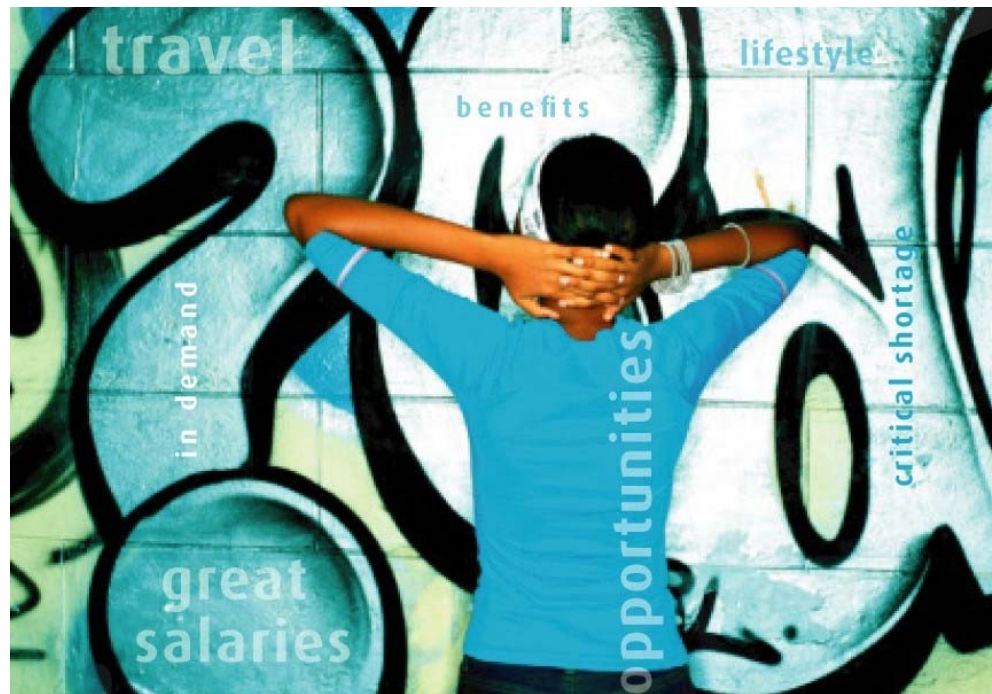


Marine Transportation Human Resources Strategy



Marine Transportation Human Resources Strategy



The development of the Council of Marine Professional Associates (COMPASS) *Marine Transportation Human Resources Strategy*, was an initiative undertaken with the assistance of the Labour Market Partnerships Program of the Canada-Newfoundland & Labrador Labour Market Development Agreement.

The overall objective of the COMPASS *Marine Transportation Human Resources Strategy* is to contribute effectively to identifying, attracting, and retaining the future marine transportation workforce.

Responding to this objective provides benefits for the Canadian marine transportation industry by supporting the development of its future workforce; for Canada's coastal regions by providing awareness of rewarding employment and career opportunities; for coastal communities by contributing to the development of a well-paid workforce that is employed around the world but continues to reside in coastal communities and contribute to their sustainability; and for marine education and training institutions by identifying training needs, gaps, and opportunities.

The COMPASS *Marine Transportation Human Resources Strategy*, developed through extensive consultation with the marine transportation industry and related stakeholders, presents progressive strategies to expand and enhance current outreach initiatives; develop and implement targeted outreach to underrepresented groups; and create and sustain an innovative recruitment and retention model based on stakeholder input, diversity, best practices, and collaborative implementation.

To support and inform the development of the *Strategy*, COMPASS commissioned a series of supplementary papers:

- *Recruitment Best Practices in the Marine Transportation Industry*
- *Survey of Seasoned Marine Transportation Personnel Report*
- *Survey of Female Marine Transportation Professionals*
- *Marine Transportation Women's Participation Study*
- *Gender Equity Support and Incentives*

The COMPASS *Marine Transportation Human Resources Strategy* will contribute to recruitment and retention initiatives in the Canadian marine transportation industry for many years to come.

Marine Transportation Human Resources Strategy

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Marine Transportation Human Resources Strategy

Strategic Directions Inc. (SDI) has prepared this Report for the Council of Marine Professional Associates (COMPASS) based in part upon information provided by COMPASS and others. While SDI believes such information to be reliable, it cannot warrant it. The reader assumes responsibility for decisions made or actions taken based upon this Report.



