

# HR & Crew management

- **Talent as driver for growth**

EMUC HR seminar, FEB 2012

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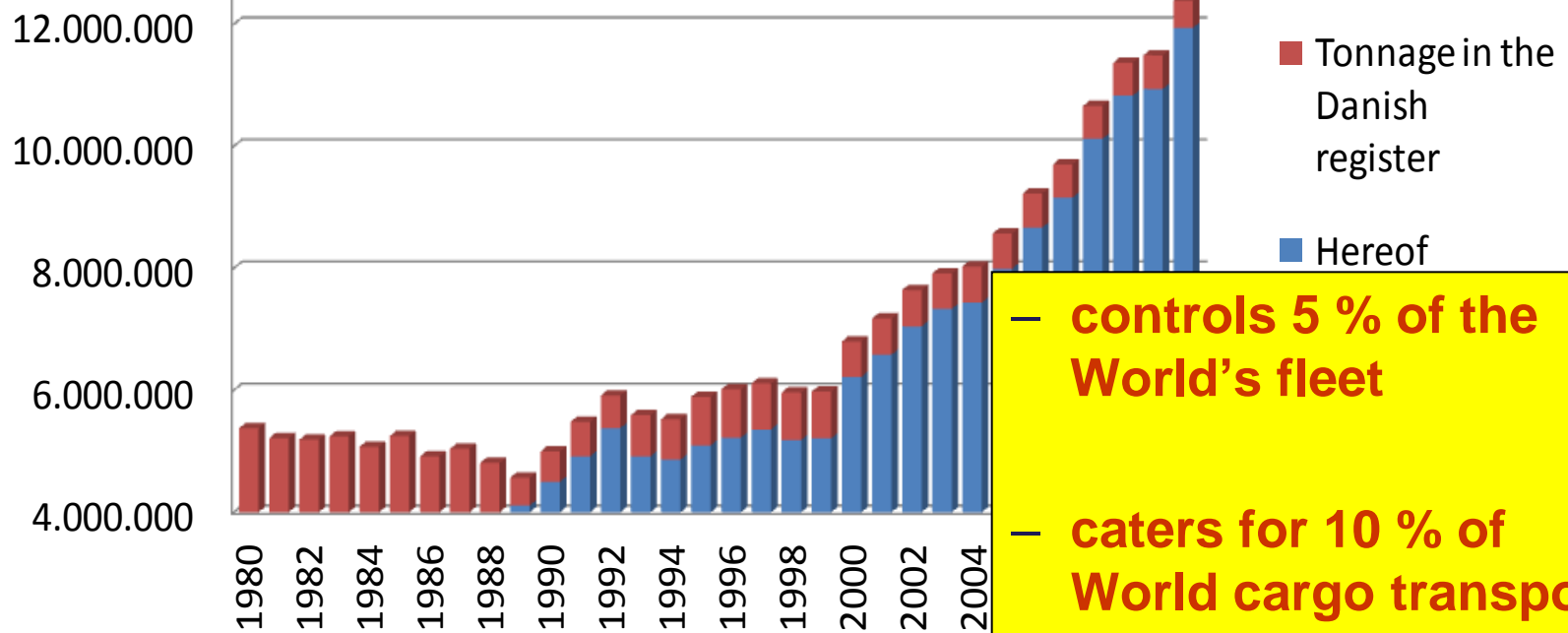
## Udfordringer for HR i det maritime domæne

