

Θερινές διαλέξεις 2018



# Ο ρόλος του ανθρώπινου παράγοντα στη \resilient\ ναυτιλία

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# Shipping industry

- Key characteristics:
  - Trade (demand)
  - Fleet (supply)
  - Globalisation
  - Regulations
  - Capital
  - Volatility
  - People
  - ...



# Human... what?

- Human factor (παράγοντας)
  - in errors
- Human capital (κεφάλαιο)
  - knowledge, skills, attitude
  - acquire, develop, share, retain
- Human resource (πόρος)
  - onboard & ashore
  - manageable
- Or just human...





**“Every vessel is as good as the people that navigate her- both onboard and ashore”**

David Cockroft (2000) Former ITF General Secretary

# Maritime Human Resources

- The people within the maritime sector concern
  - all staff at & around the ship transport &
  - all their related activities on land & sea.
- **Maritime Human Resources (MHR)** include all seagoing & shore-based personnel employed in the shipping industry.



# Global Seagoing Labour Market

- Worldwide **Demand** for seafarers: 1 545 000
  - ➔ 790 500 officers
  - ➔ 745 500 ratings
- Worldwide **Supply** of seafarers: 1 647 500
  - ➔ 774 000 officers
  - ➔ 873 500 ratings
- Estimated **demand** for officers has increased by  $\approx 24.1\%$  since 2010
- **Demand** for ratings has increased by  $\approx 1.0\%$ .