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1. Introduction

The Council of Marine Professional Associates (COMPASS) is an association of private-sector businesses and public-sector organizations engaged in design, operations, support, human resources development, labour supply, and consultancy in the marine sector. Since 2008, COMPASS has taken a lead role in implementing specific initiatives to address the human resources issues being experienced by marine transportation industries.

The key issue confronting marine transportation industries at this time is an enormous, and growing, workforce shortage. This shortage is exacerbated in Canada by the large number of marine transportation professionals who will retire over the next few years.

Effective promotion and recruitment strategies constitute a major part of the solution to this problem. The recruitment of marine transportation personnel is currently hampered by misconceptions and lack of knowledge regarding marine careers and their benefits, inadequate measures to promote marine transportation careers to target populations, gender inequities, and problems relating to accessing marine education and training.

As part of its mandate, and to address these issues, COMPASS undertook to develop a human resources strategy for the marine transportation industry in Canada. The human resources strategy was developed based on consultation with mariners and COMPASS members, including industry, post-secondary institutions, and government departments and agencies. With the objective of gaining additional input and feedback, the *Marine Transportation Human Resources Strategy* was presented to marine transportation stakeholders at the *Maritime Human Resources: Recruitment Solutions and Professional Development* conference held at the Marine Institute of Memorial University in St. John's, Newfoundland and Labrador on October 22-23, 2014. The input and feedback from the conference has been incorporated into this document.

2. Labour Market for the Marine Transportation Industry

2.1 International Labour Market

According to the BIMCO/ISF *Manpower 2010 Update Highlights*, the estimated worldwide supply of seafarers in 2010 was 624,000 officers and 747,000 ratings and the estimated worldwide demand was 637,000 officers and 747,000 ratings.¹ In short, the demand and supply of ratings was balanced and there was an estimated shortfall of 13,000 officers. The report goes on to say that at that time [2010] there was not a

¹ BIMCO/ISF, *Manpower 2010 Update Highlights The Worldwide Demand for and Supply of Seafarers*, https://www.bimco.org/en/News/2010/11/~/_media/About/Press/2010/Manpower_Study_handout_2010.ashx

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serious shortage of officers.² This was attributed to the contraction in the demand for sea transport in 2009 and the significant growth in the number of total seafarers.³ The report notes the balance between demand and supply “does notmean that individual shipping companies are not experiencing serious recruitment problems.”⁴

The 2010 BIMCO/ISF report concluded that “... the industry is likely to face a challenging future for crewing. There are many uncertainties, but the results indicate that the industry will most probably face a continuing tight labour market, with recurrent shortages for some officers, particularly if shipping markets recover. Unless measures are taken to ensure a continued rapid growth in qualified seafarer numbers, especially for officers, and/or to reduce wastage from the industry, existing shortages are likely to intensify over the next decade. Supply appears likely to increase in many countries, but the positive trend that has been established for training and recruitment over the past few years must continue to ensure a suitable future pool of qualified seafarers.”⁵

The findings from a more recent source of marine transportation labour market information, *Drewry’s Manning 2014 Annual Report*, were reported in the article *Looming Seafarer Shortage will Challenge Carrier Profitability*. Drewry’s 2014 report “estimates the current officer supply to be 610,000, representing a shortfall of 19,000 personnel. This shortfall is forecast to rise to 21,700 by 2018 given that there will be a requirement for an additional 38,500 officers by this time.”⁶ The report also notes the shortage of senior engineering officers and officers of specialist ships such as LNG carriers. It further notes there is less supply pressure with ratings.⁷ Shorter rotations and increased benefits are also contributing to a tighter labour supply.⁸

2.2 Canada

As indicated in Table 1, Statistics Canada reported, on the basis of 2006 Census information, that 5,010 deck officers, 2,720 engineering officers, 4,030 deck crew and 650 engine room crew were working in the water transportation industry in Canada at that time. A total of 780 females were reported to be working in water transportation in Canada in 2006.

² Ibid.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

⁶ *Looming Seafarer Shortage will Challenge Carrier Profitability*,
<http://www.drewry.co.uk/news.php?id=275>

⁷ Ibid.

⁸ Ibid.

