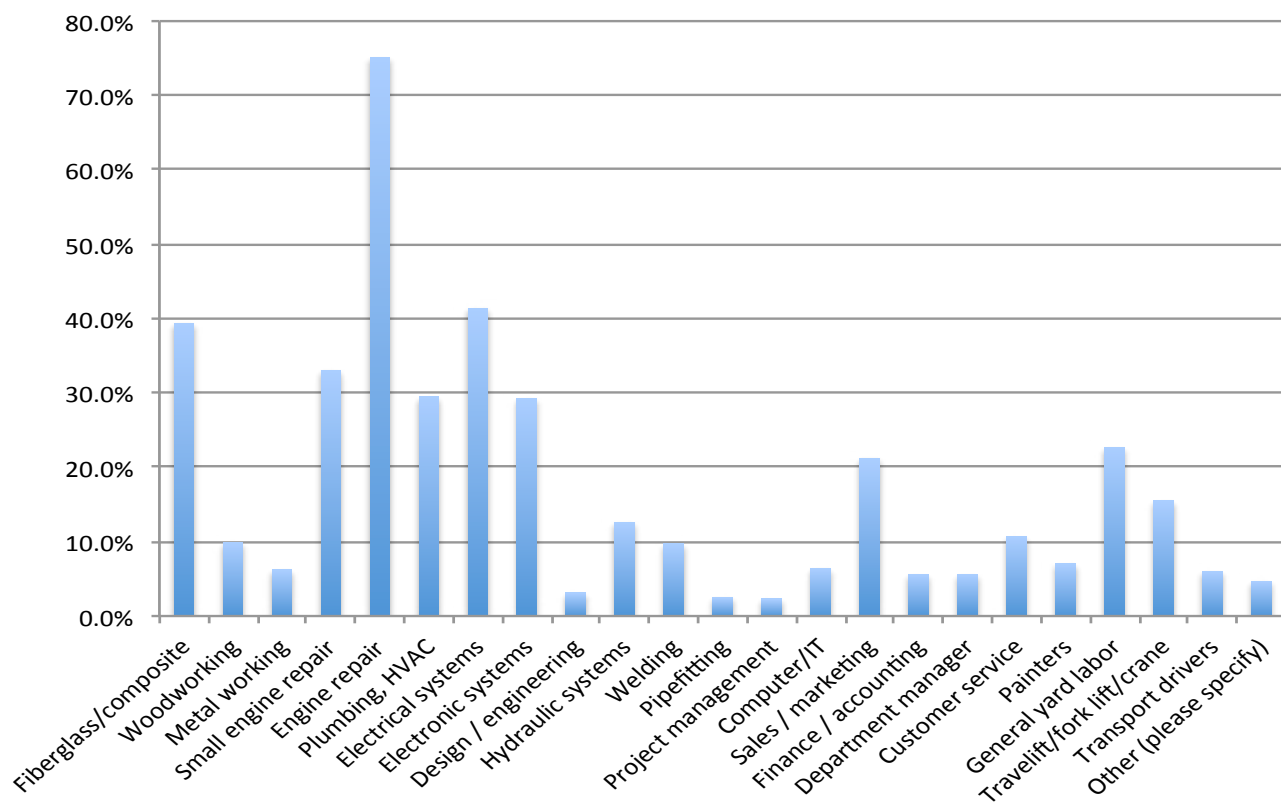
Engine repair/re-power was noted as the most difficult skill to find among job candidates, with more than 75 percent of the respondents suggesting they struggle to find qualified skills in this area (Fig. 7.1). Fiberglass specialists, small engine repair, electrical technicians and plumbing/HVAC were also common skills reported to be in short supply.

Not only are these skills difficult to find, when industry dealers find people with some of the appropriate qualifications, more than 66 percent of the respondents suggest that the new hires lack technical knowledge.

Evidence exacerbating the technician shortage can be found in answers detailing the most common description of full-time new hires. More than 51 percent of survey respondents say their new hires are “someone with marine industry experience” — meaning primary recruitment methods center on cannibalizing the industry’s existing workforce.

“Our biggest issue is finding qualified technicians,”

Q: When finding employees for your business, which of the following skills have been difficult to find? (Check all that apply).



7.1 Survey respondents indicated engine repair, fiberglass and electrical systems as the three most difficult skills to find when recruiting new employees.

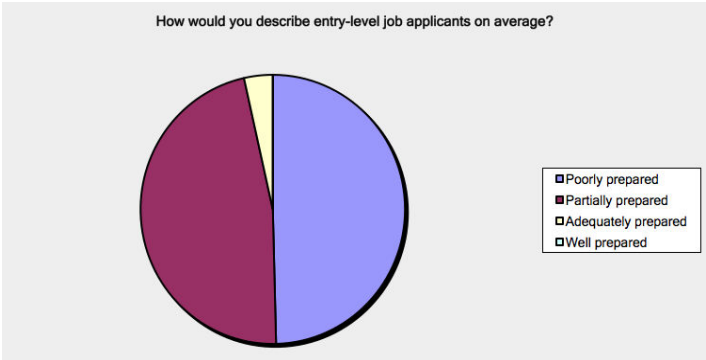
said one of the survey respondents. “There just aren’t enough out there.”

Another participating marine retailer summarized the situation by saying “We have had two applicants in the past two months — for five open positions.”

Anecdotally, we know that technical schools have trouble recruiting kids into marine specific programs, and those students who do graduate or earn certificates in these programs are typically hired before they finish their schooling. But as eager as dealers are to hire these students, there’s a significant gap between how competent the students are when they start their jobs, and the level of competence the dealers expect them to have coming out of school.

A total of 44 percent of survey participants say they have hired from a tech school, but 96.5 percent of the respondents report new hires to be poorly or partially prepared for the position (Fig. 8.1). This suggests a need for post-graduate training; better on-boarding of skilled workers; and apprenticeship programs to help them acclimate to the position’s requirements.

However, survey participants concede their recruiting techniques border on archaic. Nearly half of respondents say they “never” advertise open positions on their dealership’s website, with about 25 percent



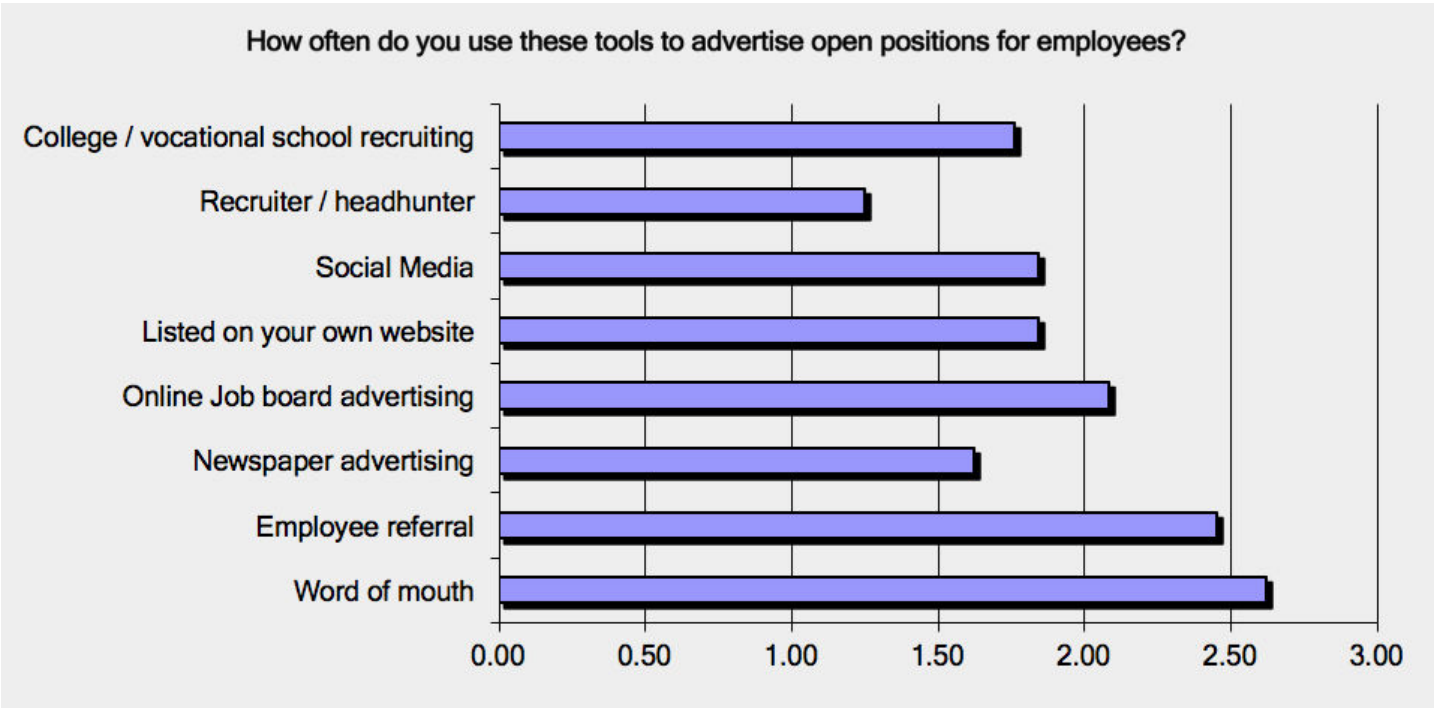
8.1 More than 96 percent of respondents say their entry level hires have been either poorly or only partially prepared for the job.

saying they only post help wanted notices “sometimes” (Fig. 8.2). The most popular methods of advertising/filling open positions: word of mouth and employee referral. This tactic has proven ineffective, particularly with positions that demand skilled technical abilities.

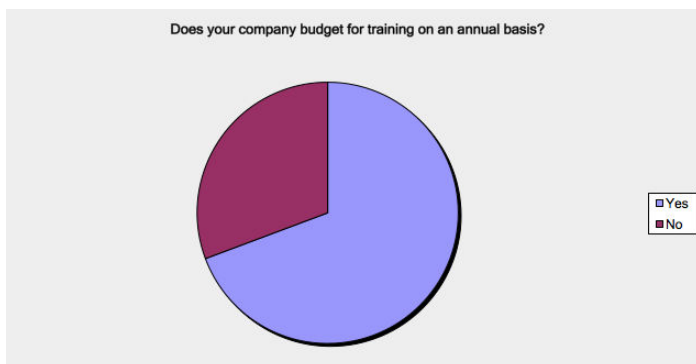
Training Challenges

While training and developing the skills of existing staff might seem like a partial solution, a full 30 percent of survey participants indicated they do not allocate resources for training in their annual budgets.

There’s simply not much energy or funding put into any type of training, with nearly 80 percent of the



8.2 The No. 1 method dealers use to advertise for open positions is “word of mouth,” followed closely by employee referrals, suggesting a need for more sophisticated recruiting methods.