- **MLC**
- **STCW**
- **Specialkrav**
- **Myndighedsfordeling**

**Rekruttering**  
**Pirateri**  
**Efterladte søfolk**

**IMO**  
**Nationale krav**  
**EU**  
**Private**

## Danish shipping – a stronghold for Denmark

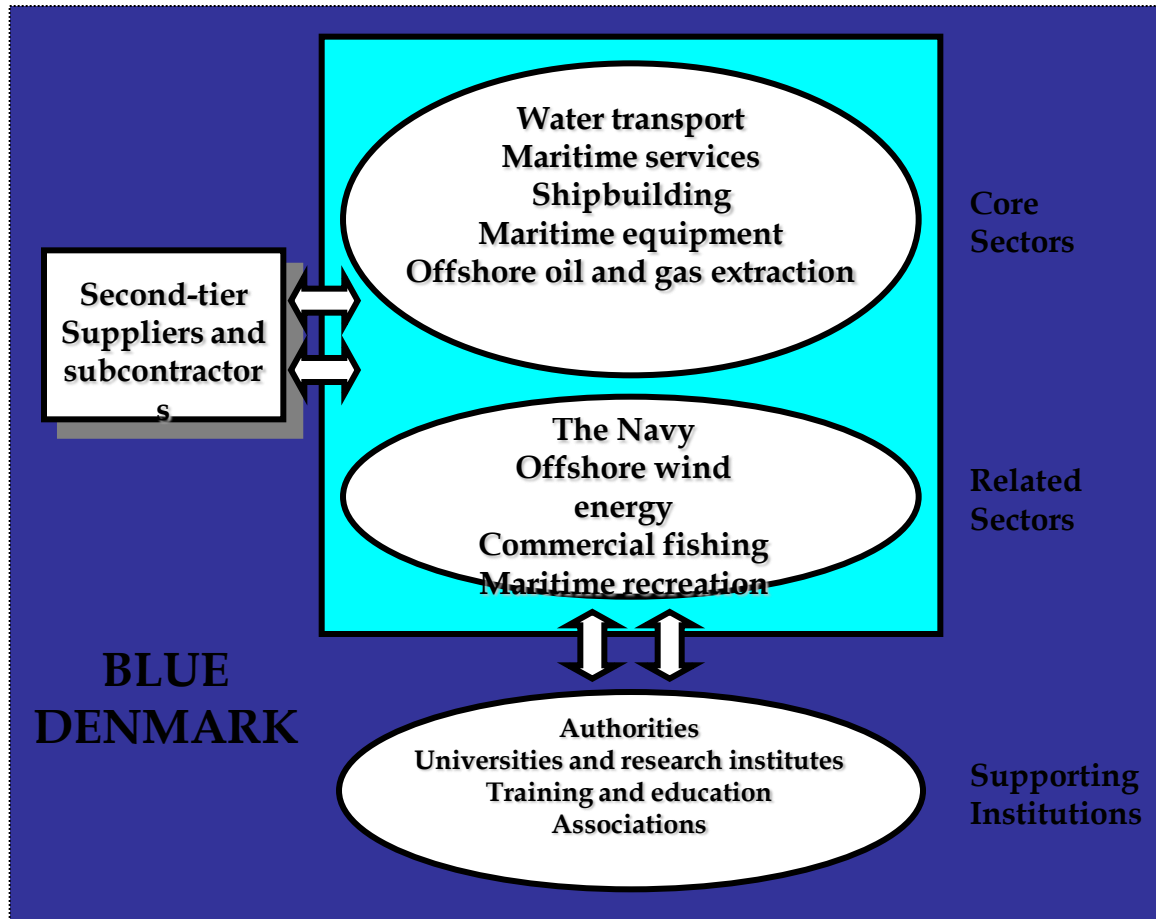


— controls 5 % of the World's fleet

— caters for 10 % of World cargo transport (measured in value)



## Maritime cluster – "The Blue Denmark"



Shipping is the driving force

Source: "Navigating Blue Denmark"  
Download from: [www.dma.dk](http://www.dma.dk)