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	Total	Male	Female	% Females of Total
C173 Deck officers, water transport	5,010	4,655	360	7.2%
C174 Engineer officers, water transport	2,720	2,650	70	2.6%
H733 Deck crew, water transport	4,030	3,695	340	8.4%
H734 Engine room crew, water transport	650	640	10	1.5%
Total	12,410	11,640	780	6.3%

Table 1 – Statistics Canada, 2006 Census, Employment in Occupations in Water Transport, Source⁹

2.3 Newfoundland and Labrador

Drawing on the 2006 Census information, the Newfoundland and Labrador Statistics Agency reported the total labour force for the water transport industry in the province in 2006 was 2,290 including 2,185 males and 100 females. (Note this excludes fishing vessel masters and skippers and fishermen/fisherwomen (I17).) Table 2 illustrates 4.2% (35) of 825 deck officers and 3.9% (20) of 515 engineering officers were female. Of 755 deck crew, 6.0% (45) were female. All engine room crew were reported to be male.

Mariners NL	Total	Male	Female	% Female
C173 Deck officers, water transport	825	790	35	4.2%
C174 Engineer officers, water transport	515	495	20	3.9%
H733 Deck crew, water transport	755	705	45	6.0%
H734 Engine room crew, water transport	195	195	0	
Total	2,290	2,185	100	

Table 2 – Excerpt from Labour Force by Detailed Occupation and Sex, Water Transport Industry, Source:¹⁰

3. Setting the Strategic Direction

The overall human resources goal of COMPASS and its members is to identify, attract, and retain the future workforce for the marine transportation industry.

Overall Goal – Identifying, attracting, and retaining the future workforce for the marine transportation industry

⁹ Occupation - National Occupational Classification for Statistics 2006 (720), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data, Source: Statistics Canada - 2006 Census. Catalogue Number 97-559-XCB2006011.

¹⁰ Labour Force by Detailed Occupation and Sex, Newfoundland and Labrador, 2006 Census Economics and Statistics Branch, (Newfoundland & Labrador Statistics Agency). Does not include “I17 Fishing vessel masters and skippers and fishermen/women”

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The specific human resources goals of COMPASS and its members are:

Goal 1 – Expanding/enhancing the outreach to youth and primary influencers

Goal 2 – Undertaking targeted outreach to employment equity groups

Goal 3 – Continuing to develop an innovative industry careers awareness model based on best practices and collaborative implementation

4. Career Awareness and Outreach for Awareness and Recruitment

Goal 1 - Expanding/enhancing the outreach to youth and primary influencers

4.1 Industry Profile

“Around 90% of world trade is carried by the international shipping industry. Without shipping the import and export of goods on the scale necessary for the modern world would not be possible....There are over 50,000 merchant ships trading internationally, transporting every kind of cargo. The world fleet is registered in over 150 nations, and manned by over a million seafarers of virtually every nationality.”¹¹

“....shipping is also the safest and most environmentally friendly form of commercial transportation.”¹²

Despite the importance of the marine transportation industry worldwide, much of the marine transportation industry is not visible to those not directly involved in or affected by the industry. In terms of raising awareness about the career opportunities in the industry, several points are noteworthy:

- there is a worldwide demand for ships’ officers and engineers;
- the industry offers many interesting and well-paying seagoing and shore-based positions; and
- advanced technology is deployed on modern ships.

The shift system for shipboard careers enables mariners to commute to work regardless of their place of residence. A 1998 survey by the Marine Institute of Memorial University of recently graduated ships’ officers (the most recent research identified relating to this

¹¹ <http://www.ics-shipping.org/careers-at-sea/reasons-to-work-at-sea>, International Chamber of Shipping

¹² Ibid.

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topic) found that 95% of 102 graduates of MI Ships' Officer Programs from 1995 to 1997 chose to reside in their home province regardless of where they worked.¹³

“In doing so, they contribute significantly to economic development and rural sustainability while also gaining the critical international, or deep sea, experience needed to assume leadership positions at home in industries such as those associated with offshore oil development projects.”¹⁴

Given the key economic role of the marine transportation industry, its low profile relative to other industries in the province, the recruitment challenges being experienced by marine transportation companies, and the aging marine transportation industry workforce, raising the profile of the marine transportation industry and enhancing the awareness of its career opportunities is important to the industry's future success.