9.1 More than 30 percent of respondents admitted that they do no budget for personnel training.

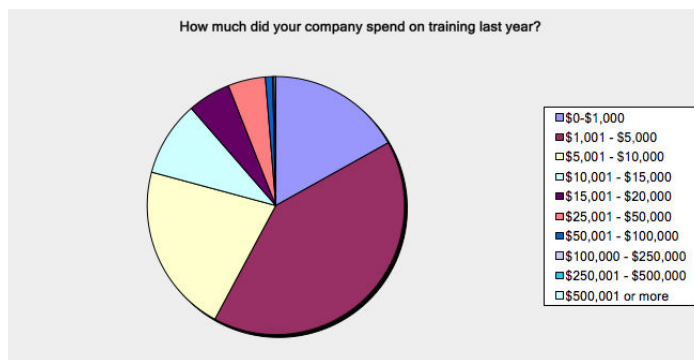
respondents spending \$10,000 or less, total, on training their employees. And one can simply read the comments about training budgets (pages 19-21) to see that many dealers view training as a necessary evil. With an average of 17.4 employees, including both full time and part time, that means the average dealership spends less than \$575 per employee, annually.

The most common type of training being utilized by marine businesses is online training (96 percent of respondents), and on-the-job training (95 percent) follows closely behind. Fewer than 20 percent of the respondents offer any type of an apprenticeship program.

MRAA's Conclusion

So let's examine some of the highlights of this survey in one snapshot:

- 21-plus percent of budgeted positions unfilled;
- 3 additional employees needed soon;
- Outdated recruiting efforts are not working;
- Poorly prepared entry level employees disappoint;
- Meager training budgets are not helping.



9.2 More than half of the respondents said they spent less than \$5,000 on training annually.

This is the reality that marine dealers face today. It's no wonder that the open-ended comments throughout the remainder of this publication are loaded with negativity. There's no fuel for the lifeblood of their organizations; there's no dedication to strengthening their teams; and the problem dealers have been faced with for a number of years — softened only by the horrific recession of the late 2000s — has only worsened.

So MRAA is acting. The MRAA is intensely focused on helping its members find, hire, develop, and train their people. Most of this focus began November of 2015, when our Advisory Council of Marine Associations recommended an MRAA advocacy agenda that prioritized an effort to "support and seek legislation to increase funding and awareness for vocational education, recognizing the marine industry's shortage of qualified technicians across the country." While this initiative has become our No. 1 focus for the foreseeable future, this Workforce Assessment was the first step in that direction.

But as far back as 2004, the MRAA began a specific focus

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to help marine dealers with personnel opportunities, when the MRAA Educational Foundation was launched. This non-profit presents thousands of dollars for marine industry scholarships every year.

Two years ago, MRAA launched its MRAA Rewards Career Center, and recently collaborated with several other marine industry entities to expand the reach of this platform to more job seekers and employers. But more than just a jobs board, the Career Center offers numerous resources, such as job descriptions and sample employee handbooks. It showcases marine industry technical schools and many other HR resources all at no charge to MRAA members.

MRAA has donated to efforts to create a marine industry apprenticeship program, has held a series of HR-specific webinars with its partner KPA, and has built several educational programs — both at its annual conference and at MRAATraining.com — in an effort to create a better employment environment for job seekers. Even MRAA's Dealer Certification Program focuses on this subject through employee satisfaction surveys, HR training requirements for management, and training and educational requirements for staff members.

In the coming days and weeks, MRAA will launch a compensation study in an effort to provide the marine industry with its first real look inside the pay plans and pay levels of dealerships across the industry.

And finally, MRAA President Matt Gruhn is the chairman of the Recreational Boating Leadership Council and that council's Work Force Development Task Force, which is working to help solve this industrywide

problem in four ways: 1.) Promoting the industry as a great place to work; 2.) Replicating existing workforce development programs; 3.) Creating a national database for employers and job seekers; and 4.) Connecting the goals of the industry with the goals of marine industry technical schools. The efforts of the RBLC are powered by volunteers from across the industry, and already, the group is gaining great traction.

So while we're proud that we our on-target and addressing the main issues that are outlined by dealers over the following pages, we know that we've only touched the tip of the iceberg when it comes to solving our industry's workforce issues.

Watch for more initiatives to come as we move forward. And contact us to join in the efforts. 

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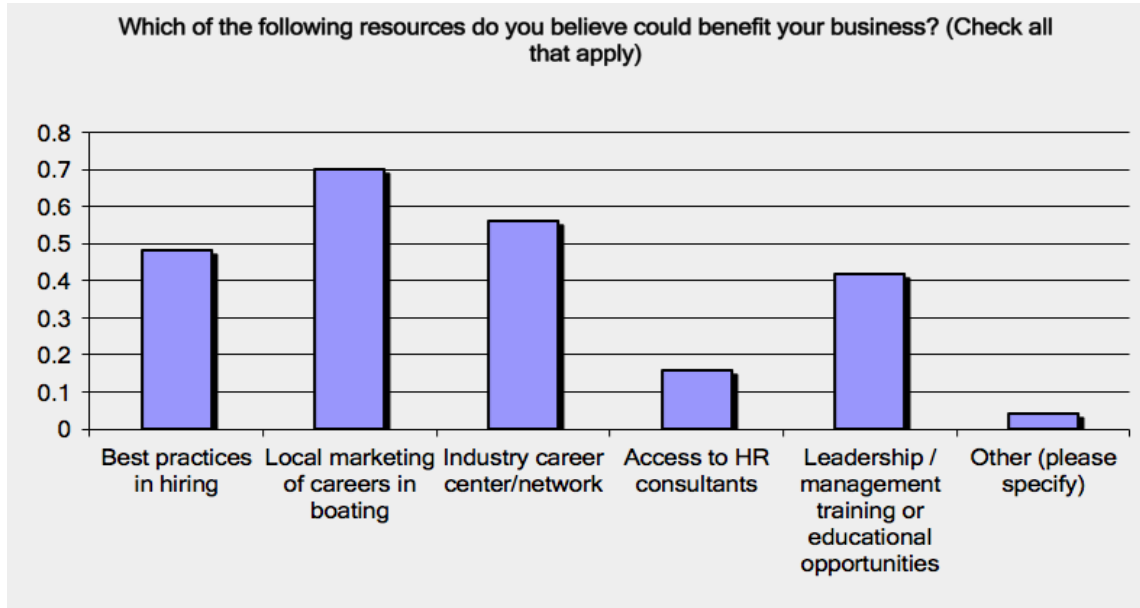
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ADDITIONAL INSIGHTS FROM THE ASSESSMENT



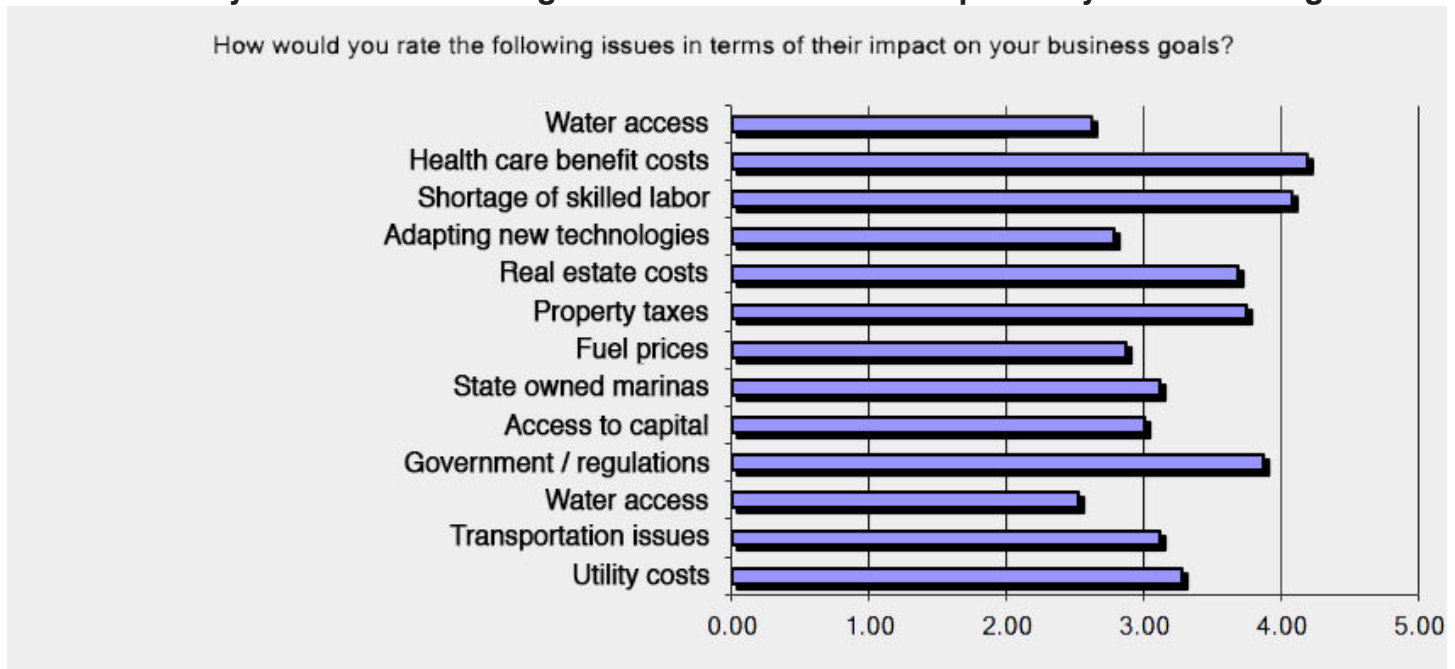
Dealers suggested that local marketing and an industry career network are the top-two resources they could use to benefit their businesses.

We asked dealers what resources they felt could benefit their business. We offered a few options, which you can see their rankings on above, but they wrote in these answers, which have been edited for clarity and brevity:

- “Tech training.”
- “Need more Votech in training.”
- “Republican President.”
- “Soft skills for entry level employment.”
- “Some kind of an apprentice program supported by the motor manufacturers.”
- “Lower cost for materials, New boat prices should decrease or more price point boats to attract interests of younger generations, lower interest rates, lower taxes.”
- “In areas where boating is seasonal, partner with industries that are active in boating’s off-season to keep people employed year round. Example Snow sports industry.”
- “Tax credits for training apprenticeships.”
- “Vocational school recruitment.”
- “Better High School prep for young people on what to expect to contribute instead of what to expect to be given.”
- “Availability of well trained technicians.”
- “Training plans and career plans for entry level workers.”
- “Marine engine manufactures have very difficult training university procedures, online scheduling. They do not have enough training slots available for hands on classes and they make it difficult to train someone new to the industry.”
- “Tax incentives for the purchase of non-combustion boat motors.”
- “We have utilized the ADP HR specialists in hiring and use the Predictive Index to vet applicants for proper positioning.”
- “More skilled and semi-skilled workers, or at least workers who are somewhat educated and motivated.”
- “A basic understanding of electricity and electrical.” 