# Challenging times



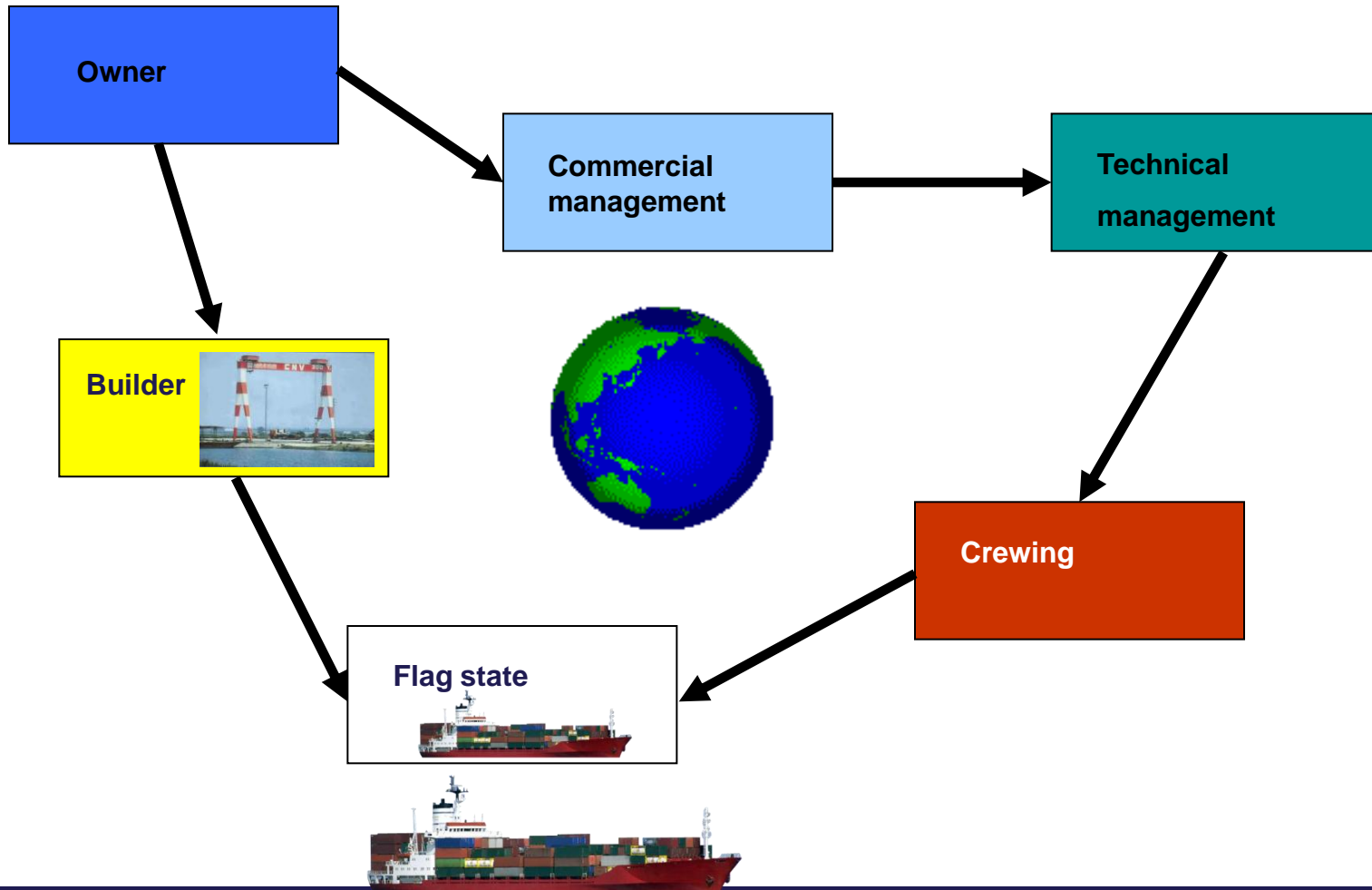
## Characteristics of shipping industry

### Genuine global industry

- Mobile production facilities
- International regulations
- Mobile labour force on a global market
- Tough competition on price