At the *Maritime Human Resources: Recruitment Solutions and Professional Development* conference on October 22-23, 2014, industry stakeholders expressed interest in exploring a collaborative and coordinated approach to an annual industry awareness event. Bringing together several well-regarded events under a Marine Transportation Week banner could be helpful in attracting participants and providing exposure. For example, the Company of Master Mariners of Canada (NL Division) with the Marine Institute hosts the Nautical Skills Competition, a competition for Nautical Science students. COMPASS has begun to explore the potential for collaboration with the Society of Naval Architects and Marine Engineers (SNAME), the Oceans Learning Partnership (OLP), and the Canadian Wildlife Federation (CWF) to bring together a number of ocean industries events in the same week.

Raising the profile of marine transportation and other ocean industries will contribute to raising awareness of marine careers.

Objective 1.1 – Raise the profile of the marine transportation industry

1.1.1 *That COMPASS work with the marine transportation industry, post-secondary institutions, government and other stakeholders to develop and implement an annual or biennial event to raise the profile of the marine transportation industry with the public. This event should be attractive to the industry, general public, and students.*

- *Research and consider various models for the event including engagement of students with the conference (e.g., Nor-Shipping)*

¹³ Marine Careers Secretariat, *In the Same Boat: A Collaboratively Developed Marine Careers Promotion Strategy for Eastern Canada, Volume I Rocks and Shoals: Finding a Way*, p. 2.

¹⁴ Ibid.

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- *Determine the feasibility and sustainability of the event*
- *Implement the event*

1.1.2 *That COMPASS seek opportunities to promote the industry on a consistent and regular basis*

Examples:

- Partner with the port authority, Marine Institute, Canadian Coast Guard and industry to have a marine day (harbor cluster)
- Celebrate the annual World Maritime Day 2015 (IMO)
<http://www.imo.org/MediaCentre/PressBriefings/Pages/21-council112wmdtheme.aspx>

1.1.3 *Continue to enhance the content of marketing and communications materials to incorporate new information*

- Develop career paths that illustrate the transition from seagoing to shore-based jobs
- Revise key messages to reflect what COMPASS has learned from career awareness sessions with high school students and career education educators and its recent research (i.e., the *Survey of Seasoned Marine Transportation Personnel Report*, the *Survey of Female Marine Transportation Professionals*). Consider including messages relating to the industry's positive safety culture, emphasizing its safety training and procedures.

4.2 Attracting Youth and Mature Persons to Marine Careers

Some of the reasons often provided to explain why marine occupations may not be widely viewed as attractive career options include:

- separation from friends and family while at sea;
- fewer opportunities to “see the world” due to shorter port calls;¹⁵
- lack of awareness of the scope of career possibilities for officers with seagoing experience, particularly the opportunities to transition to shore-based careers;
- negative perceptions arising from highly publicized events at sea such as piracy, passenger ship accidents, shipping accidents causing environmental damage, etc.¹⁶

¹⁵ *Challenge to the industry securing skilled crew's in today's marketplace*, Deloitte, 2011, p. 7, www.deloitte.com/shipping

¹⁶ Ibid.

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Industry's efforts to improve the attractiveness of careers at sea include:

- offering shorter rotation periods where possible;
- equipping vessels with modern communications technology to facilitate contact with family and friends through social media;
- beginning to raise awareness of career paths for officers that include transitioning from seagoing to shore-based positions. This is important to attracting recruits, and to retaining valuable marine experience in the marine transportation industry.¹⁷ Some of the shore-based occupations highlighted include marine superintendent and crewing, as well as other occupations in areas such as insurance, maritime law, etc. Other shore-based positions identified include “pilotage, marine surveying, terminal/cargo operations, port operations, ship management, marine administration, and maritime education and training. (Company of Master Mariners 2008).”¹⁸

Another suggestion for making seagoing careers more attractive is to provide opportunities for marine personnel to alternate seagoing and shore-based positions.¹⁹

In its presentation *Promoting Careers in International Shipping*, the International Shipping Federation offers the interesting perspective that promotion to captain or chief engineer (senior operating roles) over a 10 year period is “rapid” relative to other industries.²⁰ Awareness of the potential opportunity for promotion to senior positions over a relatively short period of time could enhance the attractiveness of marine careers.