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

Q: How would you rate the following issues in terms of their impact on your business goals?



Marine retailers report health care costs and a shortage of skilled labor as the primary negative impacts on their businesses; water access ranked as the factor have the most positive impact.

We asked dealers how they would rate the issues that are having the biggest impact on their businesses. Here are the written comments they provided, edited for brevity and clarity:

- "Fuel prices can have a positive, negative or neutral impact depending on what they are at the time."
- "Workers Comp and insurance costs are the most negative impact on our business."
- "Health Insurance is the single most costly and frustrating issue we face!"
- "Environmentalism crushed the market with MPI, then Catylist, then four stroke outboards."
- "Government crushes between taxes, Obamacare and regulations."
- "Health care is killing us ... Thanks Obama."
- "Hard to find trained and educated employees."
- "Lack of people wanting to work with their hands."
- "Health care costs is the #1 for negative impact."
- "At our dealership we are directly tied to the oil and gas employees in the area. Prices being down has caused much of our clientele to be without or nervous about employment."
- "Lack of motivated driven employees is what will drive me to sell."
- "Prices of everything marine-related does not allow many entry level inroads for new customers."
- "We need qualified marine technicians badly."
- "We need more public boat landings."
- "Health care, minimum wage increases, property taxes and zoning, as well as government mismanagement of environment are significant real world impacts to our organic and planned growth."
- "Fuel Costs today are not bad though can turn to be a negative quickly."
- "Until economy and wages and good jobs show REAL growth, there will be no real recovery."
- "Help, it is harder every year to want to stay in business!!!!" 

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

The large majority of respondents said they would need to hire new employees in the next three years, so we asked them to tell us what they think would help attract potential new hires to the marine industry. Here's an overview of what they told us:

In general, dealers suggested that there are five primary ways that the marine industry may be able to attract more new hires to the industry: 1. Better pay and benefits; 2. Marketing of jobs to potential employees; 3. Marketing of opportunities to technical schools; 4. More and better training at technical schools, as well as other training opportunities; 5. Overcoming the seasonality of the marine industry.

When it comes to pay and benefits, dealers feel they can't compete with higher-paying professions. In all, 68 of the 239 respondents made a suggestion that better pay and more affordable benefits would make a difference.

"Wages have not increased in the last 15 years like with other industries," wrote one respondent. Another summed it up like this: "More pay, which we cannot afford. More incentives and benefits such as health care, which we cannot afford."

And several dealers addressed that affordability topic, but from a self-analysis perspective. "We don't profit enough to afford benefits," one wrote. "We need higher wages, which can't be paid because of low margins."

"Help dealers become more profitable so pay scale becomes attractive for potential employees. We keep losing good prospects to the automotive industry solely due to pay."

The second-most mentioned area of opportunity was the marketing of careers in the marine industry. While there was much talk about communicating the long-term career opportunity available, there were 38 specific comments about the industry making a better effort to promote jobs in all areas of the industry.

"We need to do a much better job at marketing our

jobs/careers. We have a positive to promote -- this industry has a lot of work you can actually enjoy," wrote one respondent. "Need to have a "Grow your career" program with as much effort as was put into the Grow Boating Program. Make students aware of the marine industry. Lots of mechanically inclined people may never consider marine technician as a career," wrote another.

Write along with marketing careers to potential employees was the recognized need to market opportunities to the schools that are developing the students. "Raising the industry's profile in the eyes of college job placement personnel," was a priority to one respondent. "I'm also curious why the marine industry does not team up with larger tech schools that specialize in tech training, similar to that of cars/powersports," wrote another.

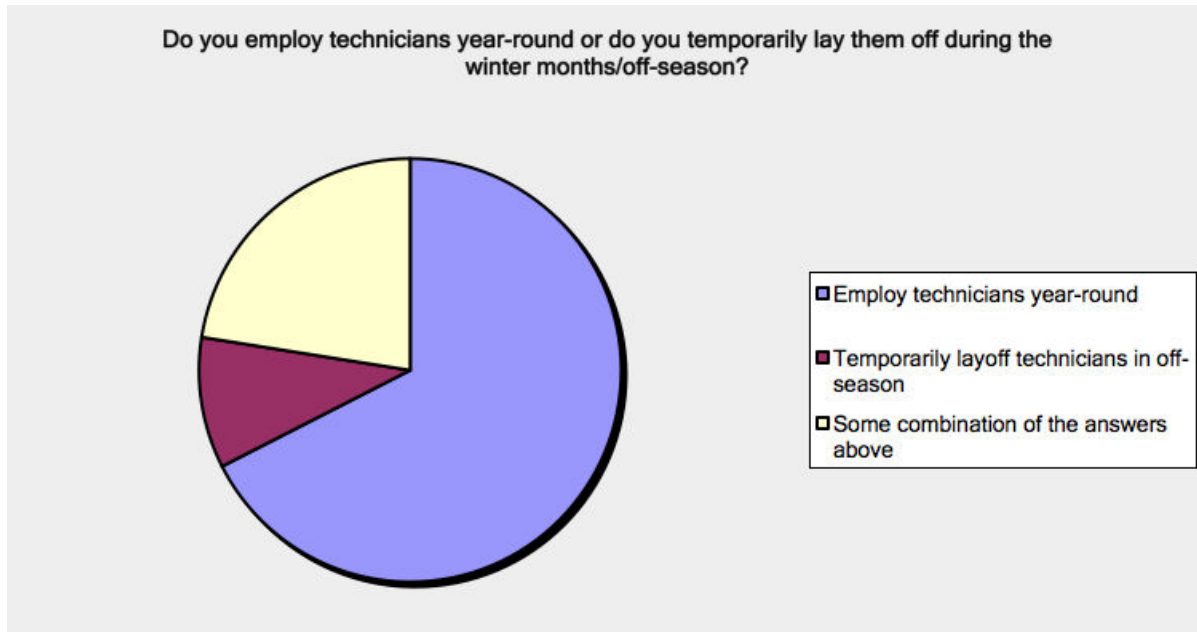
"We need to get involved with local tech and junior colleges the way the auto industry does. We are losing all good potential hires to them because they don't know about our business."

While many dealers spoke of a need for greater training opportunities in general, the third-highest quantity of written comments, with 33 specific references, were those about developing more opportunities for vocational programs, both at the high school and college level

"More opportunities for technical training in high school to make young people aware of what our industry is all about," suggested one respondent. "Bring back shop classes at a high school level to see if kids have an interest in mechanics Stop the fallacy that everyone needs college," requested another.

Finally among the most-common written suggestions, a handful of respondents noted the sea-

ADDITIONAL INSIGHTS FROM THE ASSESSMENT



The seasonality of the marine business, and more specifically, the need to lay off employees during the winter months was noted as an obstacle to hiring and retaining marine industry employees.

sonality of the marine industry, and the common practice of laying off technicians and/or other employees during the winter months, was a major obstacle. "More winter work in the Northeast to help keep personnel on the books full time," one respondent suggested as an option. "Access to short term training, week- or weekend-long 'mini' courses so they could continue to work nearly full time," added another.

The idea of creating apprenticeships was also a common recommendation. One dealer summed up the sentiment the best: "I know the seasonal aspect of the job is difficult but it is also costly to employer. It would be nice to have schooling for the industry during the off season and interns that work during the summer."

The following is a list of additional comments we received on this topic, edited for brevity and clarity:

- "Most long-term marine industry employees are there because of the interest in boating and boats. Others just fall into it. Nowhere is the industry caring about how the employees are making a living. Wages are generally low and

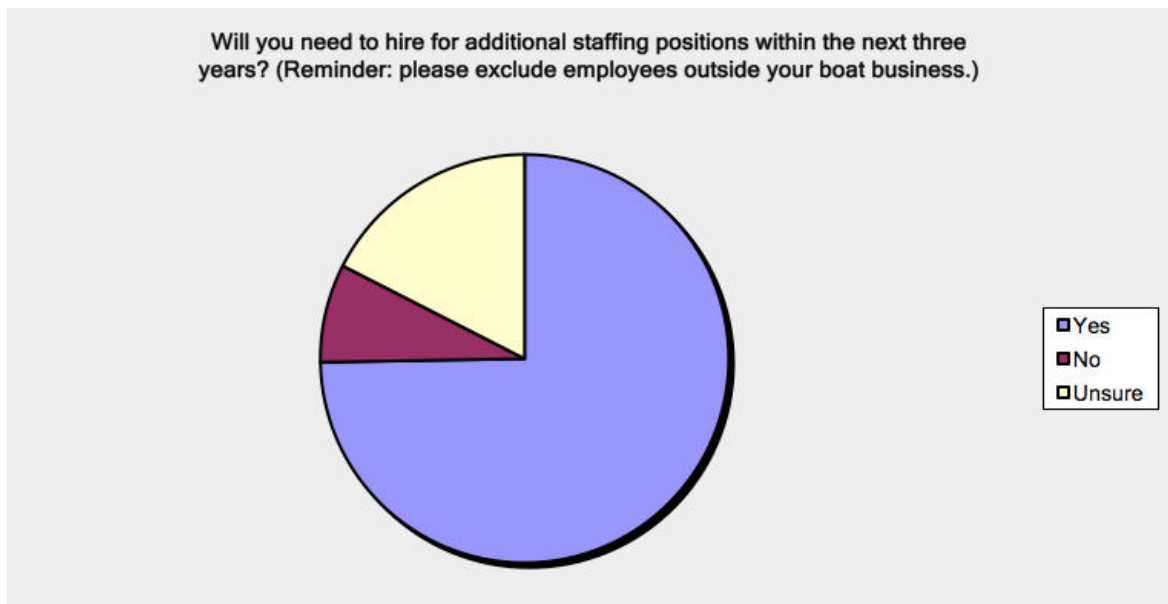
the ups and downs in the economy make a long term industry employee a bleak prospect."