# Shipping – more globalised than ever



**There are always someone cheaper**

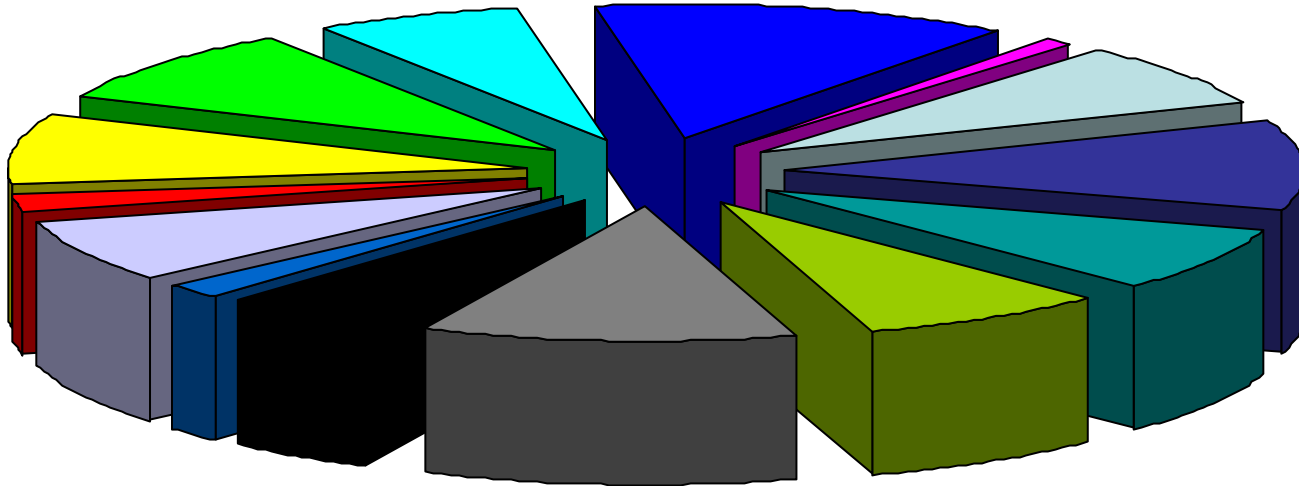
**- We therefore must be better**



## 3 key factors for maintaining a maritime cluster and enable growth

- TAX
- TECHNOLOGY
- TALENT

# Kompetencer i Det Blå Danmark



Det Blå Danmark er en mosaik af kompetencer

## Characteristics of shipping industry

### Demand driven industry

- **No new products**
  - Transport of goods from A to B is *the* product
- **Few and rare “technology jumps”**
  - None since containerization
- **Proces innovation important**
  - **Requires competencies**
    - knowledge and ability to use it



## Are we utilising our maritime talent ?



# High precision navigation systems



**Celestial navigation is still considered important**



## Work on board

- **Ships have maintained the same organization of work and responsibilities**
- **Optimization by "working harder – not smarter"**

<b>DECK</b>	<b>ENGINE</b>	<b>CATERING</b>
Master	Chief Engineer	Chief Steward
1. Officer	2. Engineer	Chief cook
2. Officer	3. Engineer	Cook's mate
3. Officer	4. Engineer	Steward
Bosun	Electrician	Mess boy
Deckhands	Donkeymand, motorman	