COMPASS has already invested significant effort into raising awareness of the occupations and career opportunities within the marine transportation industry through initiatives targeting youth, their key influencers (i.e., parents and teachers), and women:

- Marine Careers Website (www.seaforyourself.co)
- Marine transportation careers promotional video (*Sea for Yourself*)
- *Sea for Yourself* video (YouTube version)
- Women in the marine transportation industry video (*This is our Time: Sea for Yourself*)

¹⁷ Lewarn, Barrie, Maritime Transport Policy Centre, Australian Maritime College, *A review of some solutions to the shortage of maritime skills*, January 2009, p.7,

www.amc.edu.au/sites/default/files/MTPC+Occasional+Paper+1_0.pdf

¹⁸ Ibid.

¹⁹ Osborn, Ben, *The Rising Tide of Female Seafarers*, Chart & Compass, Summer 2013, www.sailors-society.org

²⁰ Promoting Careers in International Shipping, Tony Mason, Secretary General, International Shipping Federation, IMO, 17 November 2008.
http://www.imo.org/en/OurWork/HumanElement/GoToSea/Documents/ICS_ISFpresentations/Gotosea!show-ISF.ppt

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- High school Marine Transportation Careers Curriculum Module (English & French)
- Marine transportation applications for high school math, physics, and science courses
- Professional print and video marine transportation careers awareness ads
- Marine transportation careers promotional brochures and posters
- Profiles of 25 young marine transportation professionals (14 male/11 female)
- Industry Ambassadors' Resource Kit to facilitate industry presentations
- Marine transportation high school student rants (one female/one male)
- Annual TV, newspaper, internet, and YouTube advertising campaign
- Marine Transportation programs student enrolment surveys
- Survey of Female Marine Transportation Professionals
- Survey of Seasoned Marine Transportation Personnel
- Marine Transportation Women's Participation Study
- Gender Equity Support and Incentives Database
- Recruitment Best Practices in the Marine Transportation Industry Study
- Marine Transportation Human Resources Strategy.

Building on this effort COMPASS has identified a number of ways to expand its reach and message to youth regarding career opportunities.

4.2.1 Youth

Objective 1.2 - Develop new strategies to communicate marine career awareness and entry-level requirements to youth, expanding/building upon COMPASS' current initiatives

1.2.1 *Explore the potential for a career awareness approach for k-12*

- Identify and assess potential collaborations such as the Explorers Education initiative in Ireland (<http://www.marine.ie>) and the Oceans Learning Partnership in NL (<http://olp.oceansnl.net/>)
- Seek support to develop and implement a career awareness program for grades 7 through 9
- Facilitate increased involvement in career fairs

1.2.2 *Develop or collaborate to develop experiential initiatives for high school students that raise awareness of seagoing and shore-based careers*

- Identify an experiential program such as a youth camp to promote seagoing careers

Examples of different types of youth initiatives include:

- **Norway's Ocean Talent Camp** – In 2011, Nor-Shipping in Oslo, Norway began the Ocean Talent Camp to make youth aware of the career opportunities in the ocean industries/cluster of shipping, offshore and aquaculture. In Norway, all three industries experience recruitment challenges. The Camp includes an interactive, hands-on exhibition and opportunities to meet with people in various occupations. It runs coincident with the Nor-Shipping conference and travels during the year. (<http://norshipping.mtnewsdesk.com>)
- **The Big Bang Fair** (<https://www.thebigbangfair.co.uk/>) in the UK.
- **Oceans Learning Partnership** (Oceans Advance) – may present an opportunity to collaborate in NL (<http://olp.oceansnl.net/>)

1.2.3 *Expand outreach activities to target specific youth groups*

- Develop a marine careers awareness initiative to attract undecided post-secondary students
- Increase the visibility of the marine transportation industry as a career choice – not just seagoing careers

1.2.4 *Conduct research to identify new ways to engage primary influencers and educators including educators' forums and other models*

1.2.5 *Continue to collaborate with community organizations, NGOs, government, and other industry organizations such as the Petroleum Industry Human Resources Committee (PIHRC)*

1.2.6 *Explore the potential for developing a mechanism/agreement between COMPASS and the marine training institutions to collate statistics on enrollment in and graduation from key marine transportation related programs. Provide information regarding under-represented groups that will assist COMPASS and its members, including the training institutions themselves, in developing career awareness strategies and recruitment planning. (COMPASS to disaggregate gender data.)*

4.2.2 Mature Persons

Objective 1.3 – Assess the opportunity to attract individuals with related marine experience

The potential to recruit mature persons with related marine experience from other industries was discussed at the *Maritime Human Resources: Recruitment Solutions and Professional Development* conference in October, 2014.