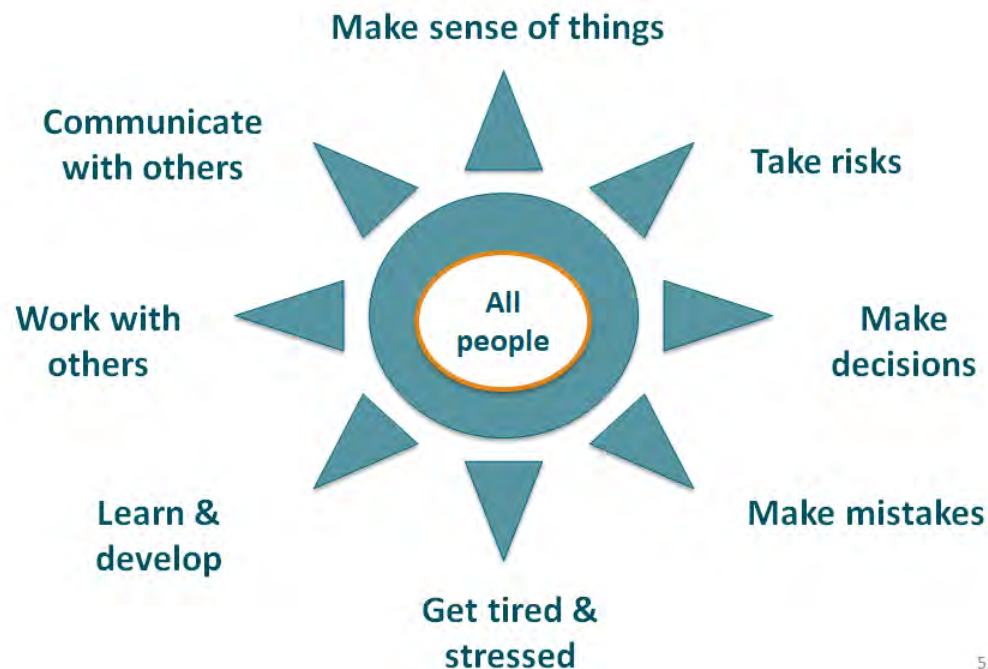
**2015:**

1. CHINA
2. PHILIPPINES
3. INDONESIA
4. RUSSIA
5. UKRAINE
6. INDIA
- ...
31. Greece

# Seafarers' opinions regarding multicultural crew



“These barbarians...what do they know about sea?  
all these Filipino



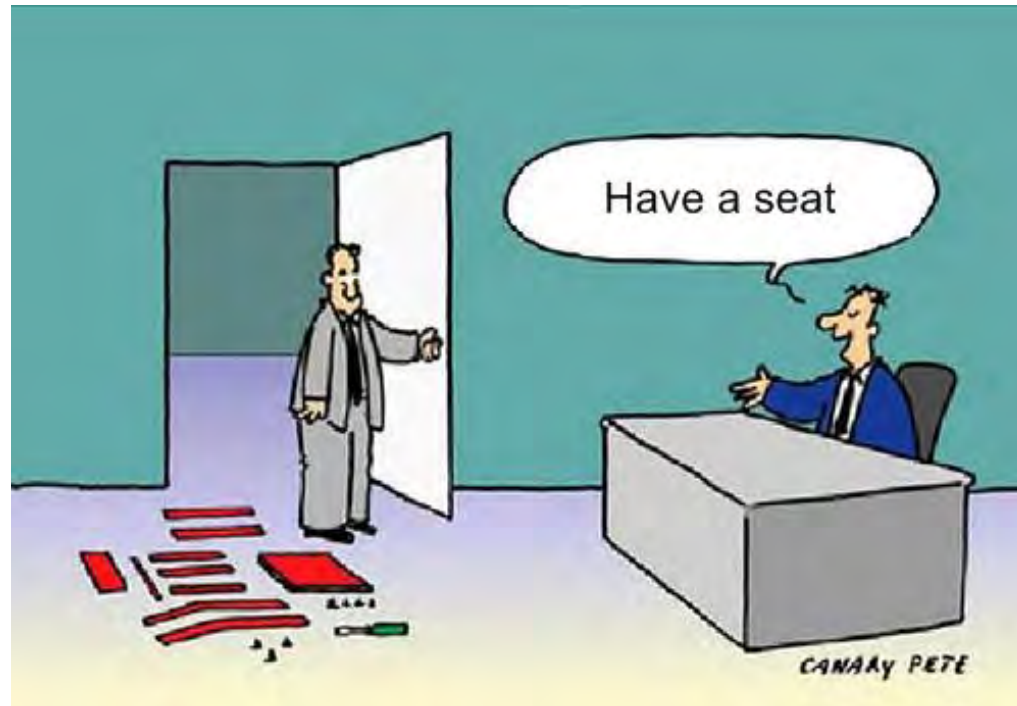
# Attractive industry for candidates

- Is there room for all?





# Which selection criteria matter most?



# Switching recruitment strategies

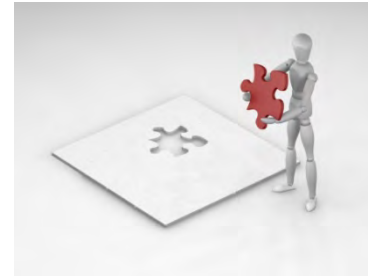
1. “Right person for the job” →

**“Get the job done”**



2. “Fit the culture” →

**“Fit in today’s organisation”**



3. “Employee for tomorrow” →

**“Build a resilient organisation”**



# Is there a retention problem?

*"We put up new curtains, we repainted the hallways, and we even replaced the lights in the restrooms."*



*"So why are we still having retention problems?"*

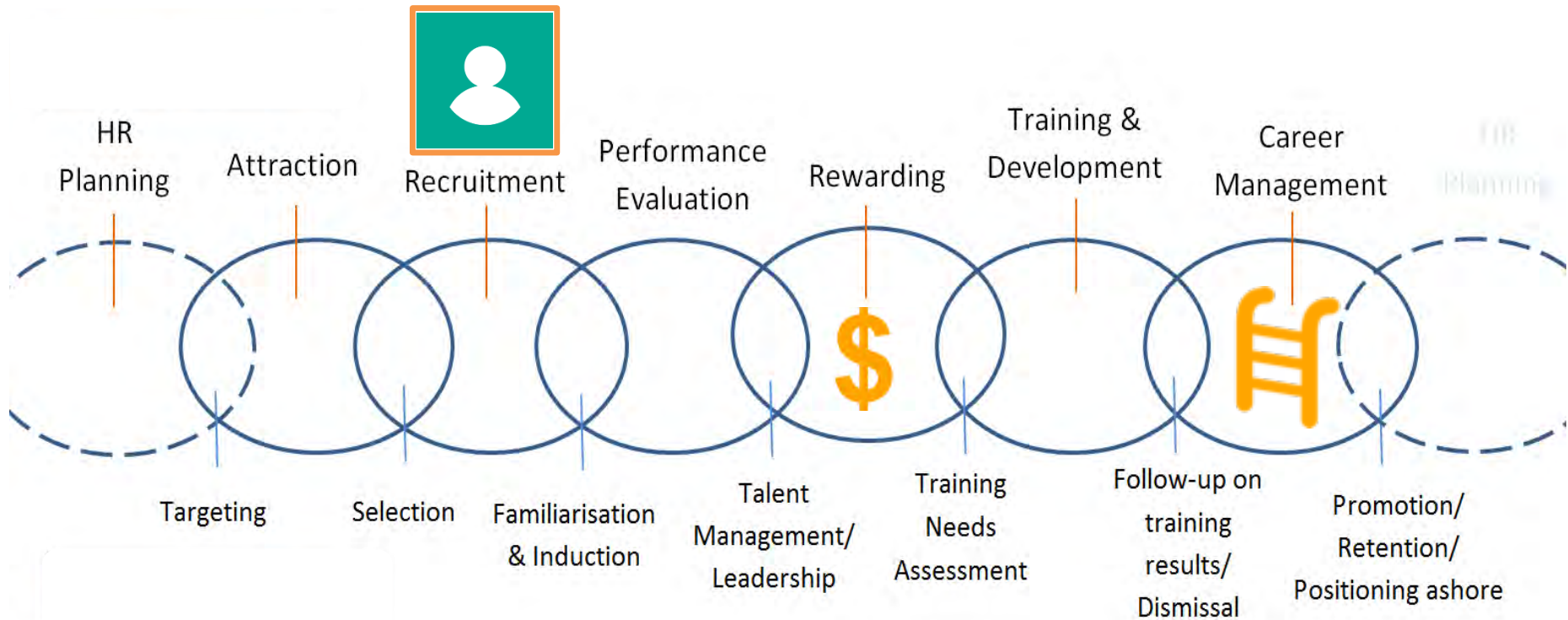
WHY

OH

WHY



# The value chain of Maritime HR management



# Resilience in shipping





# Resilient corporate culture

## Resilience Indicators



# Resilience building through HR

## A coherent set of resilience-enhancing HR practices:

1. Development of social supports at work
2. Work–life balance practices
3. Employee assistance programmes
4. Employee development programmes
5. Flexible work arrangements, reward & benefits
6. Occupational health & safety systems
7. Risk & crisis management systems
8. Diversity management





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