# The ship seen as technology

**KLEIN NAVIGATION INTEGRATED NAVIGATION SYSTEM**

- GPS GYRO
- REMOTE RADAR DISPLAY
- 180mm RADAR
- 250mm RADAR
- CAN BUS
- AUTOPILOT
- GYROCOMPASS

**TEU Capacity Timeline:**

- 1975: 25000
- 1990: 20000
- 2000: 25000
- 2017: 20000

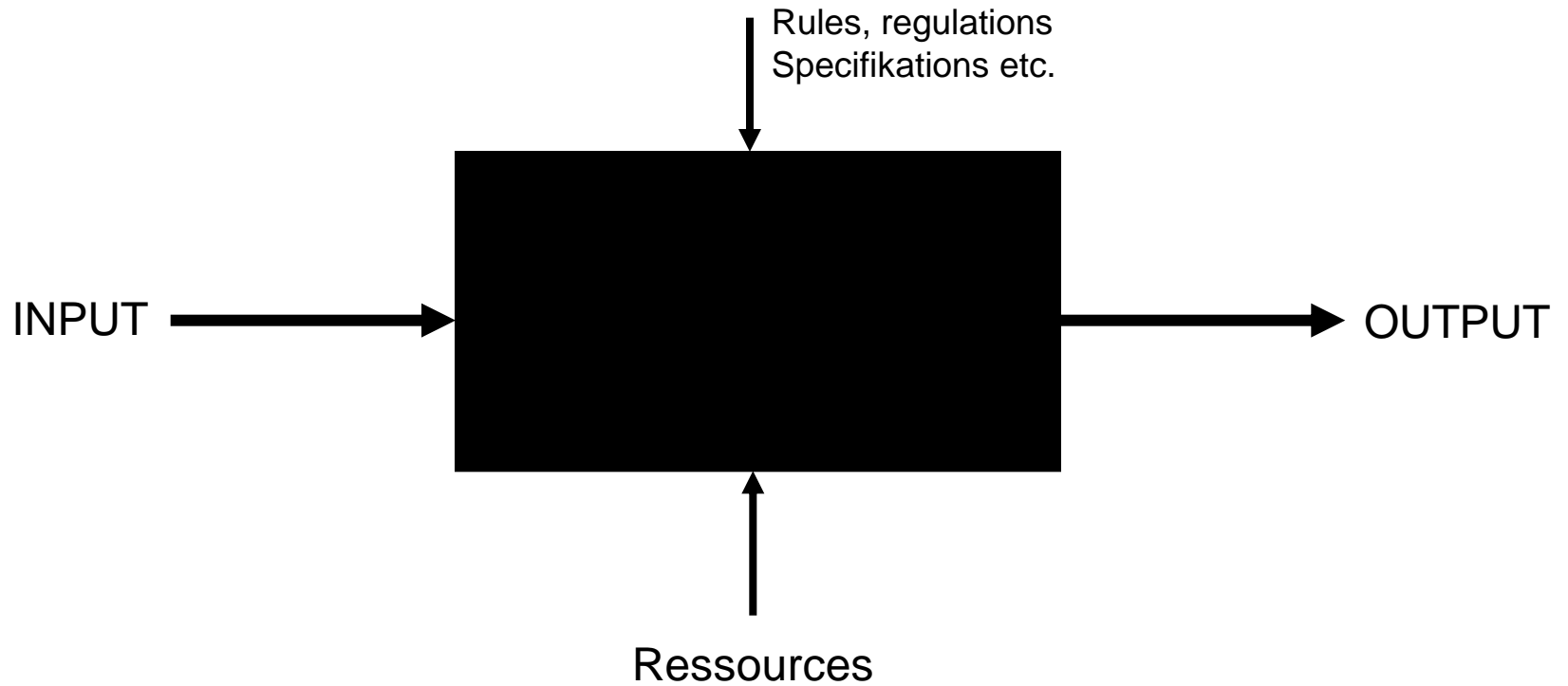
**Propulsion System Components:**

- Propeller
- Main Propulsion Shafting
- Reduction Gear
- Diesel Engine

**Power vs. Speed Graph:**

Speed	Power (calculated)	Power (experimental)
0.4	0.15	0.15
0.5	0.25	0.25
0.6	0.40	0.40
0.7	0.60	0.60
0.8	0.90	0.90
0.9	1.00	1.00

# The ship seen as a proces



## Three maritime patterns of culture

<b>Pathologic</b>	<b>Traditional</b>	<b>Quality Shipping</b>
<b>Substandard operators going for a quick catch</b>	<b>Compliance with the rules</b>	<b>Compliance with the purpose of the rules</b>
<b>'Make it look right'</b>	<b>'Doing the things right'</b>	<b>'Doing the right things right'</b>
<b>"What book?"</b>	<b>Going by the book</b>	<b>Improvement of safety and efficiency through innovation</b>
<b>Working harder – not smarter</b>	<b>Ensuring correct documentation</b>	<b>Best practice and evaluation of effectiveness</b>
		<b>Working smarter – not harder</b>





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**Tak for opmærksomheden**

