

The Right Person for the Right Job: a Study on the Need for Enhancing Collaboration between Shipping Companies & Maritime Academies

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Abstract : Working onboard large ocean-going vessels is one of many industries that is by its very nature extremely error-provoking. In industries such as aviation, nuclear power, healthcare and transport, the need for mental preparedness and professionalism are amongst the qualities essential for the management of complex hazardous systems. Recruiting, training, and more importantly retaining the right people to work in these industries is of paramount importance if safety is to be continuously improved and economic benefits realized.

Through consideration of extant empirical literature this paper will explore the need for enhancing collaboration between shipping companies and maritime training institutes in order to provide the industry with those most capable for the job. It will be concluded that by providing a strong maritime foundation from the outset of training, maritime academies in South Korea can provide shipping companies with a wealth of highly qualified, motivated officers who will contribute to safety and remain valuable assets within the industry for years to come.

Key words: Collaboration, Recruitment, Training, Retention, Safety, Qualified.



The Right Person for the Right Job: Enhancing Collaboration between Shipping Companies & Maritime Academies



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Introduction

Constant challenges:

1. Lack of seafarers
2. Safety
3. Need for highly qualified workers

The way forward:

Improve collaboration between shipping companies and maritime training institutes

Literature Review

1. Officer Shortage

“Declining number of well-qualified EU seafarer is recognised as a problem, particularly in terms of the loss of knowledge to the maritime industry as a shore.” European Commission (2001)

2005 MANPOWER UPDATE

	SUPPLY	DEMAND	BALANCE
OFFICERS	466,000	476,000	-10,000
RATINGS	721,000	586,000	135,000



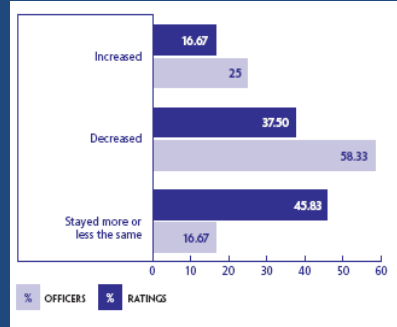
BIMCO / ISF (2010)

“Acute and escalating”

International Maritime Employers Committee (IMEC, 2007)

“Job promiscuity” Cahoon (2011)

“Has the supply of the national seafarers increased, decreased or stayed the same compared to the situation in 2005?”



BIMCO / ISF (2010)

2. Safety

“Major navigational accidents continue to occur” Spencer (2009); IMO (2002); Hetherington et al. (2006)

“Without good quality personnel, ship operations simply cannot be run safely and efficiently”

European Commission (2006)



How could this happen?

3. Qualified Seafarers?

“Failures of situational awareness overwhelmingly dominate.”

“Human error continues to be a dominant factor in 80 – 85% of maritime accidents.”

“Human fatigue and task omission closely related to failures of situational awareness.” Baker (2005); Gatfield et al. (2006)



14 May 2012

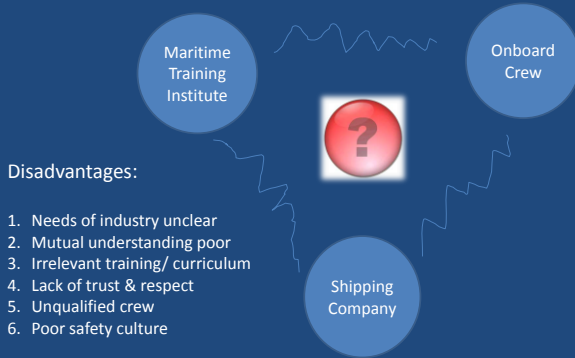
“Panamanian fisherman survived 28 days adrift in the Pacific.”



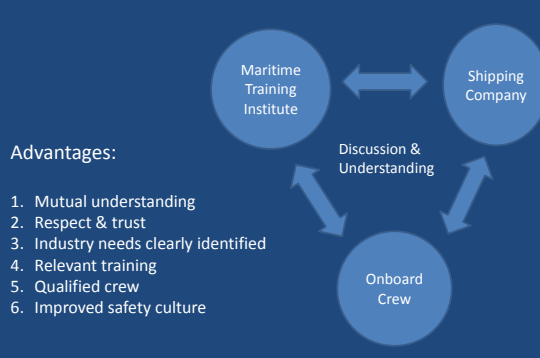
Birdwatcher Jeff Gilligan took a photo of the stricken boat from the Star Princess cruiser.

Princess Cruises said there appeared to have been a “breakdown in communication”.

Model of Independent Systems



Model of Collaborative Systems



Proposal for Progress:

1. Officer Shortage

→ Increase officer retention/reduce employee turnover

Enhanced collaboration will result in reduced employee wastage. Training, certification etc. costs money!

IMEC (2007) "Global shortage is starting to bite", Nautilus UK Telegraph, 2007.



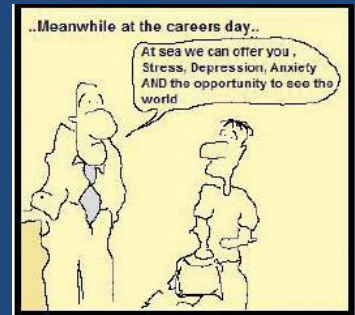
What are we doing to encourage the new generation of officers to remain at sea?

→ Improve shipping image & job satisfaction

Enhanced collaboration will result in a focused effort at improving job attraction.

Are the young generation really attracted to a career that is characterised by piracy and can not offer free internet access?

Cahoon (2011)



→ Focus on quality not quantity

Enhanced collaboration will result in better understanding of industry needs resulting in improved training.

"Any training program provided must ensure quality is not compromised in the quest for increasing quantity"

ISF / BIMCO (2010)



2. Safety

→ Improve training

Enhanced collaboration would allow training institutes to focus curriculum on the essential skills needed by shipping companies.

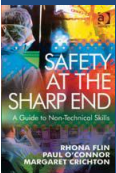
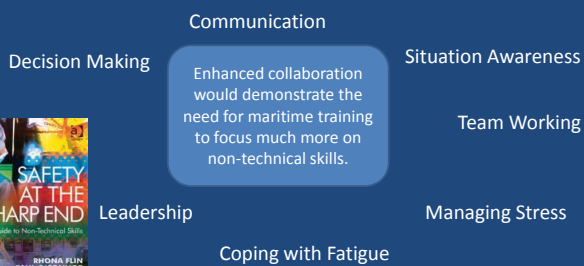


IMEC reports companies spend up to an extra US\$100-500 per trainee per month to rectify poor basic maritime training and bring their cadets up to the required standards.

Nautilus Telegraph (2007, September)



→ Focus on non-technical skills



Flin et al. (2008)

Individual factors influencing performance in teams.



Flin R, Maran N Qual Saf Health Care 2004;13:i80-i84

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