- "All marine facilities MUST upgrade their work environment, heat, dry place to work, some yards I go into I would not let my dog walk thru the place."
- "It seems to be pay. We have a hard time competing with car industry."
- "If they would work longer for less pay."
- "National advertising promoting the industry."
- "Publicize what an enormous industry this is in our state. People do not realize the growth and career potential that exists."
- "More exposure for opportunities available in the industry."
- "This industry must sell the fact that it is a great industry to work in and for a career."
- "More public/educational awareness of potential marine careers."
- "Get in front of students at technical high schools to encourage them to train as marine mechanics."
- "National marketing of how good an industry this really is."
- "More information given out through high

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on what dealers think would help attract potential new hires to the marine industry. Here's an overview of what they told us:

- schools concerning employment opportunities in the marine industries.”
- “A central job advertising locale.”
- “Just letting the public know that there is a need for techs and mechanics in the marine industry.”
- “A concerted effort to encourage students who are not geared toward higher education learning, to consider trades. More than anything, it’s a work ethic issue and having them want to work and not live off the system.”
- “I think there needs to be a heavy influence at the high school to get them interested in the marine industry to take the education to the next level”
- “Educating kids on the industry, getting into the schools and creating an intern program for them. With the increased cost of college, learning a trade is becoming a more viable option for kids.”
- “State tax credits for apprentice programs to allow a employer to pay apprentices more
- “The chance for advancement limits us. Most of our jobs offer little to no advancement.
- “Alternative to college prep in schools and demonstrate career pathways are available.”
- “Showing them that they can make a career out of marine business.”
- “Clear picture of future benefits and job security.”
- “Stronger industry and dealerships. More clearly defined career paths. Better compensation.”
- “Early education on marine job opportunities and returning vocational education programs to our schools.”
- “Letting people know that the marine industry is a viable source of a strong income.”
- “Not sure... most new hires want more money than they’re worth, have few relevant skills, are very impatient, and do not take pride in their work... we’re in big trouble.”
- “Exposing them to the idea that our industry has growth and career potential.”
- “Technician positions need to be seen as a viable career and not just a “blue collar” job.”
- “Training at junior college level.”
- “We need to offer summer courses for kids to learn about boats and go boating.”



The large majority of respondents said they would need to hire more employees over the next three years.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on what dealers think would help attract potential new hires to the marine industry. Here's an overview of what they told us:

- “Training offered by schools in technical industries that matches those offered in other industries that are affordable to attend.”
- “If school systems/tech colleges were made aware of the need more. It sounds like a lot of high schools are cutting back funding for shop classes (at least in our area).”
- “If the educators would stress that this is a “dying skill.” With the proper education and actual knowledge New and upcoming mechanics could make a lot of money. It is a skill that will always be in demand and it is a job that a computer will not be able to do.”
- “More locations for training.”
- “Introducing classes in High School to small engines and marine engines.”
- “If more tech schools would offer marine courses.”
- “More marine schools and training for technicians, parts, service personnel and associates.”
- “Start training vocational students in high school and encourage them to intern in our industry.”
- “These supposed trade schools for marine training are a crime. Kids come out of these schools with a ton of debt and can’t do much more than the guy with a little mechanical skill and a desire to learn. They have these big loans to pay back and can’t work for minimum wage while they learn enough for an employer to make any money. They come in poorly prepared and can’t afford to work for minimum wage while we have to train them.”
- “Educate the local High School counselors that mechanical jobs are not just a place to send lower-performing students. The complexity of the new engine control systems need high intellect, computer skills to go along with a mechanical aptitude.”
- “Promote the industry as a whole to technical schools, and the fact that we pay more than the average wage (at least in Florida).”
- “A much better working environment. Pay and benefits better than your average hardware store.”
- “Get classes regarding marine work into the high schools and more trade schools.”
- Better access to the certifications that companies need in their employees to keep up with their dealership requirements as well as the new technology of the engines and systems.
- “Higher pay for people with the skills, experience, and tools who can work independently on a yacht to deal with a problem from diagnosis through repair and can properly document the work. Also, it would be very helpful if boat builders would actually design vessels to be worked on so that the technician does not need



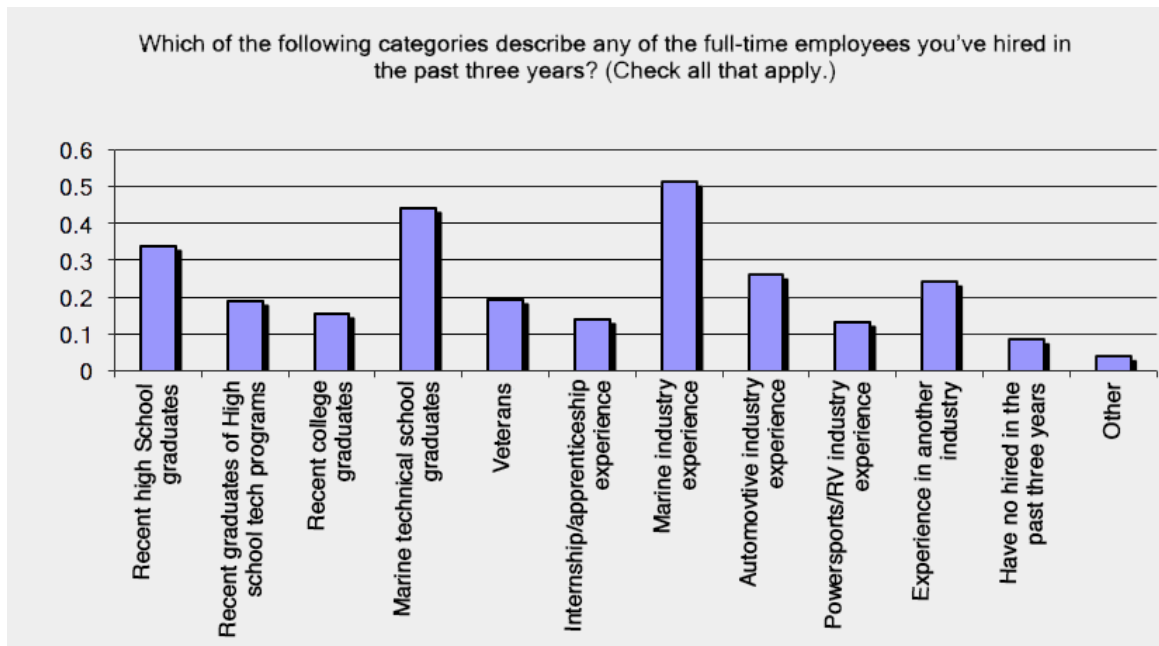
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ADDITIONAL INSIGHTS FROM THE ASSESSMENT

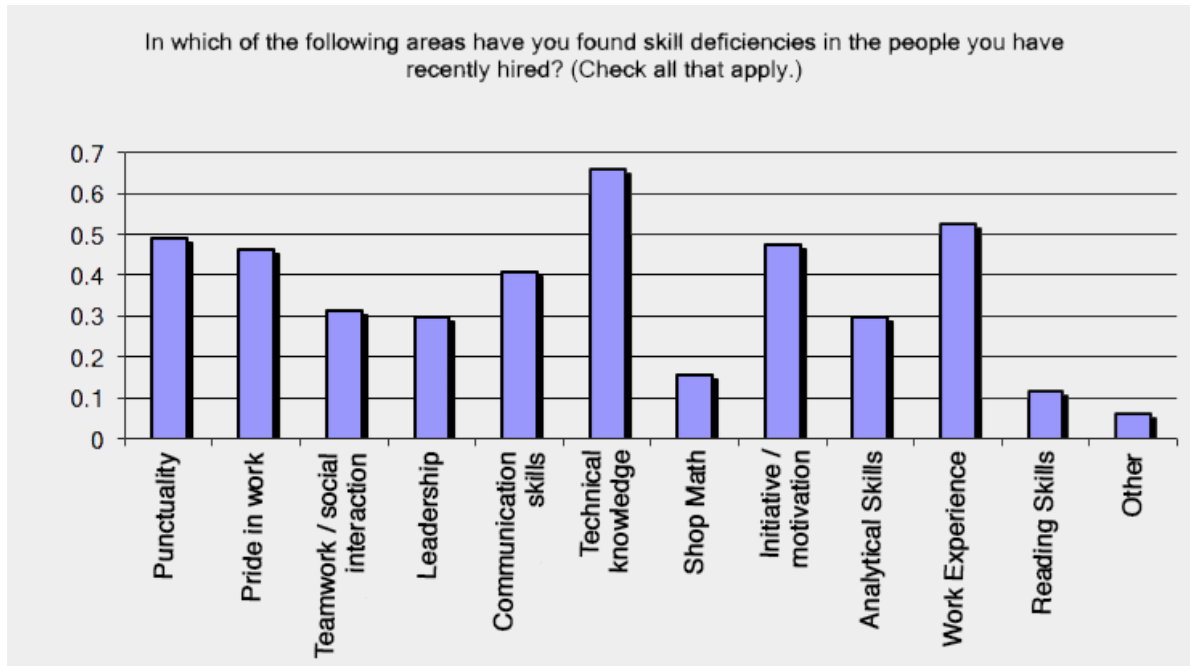
CONTINUED commentary on what dealers think would help attract potential new hires to the marine industry. Here's an overview of what they told us:

- to be a yoga master in order to perform the work.”
- “The ability to get training in a variety of brands without having to be an actual dealer of that brand. i.e. Yamaha, Volvo, Mercury, etc. Not all marinas can be a ‘dealer’ but it would be nice to be able to train in the service side of that brand. Also to introduce the possibility of boat mechanics to high school students who may not be suitable for college, but like working on motors. Nobody goes to high schools and introduces the boating industry, even in areas where boating is popular.”
- “Got to have work at the shop to need more workers. Online videos for everyone to fix their boat motors are hurting the industry.”
- “Offer a broad spectrum of hands on training in a variety of skill sets.”
- “More training programs at a reasonable price.”
- “More on-the -job training offered.”
- “More technical education options.”
- “More local opportunities for training outside of MMI or working for a dealership.”
- “Manufacturers should offer more entry level training so we can mold our technicians from the beginning.”
- “Better regulated and training programs.”
- “Major boat and engine manufacturers need to create classroom training opportunities on a year-round basis. Comprehensive training should be made available at any time to dealers’ new hires. It takes three to four years to become a Mercury Certified Master technician. This is unacceptable.” 



When it comes to hiring, most marine dealers are finding employees described as having previous marine industry experience, which suggests dealers are stealing employees from each other.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT



Technical knowledge was by far the most cited deficiency that respondents noted in recent hires.

When we asked dealers which areas they have found skill deficiencies in the people they have recently hired, they provided a series of “other” responses that are worth noting. Here’s a summary of the 27 written responses we received:

Five responses specifically cited “computer skills” as a deficiency.

“Young generation wants a paycheck, not a job.”

“Experienced people are too expensive.”

“Lack of initiative, lazy young people.”

“The administrative components of non-admin positions.”

“Amazingly incompetent, self-centered and entitled.”

“There is no one even applying anymore. We have had two applicants in the last six months for five open positions.”

“The quality of new employees, graduates of high school and trade schools is low. Some of the applicants are almost untrainable. We went through three new techs this last year because they could not work properly.”

