

PICFI Fisheries Enterprise Management Training (FEMT) Courses

Learning Outcomes (2019/2020)

Module One - Strategic Business Planning

Upon completion of this module, the learners will be able to:

1. Understand the Strategic Business Planning process,
2. Understand the key elements of a Business Plan,
3. Evaluate the current market environment of the industry to identify opportunities for the participants' Commercial Fishing Enterprise,
4. Assess the internal resources and capabilities of their Commercial Fishing Enterprise in order to recognize and build upon their competitive advantage,
5. Develop priorities for 3-5 years through Strategic Business Planning and use of technical business writing skills to articulate these priorities,
6. Collaborate with other CFE managers from across the Region,
7. Utilize a reflective Learning Journal as a tool to organize their observations, and gather and extend their thoughts, and share with other participants.

Participants in this course will develop knowledge and skills to:

- Understand strategic business planning as a process, not a document,
- Review the key elements in their Business Plan,
- Evaluate the external environment in which their Commercial Fishing Enterprise operates. (What the business could do),
- Assess the internal capabilities of their business and how best to position their firm in their competitive space. (What the business can do),
- Establish a plan for their 3-5 year priorities,
- Prepare and present a reflective Learning Journal as evidence of engagement in the module.

Module Two – Project Management

Upon completion of this module, the participants will be able to:

1. Understand and use key four-step project management process (with tools to use immediately)
2. Understand and use global project management standards,
3. Write clearly defined project statements,
4. Build a project management plan,
5. Clarify project objectives with measurable outcomes,
6. Avoid potential problems through planning and communication,
7. Clarify roles and responsibilities to improve team performance and accountability,
8. Use Scope, Cost, and Schedule baselines as a means of evaluating project progress,
9. Build, motivate, and lead a high performing project team,
10. Create effective written communications for your projects,
11. Communicate effectively with your team, management, and clients,
12. Evaluate the project's success and lessons learned.

This course will focus on the four-step project management phases:

1. Planning – Mapping out the project
 - a. Determine the real problem to solve
 - b. Identify stakeholders
 - c. Define objectives
 - d. Determine scope, resources & major tasks
 - e. Prepare for trade-offs
2. Build-up – How to get the project going
 - a. Assemble teams
 - b. Plan tasks
 - c. Create the schedule
 - d. Kick-off Meeting
 - e. Develop a Budget
3. Implementation – How to execute on the project
 - a. Monitor and control process and budget
 - b. Prepare progress reports
 - c. Hold weekly meetings/updates
 - d. Manage problems
4. Closeout
 - a. Evaluate
 - b. Close the project
 - c. Debrief and reflect on learnings

Module Three – Financial Resources Management

Upon completion of this module participants will be able to understand:

1. The difference between financial management, accounting and bookkeeping,
2. Who is responsible for financial management of the company,
3. The accounting cycle and the financial manager's input into it,
4. How to read financial statements,
5. How to use financial statements/ratios to better understand how the enterprise is operating (profit/loss) and manage adaptively,
6. The different sources of funding available for the business,
7. The different types of audits.

Participants in this course will develop knowledge and skills to:

- Review and understand the financial statements of the enterprise.
- Use different financial management tools for better decision making.
- Prepare and review a budget.
- Prepare a set of pro forma statements.
- Understand the impact that a financial manager can have on a company.

Module Four – Human Resources

By the completion of this module, the learners will be able to:

1. Understand Federal and Provincial legislation on human resources standards (and where to find the most up-to date information),
2. Develop key policies and procedures on the most relevant HR topics for participants (discipline, WorkSafe, harassment etc.),
3. Utilize best practice recruitment and selection techniques including:
 - a. Setting job expectations
 - b. Conducting interviews
 - c. Using retention strategies
4. Learn key training and development initiatives and the difference vs. professional development,
5. Understand performance evaluation and key variables,
6. Utilize techniques for effective human resources communication,
7. Explore varying communication and leadership styles and do a self-assessment of their own personality/communication approaches,
8. Develop appropriate resolutions for common workplace discussions involving communication, conflicts, personalities and leadership.

Module Five – Fisheries Operations Management

Upon completion of this module, participants will have a deepened understanding of the operational aspects of managing a fisheries enterprise. Topics include:

Module 1: BC Commercial Fisheries Management

- Current fisheries management approaches and how commercial Pacific fisheries evolved to current day
- DFO management tools and programs to track and manage harvest
- Indigenous fisheries programs and considerations for fisheries management from Indigenous perspectives
- An overview of BC's commercial fisheries (marine and inland)

Module 2: CFE Business Development

- Forms of legal business entities and their considerations
- CFE governance and business models
- Balancing multiple objectives (social, economic, environmental)

Module 3: CFE Fishery and Fleet Management

- Record-keeping and reporting
- Internal data management
- Economy (finances) of a Commercial Fishing Enterprise
- Safety at-sea and risk management/insurance
- Marketing, branding, and product development