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A possible source of new recruits is former military/navy personnel. With many navy personnel eligible to retire in their early to mid-forties, their experience and skills would be portable to the marine transportation industry. However, their service has not received much recognition for Transport Canada certification. Canadian Coast Guard has recently hired some naval engineers and Transport Canada has begun to consider some naval sea time, but apparently not training, towards certification. As part of its advocacy mandate, COMPASS will assess the scope and feasibility of the opportunity for industry to recruit former military personnel.

Immigration is another potential source of qualified personnel. However, to be employed in Canada as ships' officers, immigrants must have their home country qualifications assessed by Transport Canada. The assessment (and upgrading where necessary) can't begin until immigrants have resided in Canada for a year. Reviewing requirements could benefit the industry and qualified immigrants.

1.3.1 *Assess the scope and feasibility of the opportunity to recruit former military personnel*

1.3.2 *Take advantage of overcapacity in related sectors such as some components of the fishing industry*

- Identify current fisherpersons too young to take advantage of retirement incentives, and create bridges into marine transportation careers, including recognition of fisheries-related training and experience

1.3.3 *Research marine-related immigration policy and statistics*

- Survey shipping interests regarding the extent of workforce shortfalls
- Explore options for an accelerated process of assessing foreign marine qualifications, if practicable

4.3 Employment Equity

Goal 2 – Undertaking targeted outreach to employment equity groups

Within companies make achievement of diversity part of the performance accountability framework.

4.3.1 Women

“From its inception in 2008, the Council of Marine Professional Associates (COMPASS) adopted the stance that marine transportation must be, and must be seen to be, an equal opportunity industry. It also recognized that women represent an excellent target population for future marine transportation recruitment initiatives. In view of these considerations and to begin addressing the issue of gender equity immediately, COMPASS included the development of an aggressive and progressive gender equity agenda among its priority objectives.” In 2009 COMPASS established a Marine Transportation Gender Equity Committee to provide direction and leadership on gender equity issues and in the development and implementation of progressive gender equity initiatives.

The Marine Transportation Gender Equity Committee has contributed actively to the development

The objectives of COMPASS’ Gender Equity Agenda include:

- developing and disseminating recruitment materials highlighting opportunities and benefits for women;
- investigating, identifying, and publicizing sources of support for women pursuing marine careers;
- collaborating fully with women’s organizations to assist in the promotion of female participation in marine transportation careers;
- collaborating with marine training institutions to increase female participation rates in marine education and training programs;
- initiating/supporting development of a marine transportation scholarships program that specifically targets women;
- identifying and examining the reasons women are underrepresented in marine transportation occupations, and what actions are necessary to facilitate improved participation;
- developing and implementing a marketing and communication strategy designed specifically for women and women’s groups;
- promoting gender-awareness training for all marine transportation stakeholders;
- undertaking strategies to enhance regulatory measures related to employment equity; and
- promoting initiatives to address identified barriers to women’s participation in marine careers.

It is worth noting that these strategies will not only attract more women to marine transportation professions but will also benefit all seafarers, regardless of gender.

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and dissemination of COMPASS marine transportation career awareness materials to ensure a gender-balanced approach. It has also made enormous contributions to COMPASS gender specific initiatives, including:

- Promotional resources, among which are generic and female-specific wall posters, brochures, and newspaper ads. Of 25 career profiles of young marine transportation professionals developed by COMPASS, 11 are female.
- *This Is Our Time: Sea For Yourself*, a video featuring female professionals involved in the marine transportation industry.
- 30-second video ads promoting women’s participation in marine transportation careers.
- Access to the platforms of women’s organizations to enhance awareness of marine transportation career opportunities for women

As part of the development of the *Marine Transportation Human Resources Strategy*, and with the guidance of the COMPASS Marine Transportation Gender Equity Committee, COMPASS initiated *The Marine Transportation Women’s Participation Study*, a *Survey of Female Marine Transportation Professionals*, and a *Gender Equity Support and Incentives Database*. Information from these initiatives provided the underpinning to the following objectives and actions which form the *Marine Transportation Gender Equity Human Resources Recruitment Strategy*. The strategy was reviewed by the COMPASS Marine Transportation Gender Equity Committee and was presented and affirmed at the *Maritime Human Resources: Recruitment Solutions and Professional Development* conference held at the Marine Institute of Memorial University in St. John’s, Newfoundland and Labrador on October 22-23, 2014.