“Unrealistic expectations: They want money sooner than they can justify.”

Other specifics offered, without context:

“Substance abuse.”

“Reliability.”

“Driver’s license.”

“Writing skills; i.e. email.”

“Time on task.”

“Weekend work.”

“Common sense, math.”

“Passion for boating/watersports.”

“Sales skills.”

“Efficiency.”

“Want to work more hours.”

“Work ethic.”



ADDITIONAL INSIGHTS FROM THE ASSESSMENT

We asked dealers to explain their method for budgeting for training. Here is a summary of their responses, edited for brevity and clarity.

We asked this question to gain greater insight into the thoughts behind how much dealers are spending on training. As we dig a little deeper into their open-ended questions, we find that about 35 or so of the 266 responses suggested that they budget a dollar amount, based on either a percentage of a specific financial metric or simply by a specific dollar amount.

17 responses suggested they budget based on a percentage of one financial metric or another, noting such areas as gross profit, total sales, production volume, service work, storage revenue, or previous year's training budget.

Then, 18 responses suggested that these dealers budget, or at least spend, a specific dollar amount, either a flat fee or a per-employee amount. "We haven't formally budgeted, but we spend \$8,000 to \$10,000 annually," explained one of those respondents.

In all, 12 admitted to not having a budget for training, but rather suggested they'll train their people when they need to. "No budget. If they need it, we send them," suggested one respondent. "It's a line item," wrote another. "Informal, hands-on processes. There's typically no need for paid processes." And as frightening as it may sound, one respondent said, "No employees worth training." "Simple... If we can afford it." But most dealers who responded in this way, suggested they train their employees when they can afford it. For example, one dealer said, "We just have to come up with the money when it's time for a tech to get certified or re-certify." "If we make enough money to make it through the year," summed up another.

In all, 42 of the written responses suggested that dealers train their teams "as needed." Here are a few comments that represents the sentiment of the dealers who spent training dollars on an "as

needed" basis. "I just plan on paying it," said one. "If training is needed, we do it," added another. "We do what we have to," and "Whatever training we need to do -we try to do it, if time permits," rounded out the comments on this topic.

The largest majority of written comments focused on fulfilling requirements with manufacturer training, primarily on the service side, but also including sales and product training. In all, 78 of the 266 responses specifically referenced manufacturer training. "We don't have an actual budgeted dollar amount, but we are required to send certain techs to schools each year. We are in the habit of budgeting for it so that we can comply with our vendor status from our OEM's," wrote one respondent. "Cost for training is minimal because they are going to manufacturers' schools, but every employee is expected to be on path for at least 2 different manufacturers," wrote one respondent. "We are billed by our manufacturer and have to pay them," said another. "We add Mercury's Annual training fee and our ABYC membership to our budget along with an amount for training classes," shared one other.

A small handful suggested they train their staff depending on their "potential" and/or their interest in the future. "It varies by employee status," wrote one respondent. "Starting a new tech can be an expensive and time consuming process."

The following is an overview of the comments from this survey related specifically to budgeting for training. Comments have been edited for clarity and brevity:

- "On average, we invest in 1,000 training hours in a calendar year. Training is in all facets of the business. Most of our education comes via manufacturer online computer courses, MDCE, manufacturer dealer shows, trade magazines and service publications. Trade schools sponsored

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on dealers' method for budgeting for training. Here is a summary of their responses, edited for brevity and clarity.

by manufacturers, and in house - one technician to another. We hold a couple of weeks of formal in house technical training during the month of January."

- "Determine tech classes for certifications that are needed and sales training needed per sales person and multiply by \$1,000 for each person needing training."
- "Plan on at least 1 week of training for each full time tech per year."
- "We pay for all Mercury University costs and annual training fee. We pay 50% of cost to attend ABYC certification classes. We offer a \$5/hour raise to employees who become certified."
- "We budget for 4 technicians to attend factory courses, and one course that would apply to all/other employees."
- "We plan for annual technician training for engine sales and service. We take advantage of our trade association for OSHA training and other local training they provide."
- "We train as much as possible."
- "We send our techs and customer service personnel to classes each year. Techs go for 2-3 weeks."
- "Training in the past was very poor. Most certified techs lost their certifications. This location is spending 3 to 4 times the annual budget of \$10,000 to get everyone recertified."
- "We spend what it takes to train ALL employees EVERY YEAR, in-house or off-site, and send employees to manufacturer courses and ABBRA, ABYC, other specialized courses."
- "Whatever is necessary. It is a priority."
- "Training fees are pre-paid with Mercury and Yamaha. Technicians are sent two at a time, based on their level of progress, attendance record, etc. Up to 8 weeks of training, 2 at a time, is included in our winter expenses, as well as weekly in-house training from September to December."
- "Dealership, in house."
- "Any materials / courses needed for improving skills."
- "We participate in manufacturers training at the current costs developed by them."
- "All employees attend at least one on-site training per year and unlimited online training."
- "We use ABYC certification, send techs to sessions, pay their time and expenses."
- "We usually rotate the sales guys and the techs by what they are qualified for."
- "Set aside funds each month for training."
- "Travel is covered by frequent flier miles and meals and lodging are charged to the company."
- "Our budget is based on projected new hires for the upcoming year, internal development, and annual conferences we attend."
- "Look at expected travel costs. Most classes for professional development are included in mandatory annual training fees. Budget funds are only required for travel costs."
- "Try to send techs that show punctuality and promise to school at least once a year to get on path to certification. Send certified and master techs to school to maintain."
- "We take advantage of online training offered by our manufacturers and local technical college."
- "If a technician wants to take a class, it just needs to get approved and they can then go."
- "For technicians we determine which techs will attend which schools for the following year and budget based on past costs."
- "We send our mechanics to school as they want. We just do it, there is not budget involved."
- "We save necessary funds during peak season to afford schooling in off season."
- "We try to train in the off season when it is not so busy."
- "We allow 3 people to train in off months."
- "We try and rotate about 25%-30% of staff to related schooling."
- "We plan for the financial outlay of monies for technical training and offsite seminars."



ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on dealers' method for budgeting for training. Here is a summary of their responses, edited for brevity and clarity.

- "On the job training for applicable skill sets, so labor efficiencies may be impacted."
- "All of our staff attends training every year. We do a lot of apprentice training so we have a continual breeding ground for new team members that understand our culture and have the skill set we need to deliver at the highest level."
- "We self-train, in-house. A master tech trains apprentices."
- "If we can make enough money, we send guys to training."
- "We will pretty much send the techs and service people to anything we deem relevant. We are very liberal with spending. However hard to get some to go and attend."
- "We include the schooling we know our employees will need to stay certified each year and we include that amount in our budget."
- "We look at available training and budget based on available options that offer benefit."
- "I take travel and loss of billable time into account when factoring my training costs."
- "Monthly training is primarily safety training and equipment/driving."
- "Forecast type and number of trainees."
- "It basically consists of at least one school for all production employees and in house for the admin staff."
- "Estimate the number of people to go to training, multiplied by the cost of the course."
- "Assess individual employees' current capabilities and weaknesses and plan accordingly, hosting manufactures reps, watching Power-Points, online training, going to boat shows, going out into the field, networking with other dealers, boatyards and marina, supporting local trade association."
- "We pay for training as needed to maintain highest level of factory and FCC certification."
- "Flexible, we usually have sales reps come to us and train on site." 

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

We wrapped up the Workforce Assessment asking dealers, in their opinion, why they and their marine industry colleagues have difficulty finding qualified employees for open positions. Here, in a mostly uncensored format, are their responses, once again edited for clarity, as well as brevity.

- I could write a book, but for now, schools are not preparing students with realistic expectations. They don't discuss our industry. Parents think learning a trade is beneath their children.
- Our service techs that have left, went to different industries where they were making more money.
- People don't want to do physical labor, as in getting their hands dirty to work on an engine. Sales staff want to sit at a desk and look out a window until someone throws money at them. Most hires want to be CEO in a week, with weekends off.
- In this area, you cannot make a living. Young techs are not going into the business. You spend 40k on training, 40k on tools, to make 12 dollars per hr. and then get laid off for the winter with no pay and no sick time and no health insurance. Who would want to do this hard work for that?
- In my opinion there are two reasons. First one is because a lot of the technicians and other applicants have drug problems. Second is that a lot of people who run boat dealerships are hard to work for.
- In general, it is difficult to operate a seasonal business and pay a competitive wage when someone with zero training and experience can walk into the local burger joint and start at \$15 per hour.
- It takes 10 years of experience and thousands of dollars of training and many thousands of dollars of investment in tools to make a good marine technician, yet the pay rates are significantly lower than many other fields that are less demanding such as automotive repair or elevator repair. Most marine technicians are in it because of a fundamental love of boats and boating, money is a secondary consideration. Unfortunately, not enough people are willing to forego good pay in order to work on boats.
- Young people do not want to work today, and trade school graduates can pass a test but they can't fix or diagnose. and they think they are a lot more valuable than they are.
- Our experience has been that you hire and train people and they take that experience and move to a competitor. We are trying to find young people who have a mechanical aptitude and teach them and provide a stable work environment so they do not have to look elsewhere for work. Providing health care and other benefits is useful in this area but has become very difficult to provide because of large increases to employers.
- Young adults coming out of trade schools have unrealistic expectations of what they're worth. They are used to immediate gratification (instant access on phones, social media, etc) and don't understand the concept of working to attain goals. For same reasons, they don't know how to communicate effectively in a face-to-face environment. Very sad.
- The techs that are coming out of vocational schools are being recruited by the oil/gas industry to work on rigs with lucrative pay out of the blocks. Most marine dealers are only paying 30% of what is being offered in other industries based on a standard set by past pay plans. There is a small opportunity to earn \$100k being a marine technician
- Sales pay is based on shrinking commissions compared to many years ago. With boat prices so high there are fewer boats being purchased. Salesmen are faced with unstable pay based on commission only sales. Only the top salespeople can earn a great living selling. Others struggle to earn a livable wage based on the current sales.
- The pool of talent is too small, and we don't pay enough compared to high-end automobile ser-