Objective 2.1 – Develop initiatives to encourage females to explore and consider a career in the marine transportation industry

- 2.1.1 *Collaborate with the training institutions to develop a career awareness program targeting underrepresented groups, specifically women*
- 2.1.2 *Explore opportunities for collaboration with existing experiential programs to introduce women to non-traditional careers in the marine transportation industry (e.g., Techsploration)*
- 2.1.3 *Explore ways for marine transportation companies to work together to raise females’ awareness of and interest in careers in the marine transportation industry. (Such capacity building is mutually beneficial to the companies.) For example, familiarization tours, a women-only career awareness fair.*

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2.1.4 *Continue to promote and facilitate females' access to and participation in marine careers training*

Some examples include:

- Provide scholarships for marine transportation training with criteria that reflect the needs of the target candidates (no unintended bias)
- Ascertain the need to increase the number of scholarships for females
- Continue to provide cadet/training positions for women
- Undertake targeted awareness/recruitment.

2.1.5 *Work with industry to review recruitment best policies and practices*

For example, establish a working group to review best practices in recruitment and selection policies and practices.

Objective 2.2 – Develop strategies that assist women to remain in and advance their careers in the marine transportation industry

2.2.1 *Work with industry to undertake initiatives to ensure a respectful workplace*

- Collaborate with industry to undertake initiatives to support respectful workplace and harassment policies (e.g., gender sensitivity training, promotion of zero tolerance for harassment, inclusion of mandatory respectful workplace training during employee orientation)
- Collaborate with industry to support cultural change

2.2.2 *Develop a networking initiative for females in the marine transportation industry*

- Research existing models of women's networks in the marine transportation industry and non-marine specific organizations and develop a model for COMPASS (e.g.s., IMO's Programme on the Integration of Women in the Maritime Sector (IWMS); CCG's Operational Women's Network (online); WISE NL; WRDC; WinSETT Centre)

2.2.3 *Undertake initiatives to support retention and career progression*

- Establish a mentorship program whereby women in the marine transportation industry can network. This can be at the company or industry level.
- Continue to promote best practices such as crewing with other women onboard ship, where possible

- Provide opportunities for training and professional development at the company and/or industry level
- Develop career paths with an option to transition from seagoing to shore-based occupations

2.2.4 *Research ways to ensure personal protective equipment is suitable for females*

4.3.2 Aboriginal People

Some employers interviewed by COMPASS during development of the *Marine Transportation Human Resources Strategy* indicated they have implemented initiatives to recruit Aboriginal people in the marine transportation industry. A common model used is a collaborative initiative among industry, Aboriginal communities and post-secondary institutions to work together to encourage career awareness and/or to provide skills training. These initiatives vary but a common underpinning is the need to develop a relationship with the Aboriginal community, to identify their interests and needs to participate effectively.

Objective 2.3 – Develop initiatives to encourage Aboriginal people to explore and consider a career in the marine transportation industry

2.3.1 *Research and meet with companies, post-secondary institutions, and government agencies that have been successful in attracting and recruiting Aboriginal people to avail of their experience and advice about partnering with Aboriginal communities and to explore the potential for collaborative opportunities*

2.3.2 *Meet with Aboriginal communities identified by the industry to determine their interest in participating in career awareness initiatives and employment opportunities in the marine transportation industry*

2.3.3 *Develop a framework or approach to assist employers in the marine transportation industry to adopt best practices for recruiting Aboriginal people, and for providing mentorship and a respectful, diverse and inclusive work environment*

2.3.4 *Develop and provide a seminar series on partnering with Aboriginal communities*

2.3.5 *Explore opportunities to collaborate with other industries' human resources councils to avail of their resources for, and experience/expertise in, partnering with and recruiting Aboriginal people*

2.3.6 *Develop initiatives to raise Aboriginal people's awareness of career opportunities in the marine transportation industry*

4.3.3 Persons with Disabilities

To initiate its focus on raising the awareness of career opportunities with persons with disabilities, COMPASS proposes to broaden the scope, mandate and composition of the COMPASS Marine Transportation Gender Equity Committee and transform it into the COMPASS Marine Transportation Employment Equity Advisory Committee. COMPASS has demonstrated an interest in the initiatives outlined in the NL Petroleum Industry Human Resources Committee's *Report of Research on the Awareness and Perceptions of Oil and Gas Industry Careers Among Young Persons with Disabilities and Recommendations for Improvement*. COMPASS will review the report in more detail with the Marine Transportation Employment Equity Advisory Committee and marine transportation stakeholders to prepare a proposed scope of work for similar initiatives applicable to the marine transportation industry.

Objective 2.4 Develop initiatives to encourage people with disabilities to explore and consider careers in the marine transportation industry

2.4.1 *Develop a strategy to attract people with disabilities to careers in the marine transportation industry and to facilitate their participation*

- Identify and explore collaborative relationships (e.g., PIHRC, Canadian Council on Rehabilitation and Work – Partners for Workplace Inclusion Program <http://www.ccrw.org/programs-by-province/#Newfoundland>) (This program is used by CCG – see CCG Strategic Human Resources Plan 2009 - 2012)

4.3.4 Retention

Recruitment Best Practices in the Marine Transportation Industry, a Supplementary Paper to the *Marine Transportation Human Resources Strategy* identifies the factors that affect retention such as competitive salaries and benefits, the leave system, respectful workplace, accommodations, well-maintained vessels and professional development opportunities. Career planning, succession planning, employee engagement and feedback initiatives such as surveys, employee recognition programs and mentoring programs are also part of a comprehensive approach to employee retention.

Objective 2.5 Develop initiatives to help sustain and enhance retention of the marine transportation industry workforce

2.5.1 *Establish a mentoring program. This can be at the company or industry level.*

- “Mentoring, whether through a formally developed program or via an informal relationship, is a personal enhancement strategy whereby one individual facilitates the development of another by sharing known resources, expertise, values, skills, perspectives, attitudes and proficiencies... Mentoring provides benefits not only for the individual mentee (opportunity for support) and mentor (opportunity to ‘give back’) but also for the organization. Several direct, quantifiable benefits include improvements in employee retention, managing organizational change, bridging competency gaps, rejuvenating mid-career employees, developing managers, helping employees obtain formal certification and increasing the representation of minority interests.”²¹

2.5.2 *Develop initiatives to enhance attentiveness to seafarers’ families (e.g., a website accessible to seafarers’ families that provides information on benefits, enables family members to ask questions of the employer, etc.)*

2.5.3 *Undertake research to identify ways to improve the rotation/leave system where practicable/feasible*

2.5.4 *Arrange seminars or workshops on succession planning as part of an effort to encourage industry to engage more fully in succession planning*

5. Industry Career Awareness Model

Goal 3 – Continuing to develop an innovative industry careers awareness model based on best practices and collaborative implementation

As noted previously, the Council of Marine Professional Associates (COMPASS) has developed a unique and innovative industry career awareness model. COMPASS is continually seeking new ways to reach target populations on an effective and cost efficient basis. COMPASS will continue to develop and enhance the marine careers awareness model. COMPASS plans to add social media as a means of reaching target populations and to continue its research on career awareness and recruitment best practices and to disseminate research findings widely to the marine transportation industry.

Now that COMPASS has developed a comprehensive *Marine Transportation Human Resources Strategy*, the success of its implementation relies largely on reviewing the progress in implementing it and addressing any issues or barriers to its implementation on a timely basis. To this end, the *Strategy* will be reviewed by the COMPASS Board of Directors and the Steering Committee annually or more often if deemed advisable.

²¹ *Women: An Unmined Resource – A Report on Female Participation within BC’s Mineral Exploration and Mining Industry*, p. 43

Marine Transportation Human Resources Strategy

Objective 3.1 Develop an implementation and evaluation framework

3.1.1 *Develop an implementation and evaluation framework*

- Conduct an annual review of the *Marine Transportation Human Resources Strategy*

Objective 3.2 Continue to develop and enhance the COMPASS marine careers awareness model

3.2.1 *Develop and implement a social media strategy*

3.2.2 *Continue to research marine transportation careers awareness and recruitment best practices*

6. Conclusion

COMPASS is being recognized nationally and internationally for its work in raising awareness of careers in the marine transportation industry.

The *Marine Transportation Human Resources Strategy* builds on COMPASS' work to date and is responsive to labour market changes in the marine transportation industry. With appropriate support from industry and marine transportation stakeholders, the initiatives outlined in the *Strategy* will help to build a world class labour pool for the marine transportation industry in Canada, addressing the widely experienced workforce shortages in the industry.