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- vice, HVAC careers, union plumbers, carpenters, welders, machinery operators, etc. It's too easy for young talent to do something else.
- We have traveled to the schools on multiple occasions to meet with the employment placement advisors. There does not seem to be any desire to help place graduated students in parts of the country where they are needed or where they think the work is only seasonal. Secondly there does not seem to be the responsibility to the students themselves. Meaning just collecting the tuition from the student and not being concerned whether the student actually has the aptitude for the industry or job. We have hired graduates on more than one occasion and for just completing a certified course, some of them could not even complete basic things such as oil changes. Third, they ramp them up to think that they will come in to the field knowing everything they will ever need to know and their wage will start at top dollar. This is just a small example of the continuous battle of finding qualified technicians especially. We have been looking for years and have not been finding the quality, qualified candidates we are looking for. It is an ongoing battle.
 - Education is changing to computer desk jobs and getting away from using your hands to fix things.
 - The seasonality of the work makes it difficult to pay them as well as other industries do.
 - Can't find skilled technicians with experience.
 - The possibility of being seasonally employed.
 - Younger work force does not possess the skill or work experience to fulfill tech jobs.
 - Engine manufacturers limit access to training on their products to dealers only, so a small company has a very hard time hiring skilled workers.
 - Very limited availability of qualified help.
 - Self-employment in the area generates higher income.
 - Labor rates boat manufacturers pay as well time allowed to do the work.
 - Entry level marine positions pay similar to starting wages at In-N-Out Burger, yet the work is significantly more demanding.
 - Good techs are hard to find. We found three bad techs in the last year and fired them all.
 - Jobs in industries outside of boating take all of the potential employees. We get very few applications when we advertise job openings.
 - We need to learn how to appeal to the pool of potential workers. We need to market our industry as potentially well-paying and a fun industry to work in.
 - Other industry's will pay a higher wage.
 - Everyone thinks they need a college degree and doesn't want to get their hands dirty
 - People don't want to work with their hands anymore. Society has changed - nobody wants to get dirty.
 - Lack of passion for the industry. The best employees are ones that want and like the boating experience.
 - Public does not see the year-round opportunity in marine employment. Public belief is it is seasonal work. We run full staff 52 week a year 5 to 6 days a week.
 - It's a generational thing: No one wants to work, but everyone wants to be paid like they're management. People's priorities are not straight. Plus, most lack the education, knowledge, and skills needed to work in the marine industry.
 - Kids coming through high school or non-marine trade schools are not aware of the possibilities in the marine industry. Mechanical types are always pushed towards automotive or other equipment type careers. Marine industry should advertise careers like all the trade schools do for welding, health and other careers.
 - There are not many qualified marine technicians in Alaska.
 - No trained people available

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- There's a lack of dealer principals supporting potential educational/training/vo-tech training and a form of industry-wide unification. Our industry is sales driven to the point that techs are in the background. Public education systems push for college and do not provide opportunities for young people to explore talent potential in hands-on work. Service industry is generally looked down upon.
- Scarcity of talent is the biggest challenge.
- All the older generation mechanics want to do it their way and are not willing to learn new computer tools. If there are new college kids, they usually won't stay and become a technician because it is hard work and everyone wants fast and cheap!
- The schools do not train on older products.
- Too hard to learn the technology of the new engines, and people won't work that hard anymore for what it pays. Plus they can't fix the older engines that come in. Also, the seasonality — you're either real busy or real slow. It's not steady.
- Qualified Marine Technicians
- People are not learning these types of trades.
- The boating industry is for pleasure, not a must-have for the average household. Therefore, they do not have the funds to spend in this area.
- The marine industry in our area is so seasonal it is hard to find qualified mechanics that are interested in only working on an item part time or seasonally. Plus, there are other employment opportunities in the area that can afford to pay more with more of a steady income year round.
- The hardest thing for us to find in new employees, is education, any form of experience, and a drive to do a decent job, and take pride in the job. There is a huge lack in caring about why we do what we do.
- The down turn a few years ago has chased many away from the industry. Current population in general does not want to work for a living. Competing industries pay much more than we generally can afford.
- There seem to be very few individuals out there who want to work. This is particularly true for a seasonal business located in a remote area of upstate NY.
- Most who apply have no work ethic nor do they want to work on weekends when we are open, plus they want to "do it their way" instead of industry standards.
- Car dealers pay their people, \$35 to \$55 per hr., and in the boat industry, we are lucky if we make 35 to 50 per hr. The avg. pay is 20 per hr.
- We need to find people that like Boats and fishing, and then we might get our rewards.
- Unqualified applicants applying for positions.
- Due to our geographical location, employee pool is limited. Millennial generation is unwilling to perform manual labor in entry level capacity.
- People are not trained well and don't have the experience to work on boats and motors.
- We have to adjust our budgets to highs and lows of the seasons.
- I think the expectations of a lot of people is to come start at a very high level with little to no experience. We start people at a pay level and then will have a review in 60 days to assess their quality of work and determine if a raise will be in order.
- Pay scale is low due to seasonality and poor warranty flat rates and internet shopping.
- Lack of marketing on careers in boating.
- No one wants to do manual labor.
- Lack of experience and lack of desire to get into the industry.
- Most applicants don't have motivation to learn and grow. Everyone wants a paycheck for minimal effort. The entitled generation of young people have no work ethic.
- Shortage/competition for candidates.
- Not enough people in the area are interested.
- There is a worldwide shortage of skilled trades,

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- specifically technicians.
- People don't want to work!
- We have lost some of our top employees to government who give all kinds of benefits that we have not been able to match. Wages was not the issue.
- Education. Health insurance. Wages.
- Good ones have a good job. New ones want a paycheck, but not necessarily responsibilities.
- Profit margins are too low and seasonality of business affect ability to pay staff comparable wages to other industries such as auto.
- Low population, housing costs, and seasonal positions.
- Younger generation just doesn't seem to have the drive.
- Not many technicians in our small area.
- Lack of interest in boating, and the boating business, by younger generations
- There just don't seem to be any with marine engine experience, so we have to train them ourselves. This means we are taking a guess as to who will have the aptitude for this type of work. Sometimes we don't see potential in any of the applicants. We have strict application procedures, such as writing a short cover letter, and delivering their application any other way except email (in person, by mail, by fax) and many times the applicants do not want to even try to follow our guidelines - we just get generic emails from people who do not even come close to qualifying, or we do not get any applications at all.
- Very seasonal in New England. The pay isn't appealing like other industries.
- Wages in RV industry (I am close to Elkhart, Ind.) are very high. That makes us hard to compete for those possible employees.
- People like the industry but leave for full-time, year-round jobs.
- It's hard to find employees that have common sense and are responsible, clean and qualified.
- The younger people don't want to get their hands dirty.
- Marine propulsion systems today are very technical. To find someone with mechanical and electronic skills is very difficult. You have to have a lot of passion to work in this environment. It is very hot long hours and under pressure to get the customer done in the time frame given. To find someone with all those qualities is very difficult.
- Cannot compete with the high-paying jobs in this area. No personal pride in themselves or their work.
- No adequate training in Utah and not near a coast line or major water source.
- Qualified employees have left the industry in the last 8 years due to the depressed nature of the marine industry since the economic crisis of 2008. We are still feeling the impact.
- There just are not young people growing up that want to enter the marine business.
- Lack the ability to pay higher wages and offer health care benefits.
- There are not enough vocational schools offered for the marine industry.
- We are located in a small town where most qualified individuals do not seem to think there is any opportunity here. To commute here from any bigger city, it could be a 45-minute to one-hour drive.
- No experience techs available in our market! They are either retiring or too old to work. No new young people wanting to work or know about our business! Technicians are our biggest problems!
- New technology is easier than working hard.
- No one out there to fill the jobs.
- Few entering the field.
- Not enough people joining our industry. The seasonality of the business in our area and the pay scale is too low.
- Very few potential candidates are willing to

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

invest the time and effort to learn the trade.

- Most feel they should be “management ready” straight out of high-school or trade-vocational school. This is a society problem, not an industry problem.
- The people coming out of school want big money and do not want to work for it
- No way to train people to become technicians.
- Shortage of trained young people entering the business. Need to find good business-minded people and train them in the industry, which takes time and expense.
- We closed our second location six months ago. Our inability to correctly staff that store was a major reason.
- No one new is coming into the industry. The few that are, do not believe in work. Most that we have tried from MMI do not know basics. They do not understand nor do they care about flat rate and limiting come backs. Poor work ethic and training from the few that are young and coming into this industry.
- Technicians seem to be either very young, or quite old, doesn't seem to be middle age techs available
- Most applicants do not have the proper training. It is difficult to find skilled people with any kind of a work ethic.
- There does not seem to be anyone who wants to work in our field.
- Lack of qualified technicians.
- Lack of initiative on today's young people to work. Also difficulty in not being able to offer benefits. Most applicants will not even apply.
- Limited applicants with quality experience.
- Seasonal work in some instances. Lack of mechanical training.
- Too many industries pay more money.
- Inadequate training programs in Florida schools to support our business. Over 135k jobs in S. Florida related to the boat business--and growing.
- Seasonal and health benefits.
- We often feel that the field of marine technicians is not even brought up in the school system. Auto mechanics is often touted, but never boat mechanics. It's a viable choice especially for people who grew up around boats and enjoy being on the water. Many people don't even think about boats as a career when it should at least be brought up as a viable option. There aren't a lot of people going into the field of marine mechanics. Many city or state owned marinas can offer more money than individually owned marinas which makes it even harder for us to find qualified help.
- There always seems to be more money in other industries.
- Unable to find marine technicians. Unable to find anyone who is able to follow simple commands from job to job and catch on. Unable to find anyone who wants to work our hours!
- Younger people in our area don't seem to need jobs and have no work ethics.
- Small town area. No skilled applicants.
- The younger generation has little to offer in the way of physical labor. Obama has made it easy for individuals to collect and pay for the cost of living without having to work. Our facilities require growth to survive and maintain positions, most of the work force we have in our area do not possess these qualities. Blue color labor is no longer a respected job.
- Possibly the younger workforce is trending away from hands-on jobs, and too high of expectations of wages with no experience
- Lack of work ethic, lack of training in schools, not enough pay and benefits to attract quality help.
- Applicants think it's seasonal work in our area, lack of basic training in school systems, i.e. industrial arts, mechanic shop classes in junior/senior high schools are all gone.
- No one wants to work hard anymore. Want top

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- pay for minimal skills.
- Weak future compared to other industry / poor pay potential.
- Kids don't want to work, and they think they are entitled to everything.
- Our biggest issue is finding qualified technicians. There just aren't enough out there.
- Mostly employees need higher salaries than a seasonal business can provide. especially in the New York area.
- Seems to be lower paying than similar positions in heavy equipment, and automotive. The dealerships are smaller, so stability may be questioned. A lot of dealers do lay off for a few weeks — it goes both ways, some people like the layoff, collect unemployment etc. Some like the weekly paycheck. There is also a lack of data as to what people in the various positions earn industry wide. In our case the boats and customers are higher end, I've found it hard to find a more polished employee that matches up in this environment.
- No one seems to be going into this field. Wages have not increased like other industries with same tech skill. It's hard to offer benefits which everyone needs, if a group plan was offered through a dealer network that dealers could get on to offer these benefits at a cheaper rate. Parts are so high it makes it hard for us to make a profit after paying employees. Sending techs to school for certification is very costly. They have to be out of the shop for an entire week. Dealers have to pay for the school, airfare, hotel and food. Why can't these classes all be online? I had a tech that spent just about month in Dallas last year getting his certifications. Very costly to us as a dealer. I think that Mercury could help the dealers out more with this training. Can only take one online class then you have to go to a location for class.
- Competition from other industries is tough. They offer better compensation, better training, easier work, better career opportunities and a perception of greater job security.
- Limited employee pool we are drawing from. Lack of qualified people locally. We aren't able to offer employment without working on week-ends.
- We are hiring with lower qualifications at a lower rate and trying to train them. This keeps the pay scale low.
- Dealers don't want to train. They want to hire in top guns to fill factory requirements. This equals no hiring opportunities for unskilled, entry-level techs. Also, factories do not recognize degrees from trade schools and there's no industry standard for base training. Hire in a helper and promote from within does not happen anymore.
- The pay that is offered and the facilities are old.
- We are located in a unique area where marine related job opportunities are limited. People do not want to work weekends.
- Larger cities offer technicians more money due to charging higher labor rates for service.
- Younger generation would rather be in information based technology. The pay is not that great, seasonal aspect of the marine business is a detriment. We have received no qualified applicants for tech position in a long time. We are in great need of qualified applicants.
- High schools are constantly dropping the tech courses, students never get the opportunity to investigate a career in the marine field.
- Expect higher salary than they are worth.
- Doesn't pay as well as automotive careers. We have a younger generation with a poor work ethic. A lack of affordable housing in waterfront areas.
- I haven't had to look for quite a few years but I am now looking. Progress is slow but I am starting to get responses
- People are not going into the Marine Tech Field. They are going into the Auto tech field. More

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

money and more specialized.

- No ambition in young people and they don't care or want to work hard to get better lazy.
- Wages needed verses the cost of living in the bay area and the manufacturers' competitive drive for more sales at lower margins. Internet is hurting us really bad on margin and many qualified techs are now going out on their own.
- I don't think the younger generation is interested with this business. It seems like it's harder to find qualified or experienced help.
- Everyone wants a job. Almost all do not have the skill or drive to have a seasonal position. We work all summer, seven days a week and have winters off for the most part. Kids do not have a business understanding and want big bucks for minimal skill.
- There are not enough candidates and the few marine schools do not teach enough material/knowledge.
- Not enough training at the high school to college level.
- Works are worth more than you can afford to pay them.
- There are very few of the younger generation actually considering a career in this field. Most younger people brought in for in-house training that we intend to bring up through apprenticeships find better paying jobs with better benefits in manufacturing jobs.
- Poor schooling and a need for trade schools.
- Entitlement issues/drug use/low pay.
- Today's worker has an attitude of "what's in it for me?" They don't want to work but want big pay. There's no loyalty or want to climb the ladder. They all want to be on top at the start.
- Finding anyone to hire for a marine dealership is difficult.
- After 40 years in the business, we have always had to take a non-skilled employee and send them to Mercury Schools or a rare boat manufacturer school. We hired our first MMI graduate from Orlando. He has worked out great. He is exceptional that he learned and retained the knowledge from school. He brings in his text books here for reference and he contacts his old instructor for reference too. He is a natural mechanic and has 16 months here with us and it has been a great experience. That took 40 years to get to say that! I wish I could find a fiberglass guy with training.
- This is a low-profit industry. Difficult to match wages in other industries.
- They do not have the skills but think they are qualified.
- Very few people want to do this for a living. Most people would rather do anything else, leaving only the otherwise unemployed.
- Small market with no school options for inexperienced people
- Seasonal Business! Put adds out there and nobody applies.
- Work ethic and practical reasoning skills are lacking in the potential work force.
- Most of the time it is about money.
- People don't want to take ownership in their job and are more concerned with what they are going to do at night and on the weekend.
- Seems to be a decline in the numbers of young people who want to learn and practice mechanical skills and who have a positive work ethic.
- Not enough awareness of the need, so fewer people go into the field.
- In general, the marine industry has grown and the amount of skilled labor has not. The marine industry skill-set is different from other industries, and many techs cannot make a lateral move into the marine environment. Often times they have to take a lesser paying job until skills can be developed to obtain commensurate pay.
- High schools have taken shop classes out of their curriculum. Students are not given it as an option as a career path. The emphasis is on college, which is expensive and not for everyone.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- Certified marine mechanics are hard to come by. Not enough. Tech schools need to do better with their marine program.
- The seasonal swings in the business make it difficult. We have trouble competing with regional employers with more benefits.
- Poor technical training available and un-realistic expectations of starting wages.
- Shortage of people that want to work 6 days a week and have a possible layoff.
- Not enough qualified schools that teach to the industry. Graduates have to be retrained and recertified by our manufactures to be qualified to work on their engines. Saw an application this morning that was a recent graduate of a Tech Program that wanted \$25.00/hr starting wage with no outboard certification. The engine companies need to start helping out as it is impossible to find someone qualified to work on these engines. I have been in the industry for over 40 years and this is the worst I have seen.
- Being a seasonal business does not allow us to offer full benefit packages w/ retirement
- The pay scale in the Marine Industries is far less than any other Mechanic Technician field with much less desirable working conditions. Our industry does not attract the best candidates out there.
- Can't compete with other industries.
- There are far more job openings than qualified people in the Technician field.
- Seasonal work, lack of pay, costly insurance.
- Now days the younger work force is lazy. They want the high-dollar for low-quality work. They do not like to take direction from people who have years of experience. They come out of these schools thinking they know it all. It's sad. The other sad thing is EVERY SINGLE APPLICANT from these schools have the exact same grades. They push them through for the money.
- Employees do not want to work the needed hours in a seasonal business... They do not want to work weekends. New Hires expect compensation pay that is not realistic when they have no experience. Potential new hires do not look to our industry as a "Full Time" job because they assume it is seasonal.
- Hard to find people that fit our culture. We prioritize values over experience. Easier to train tech skills vs train values.
- The lack of education in the marine industry and no motivation to get work done.
- Lack of qualified applicants at this time. Over the last year, I think there is also a shortage of skilled staff members, based on the improved market overall and the fact that numerous businesses closed during the recession and former staff members left the industry. Hopefully we can continue to come up with programs to get more young people trained to start out in the industry.
- My location and cost of living here makes it almost impossible to support the financial needs of persons wanting to work in this industry
- There are a lot fewer high schools and community colleges offering vocational or technical training. We no longer offer things like shop so kids can get a basic understanding of how to work with their hands and grow appreciation for it. Today's generation is constantly told college is the only way, we need to focus on working with our hands again.
- Society changes. Poor work ethic. Everyone needs to get a trophy environment. There are winners and losers. It is important to learn from losing.
- Cost of wages, benefits and certified training.
- Our industry is seasonal, has unique requirements, deals in equipment often which is 20 plus years old, and it is difficult in a rural area to find qualified people who are willing to learn the necessary skills.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- There are so few of us and we are a fairly tight club. We don't make enough money and the esteem is low for a person in the marine industry.
- Younger people today don't care about boating, fishing or any outdoor activity. If it is not a X box or some video game they could care less about it. The work ethic of younger people is poor. Seems like all they want at the end of the week is a pay check and couldn't care less about customers and work they have done. We have had much better luck with the hiring of older people. Guys who are retirement age who will work a few years before total retirement.
- Competition with auto industry for marine techs is tough, seasonal business, requires working most weekends, and generally, wages are lower than other industries.
- I truly believe that most applicants have been informed that our industry cannot afford to pay techs like other industries so we do not even get to chat with them. It is also very expensive to live in our area which means they will need to be very well compensated in order to consider the marine tech field.
- No one wants to work as a labor. Lack of tools. Lack of education. Most people in today society can not read or write (sic)
- Seasonal cycles in Midwest limit budget/income potential
- Various reasons: rural area doesn't attract qualified employees, lack of training in marine specific, competing with automotive industry and their pay abilities, younger generation and lack of long-term commitment to a career, not any local marine training schools nearby.
- Low pay, impression business is seasonal.
- Limited number of people seek to make the marine industry their profession.
- Wage scale per position is too low.
- Lack of qualified people, lack of year-round employment.
- MMI told us that their students prefer to stay in the Gulf area. I think that's an excuse. I think that there needs to be more of a push for them to get into the high schools and make sure that the industry and schooling for marine industry is alive and NEEDS recruits. Many high school graduates are just not college material or college bound but are very mechanically inclined but do not realize that there are schools out there for them.
- The younger generation doesn't want to get their hands dirty. Blue collar workers aren't making enough.
- We wait until the heat of the season and cycle through people because they don't understand the urgency and customers' expectations. Also the young generation seems to be too entitled and do not understand what working hard really is. The people that do work hard for their money work at one of the million trailer factories in the area so all they have to do is make "quota" until they get laid off and can live off of unemployment until they have to move on to the next crappy factory job. How do you make a full time, rewarding career at a boat dealership/marina if you do not own it or sell a few million in sales a year? People aren't running here to put in an application to get overworked and underpaid.
- Our industry is small.
- People do not feel that the marine industry is where you can make a good living. Too many people want to be computer programmers.
- Boating remains a passion and desire. These can only be fueled by disposable income. If the market does not keep improving, then the disposable income is not available to support the need for new hires.
- Few candidates because the local schools do not focus on students that are NOT going on to college. Marine trades are not promoted enough

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- in schools.
- Many good candidates do not want to live in the cities some of the dealerships are in. Winters up north are difficult. In southern climates, not a lot of new talent to select from so we are going outside the industry.
- Don't see opportunity, are directed to different mechanical opportunities, employment stability in marine environment.
- I find fault with our current educational system. Students are not being prepared for anything meaningful based on the skills they innately possess. We have given up trying to find technicians. We never get any response when we advertise for a tech. When we advertise for an entry level worker, we get them lined up out to the street. We hire based on our perception of their intelligence and then try to teach the new (unskilled) employee with both on-the-job training and (after 90 days of employment) online courses.
- Small number of people are aware of the career potential in the marine industry. Not exposed or do not even consider it.
- Nobody wants to work hard anymore.
- Millennial generation has zero skills in manly labor, or a desire to develop a work ethic.
- Young people don't believe there is a lot of money to be made in the marine industry. Jobs can be low paying.
- Depends on the position and required skill. Many young people do not seem motivated to work hard. Not many enter our industry or have the interest. Those that do like boating, otherwise they make more going to automotive industry.
- Seasonality of business depresses higher wages due to income loss in winter. Industry needs better utilization of man hours or alternate income source in this period.
- Generation that does not want to get their hands dirty.
- We are employing the same people in our small businesses that larger industries employee. It is difficult to provide the same wage and benefit packages.
- Shortage of technicians in Midwest.
- People do not think of a career in the marine industry.
- Two reasons, first the incentive not to work and collect a benefit is greater than the incentive to work and collect a paycheck. Second, the marine industry is competing with the automotive industry when it comes to hiring technicians and they can make more in the auto industry.
- I believe we need a training school that is in session during the winter and makes potential interns available to us during the summer. Basically this industry is a hands-on thing. I have the property and facility to be looked at for developing a school and we are close enough to all boating areas that the service marinas would benefit.
- The work ethics of our youth is terrible. They want things given to them instead of earning it.
- Our business model is so cyclical that we are forced to staff for the center of the business cycle, which means a severely tasked work force at our peak and boredom at the valley.
- There seems to be a lack of relevance for prospective employees to be professionals. It becomes harder for small dealers to offer the compensation and work environment that is available at the larger dealer groups. This industry is becoming more cut throat like the car dealers will eventually go through a correction to having larger regional dealers and less local small dealers.
- For the most part, this is a low-paying industry. It's not by choice but by necessity to earn a net profit that is acceptable for the level of risk owners have.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- Competition from many industries for competent, hands on, technical, drug free, and motivated labor.
- There are very few job seekers with boating service skill. Our industry has difficulty in being able to pay competitive wages
- The pay scale in our area is low, and there just are not many people in our area getting training for the marine industry.
- Population fluctuation between vacation season and winter. Lack of experience or inability to keep up with engine technological advances.
- It's hard to match compensation and benefits with other industries. Work ethic for the younger generation isn't very good.
- Nobody sets sail to be in our industry, everyone seems to wash ashore on it. We need to do a better job of promoting it not just for the lifestyle of boating but as a career choice.
- Lacking ability for proper wages and benefits.
- Seasonal positions are unwanted, lack of technician pool, working in cold and rainy conditions, unwanted aspects of job i.e. bottom wash, sewer repair, outdated boats.
- Marine trade has not produced enough qualified individuals seeking new positions and our current location lends itself to a seasonal employment opportunity which may be a turn off for job seekers.
- Employees see it as a job and not a career.
- Seasonal, hard work, long hours, weekends.
- Lack of access to schooling / training. It's difficult, dirty hands work, the work ethic in school today is not properly taught.
- There has been an effort by the government to encourage college and take away the ability to attend vocational school. There has been misinformation about available, good paying jobs leading people to wrong decisions in education.
- Very few kids growing up want to work with their hands.
- Again, the tech schools are a challenge. I think a coordinated effort of all the schools getting together to streamline a process might help create a degree of consistency overall.
- No one wants to work weekends or holidays or overtime during summer months.
- Because of the seasonal nature of the business, it is difficult to offer full-time employment.
- Boating is a challenging career, and other industries may offer a better career proposition to persons selecting a career.
- We have a very small pool to choose from. NY's minimum wage is going to make it worse.
- Federal pay/benefit options that cannot be matched.
- Lack of experience and training in marine industry skills.
- This is a very unique business/industry. It is rare for someone to walk in wanting to be involved with a marine business. They look at it as a pass-thru position rather than a long-term career, despite our benefits and salary packages which are set up as long-term incentives.
- Because its mostly a seasonal industry.
- No technical training in their formative years. 20-year-olds don't even know what a Phillips screw driver is.
- Lack of trained applicants for skilled jobs and lack of applicants with good people skills.
- Lack of trade training at the high school level.
- Young people appear not be entering our field. In our area, soaring real estate values have kept a younger workforce from living in our region. Too expensive to raise a family compared to salary.
- Boating has become excessively more expensive, beyond the reach of many
- Unable to compete due to general over population of dealers, which generates lower than reasonable profit margins.
- They are not out there. No one wants to work

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

hard anymore. It's a dying craft.

- We are located in a seasonal locale, therefore many jobs are seasonal.
- Northern climate high schools are not doing their jobs getting kids ready for a career, and the expectations of the Millennials.
- We have a short boating season and to get people to come from other areas, we would have to over-pay. The local talent pool is extremely sketchy. Most locals do not value their jobs and would rather be hunting or fishing than make money working. And if they do come to work, they don't hit it too hard. It's rather frustrating.
- No one wants to work. Most want to look at their phones, check social media, play games etc. all day long.
- The problem is not just our industry. It is a societal problem of a large percentage of a generation that has not had the opportunity to know the great feeling of a job well done, so they are satisfied with mediocre. Many millennials have been rewarded for participation for years so why should we expect differently as they enter the work force? Government has also developed significant disincentives to work and learn for fear of losing benefits that may be needed for a family to survive. Our gov't should support on-the-job education, training, and personal growth by creating incentives to jump into the working world rather than staying at subsistence levels on the sidelines.
- Marine industry perceived as a lifestyle business, not a solid financial success business.
- Very few available in our area. No young people entering the field. Working with an aging work force that is reluctant to move.
- Lack of young people taking up skilled labor positions. The need to acquire talent means hiring away 'experienced labor' and that comes at a high price. The lack of some skilled labor in an area forces up demand and prices making sub-contracting cost prohibitive with a negative impact to customer satisfaction.
- Our industry cannot afford to pay for A talent.
- The general public is unaware of the opportunities in our industry. Especially true of techs.
- Profit is hard to reach due to taxes and government mandates.
- It is a small industry in most markets. Auto techs make more money typically. Seasonality in many markets creates insecurity.
- Industry doesn't provide tangible route from entry to management. Hard, hands-on, customer-centric work that requires an intelligent team to execute usually means the team is temporary until they find greener pastures. The variable nature of our industry, be it weather or economy related, makes it challenging for owners to create a clearly defined route for a team to grow within. Current social pressures or generational trends draw new teammates to alternate industries, or easier routes.
- Young people have little if any desire to come to work. They have been raised to do nothing and expect everything.
- Traditional low pay and seasonality. Gen X does not want to do this kind of job.
- Poor work force, not prepared to work.
- Workforce and customer base is aging and no new people are replacing them.
- Seasonality of the business, inability to pay wages comparable to automotive or oilfield.
- Seasonal, and in our case, our location is very remote.
- There are too many colleges offering liberal arts degrees and no one going in to the trades.
- Other industries pull techs from the marine industry.
- The current assumption of society that all young people must go to college and the failure of our school system to prepare them for skilled trades.

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- So many marine businesses in our area lay off their workers during the winter, and most people look for year-round jobs, so people leave the marine industry.
- Dearth of training/vocational programs. Misunderstanding of industry, low pay.
- Our workforce has gotten lazy. They want to get paid a very high wage with little to no experience. They also want to get by with doing as little as possible. There is a shortage of marine technicians, which is the area that is the hardest to find employees for. It takes years to get a technician up to par.
- Young people don't want to do any physical labor. All want to start out as CEO.
- The lack of awareness on the technical training schools part to promote job apprenticeships. Job placement and awareness in the region would be positively impacted if internships were a requirement to fulfilling a degree.
- Cost of living in area. Auto industry pay and benefits.
- In the Northeast, the turn over from seasonal employees are a challenge. States have made it harder to get unemployment benefits, so they find another industry. We have to retrain every spring. Trying to find other revenue streams to get employees working in winter.
- Lack of prepared applicants. Lack of interest in positions. Overly elevated expectations of new applicants.
- Short season. Lay off period. Lack of programs for training. Lack of youth in the industry as a whole.
- Not enough marine schools.
- Rate of pay and lack of qualified and motivated employees.
- Not enough schools offering the program.
- There are not enough people getting into the marine trades that are capable of doing the work.
- Most of our positions are not stay-clean-and-sit-behind-a-computer-all-day jobs. Having 4 high school graduates in the past 5 years, I've seen firsthand where it is expected that kids graduating today are expected to attend 4-year colleges preparing them for careers in medical, financial fields, law, and primarily office jobs.
- Very little emphasis is placed on tech or service positions in our society, in my opinion it seems to almost be looked down upon. Most tech programs at our local schools have been eliminated, other than culinary. Auto shop, small engines mechanics, body shop work, carpentry are all gone by the wayside. The responsibility for training service and repair positions now tends to fall upon the employer. My best and most loyal technicians have all come to me with some basic skill and then we build from there.
- The seasonality of our business tends to be a heavy factor as well. Maintaining a skilled group of technicians at high rates of pay year-round in a northern climate is a trick in itself. Layoffs invite losses of good employees. Keeping a highly paid staff year-round makes a dealer poor.
- Not enough young people are raised working with their hands. Too many can barely use a screwdriver, and society has conditioned too many parents and their kids that only a college education and a white collar job are worthy occupations. This is societal and parental malpractice.
- There are not enough skilled applicants. There is an overall shortage of workers (unemployment here is very low) and there is a lot of competition from other industries for labor/workers.
- Schools are not preparing students for marine and/or manufacturing careers. Young people are generally lazy and self-absorbed (more worried about Facebook than working). Older, skilled workers are retiring faster than we can

ADDITIONAL INSIGHTS FROM THE ASSESSMENT

CONTINUED commentary on why dealers believe the marine industry has difficulty finding qualified employees for open positions.

- replace them.
- More college grads in the workforce that are looking for specific industry
- Lack of security due to market fluctuations
- Yes. Not enough younger talent. Most of my crew is age 50 plus.
- Pay rates and seasonality of the industry.
- Because they are leaving for union jobs that pay more, mostly mechanical. We lost one to road construction and one to airport maintenance.
- Industry does not promote itself as a vocation.
- Unrealistic attitude among younger people, who think they will sit at a keyboard and make 80k, or sell megayachts and jet the world, or simply lack the desire to do anything physical (shop work).
- 1) Image of being a seasonal job, when this is not the case; 2) Lack of ability to market the positions as being a positive career choice; 3) Ability to be able to compete monetarily; 4) Working weekends and some holidays; 5) Younger generations do not want to work or accept responsibilities; 6) We have several employees that will only work part time because if they work anymore it will affect their welfare check! Our government support system does not encourage people to work. Further, every year we have people apply for jobs and want to be paid “off the books.” We will NOT do this! 7) Ability of applicants to pass a drug test.
- General lack of knowledge of opportunities available for marine industry jobs. Perception of issues associated with seasonality of marine business in our location.
- It’s not for everyone, this industry. Fewer families have boats, which reduces the exposure that young people have to boating.
- Other industries are more appealing. Most have fast-track, sophisticated training opportunities. Work conditions are stable, year-round with excellent working conditions and good, incentive-based pay plans.
- Low pay for good managers. It is hard for technicians to develop skills for a large variety of boats and systems.
- Lack of training opportunities, lack of apprenticeship programs.
- The good ones have jobs.
- Today’s younger workers expect high pay to start and don’t know anything and don’t want to learn.
- Historically poor pay and benefits keep young people out of the marine industry. The good workers make good money. The poor workers don’t. In the auto industry the good make great money and the poor make good. 