SKILLS & TALENT DEVELOPMENT IN AFRICAN PORTS

Tuesday, December 5th 2017, 12:00 - 13:15
Durban ICC

Speaker : Hariesh Manaadiar

https://shippingandfreightresource.com
Discussion Points

• Evolution of container ships

• Ports and terminals of the future

• Is Africa ready

• Port and terminal workforce of the future

• Challenges of recruitment and retention

• Tools and techniques for development of skills

• Global best practices

• Africa advantage
Evolution of container ships
2013 - Mærsk Mc-Kinney Møller – 18,270 TEUs

2014 – CSCL GLOBE – 19,100 TEUs
2015 – MSC OSCAR - 19,224 TEUs

2016 – MSC DIANA – 19,462 TEUs
2017 – MOL TRIUMPH – 20,170 TEUs

2017 – MADRID MAERSK - 20,568 TEUs
2017 – OOCL HONG KONG – 21,413 TEUs
Ports and Terminals of the future
• Digitisation
• Technological innovation
• Big data
• IoT
• Smart everything

have transformed various industries around the world

Global port and terminal sector is no exception
• Ships are getting bigger
• Ships are getting smarter
• Limited crew to handle ULCVs

As per Maersk Line, the Mærsk Mc-Kinney Møller can accommodate a crew of 34, and in principle can operate with as few as 13 crew members, but on the regular service there are approximately 22 crew members to handle this 18,270 TEU ship which is **400m long, 59m wide and 73m high..!!!
Not just ships, containers are also getting smarter.

Smart containers allow real-time monitoring of the cargo, including temperature, humidity level and any other issues during transit.
• The digital sector is now one of the biggest engines of job growth

• 6% of all workers are now employed in a job that was non-existent in 1990

• Digitisation brings in development and also challenges
Is Africa ready to handle these technological advances?
• Transnet’s Durban Container Terminal in South Africa to the South; (state run)
• DP World’s Dolareh Terminal in Djibouti to the East; (GTO run)
• TIL’s Lomé Container Terminal in Togo to the West; (GTO run)
• APMT’s Tangier Med1 port in Tangier in Morocco to the North; (GTO run)

are all already handling mega ships on a regular basis

• GTOs are also investing in landlocked countries such as Rwanda
However, in order to cater for these new and proposed investments and programs, there needs to be a greater focus on improving the upskilling and retention of talent in the ports and maritime sector in Africa.
What does the port and terminal workforce of the future look like?
Ports and terminals are the connecting factor between Government, Business and Maritime sectors which are the three main sectors required for a successful global trade..

An active port and terminal is most important and beneficial for a successful economy.
The work functions at the ports and terminals has transformed quite a bit in recent years.

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<tr>
<th>From</th>
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<tr>
<td>General Labourers</td>
<td>Multiskilled/Specialist Workers</td>
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<td>Labour-Intensive Operations</td>
<td>Capital-Intensive Operations</td>
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<td>Break-Bulk Handling</td>
<td>Specialized Operations</td>
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<td>Informal on-the-job-training</td>
<td>Formalized Training</td>
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<tr>
<td>Male Workforce</td>
<td>Diversified Labour Force</td>
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(Data from ILO)
The port and terminal workforce of the future should

1. Understand that ports and terminals are a catalyst for development
2. Be aware of the critical role played by ports and terminals
3. Recognise the role of the ports and terminals
4. Be educated and trained
5. Be capable of following a tried and tested methodology
6. Embrace the role that technology plays
7. Be driven by the need to create value for the customer
8. Understand that Ports and Terminals can attract investments to the local economy
9. Understand that performance of the workforce and port impacts on the economy
10. The workforce of the future should be able to adapt to the demands of e-commerce initiatives
The challenges of recruitment and retention
Over 80% of global trade is seaborne
• 55 Countries
• 30,500 Km coastline
• More than a Billion people
• Second largest continent in the world
• Bigger than USA, Europe, China and India combined
Africa is surrounded by water with 70% of its countries situated along the coast.
Africa’s contribution to global export trade in 2016 was only 7.2%.

Source: UNCTAD 2017
Africa’s contribution to global import trade in 2016 was only 4.9%
1. African ports need to create more awareness of the maritime potential of the continent.

2. Its importance to the economy of the various African countries.
3. Lack of career roadmaps in the ports and terminals sector
4. No glitz and glamour in the maritime industry
5. Less compensation and growth prospects compared to other industries
6. Better pay for qualified people in private entities than state run ports
7. There is a drain in experience and the increasing age of the current crop of experienced personnel
8. Dearth of experience could affect the port and terminal and the maritime trade of that country

9. Shortage of sea going personnel in countries without a commercial seafaring tradition

10. There needs to be sufficient robust, well recognised academic institutions in Africa
Tools and techniques needed for the development of technical, operational and management skills for ports and terminals
1. Establishment of specialized academic institutions for port management sector in the maritime industry
2. Tie-ups between the industry and academic institutions to prep the African workforce
3. Involvement of port management personnel in the academic curriculum
4. Promoting apprenticeships
5. Maritime training should be offered at a basic education level to create awareness and develop skills
6. Ports can create career awareness aimed at enticing participation in the industry
7. Creation of the right level of visibility
8. Participation in job fairs, campus recruitments
9. A successful port and terminal needs to be technologically aware
10. Technical skill development in port and terminal operations needs to be standardized
11. Develop in-house programs that create awareness and improve development of capabilities
12. Simulation of near-live situations in port or terminal using simulators such as quay crane simulator for training
13. Training methods to improve employee skills must be replicated regularly
14. Middle management is critical in skills development
15. Continuous training
16. Operational safety is non-negotiable

17. Implement policies to drive the right safety culture/behaviour

18. Bench-marking of compensation and benefits among similar industries
African ports should prepare training programmes that will upskill the workforce for the future in line with the change in labour patterns

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Competency-based training and output-based training approach have been found to be quite effective.

Educators should create a combined qualification in line with the country’s maritime training policy framework.
Ports and terminals should develop and implement training policies based on their individual operational requirements. This could be done by

1. Identifying training and developmental needs based on gap analysis and/or appraisals
2. Appointing experienced, multi-skilled and capable educators
3. Allow staff to participate in training with available resources
4. Evaluating investments made in training and development activities
On the other hand, the staff receiving the training should also:

1. cooperate with and participate in the initiatives

2. attend and participate in all the activities relevant to their individual development and

3. actively practise the new skills and knowledge
Maritime industry has a huge potential to address the problem of unemployment that is facing the continent as a whole. The ports and terminal sectors

• should create more awareness of the industry and its benefits
• should develop and empower the port and terminal workforce and local firms
• should develop a concept of creating a common knowledge platform
• should encourage skills development to handle the future requirements
Some of the prestigious maritime training institutes in Africa working towards developing maritime skills are

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<td>African Maritime Academy</td>
<td>Oyo, Nigeria</td>
<td>Autonomous</td>
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<tr>
<td>Ethiopian Maritime Training Institute (EMTI)</td>
<td>Bahri Dar, Ethiopia</td>
<td>Private facility</td>
</tr>
<tr>
<td>Lawhill Maritime Center</td>
<td>Simon's Town, South Africa</td>
<td>Privately run through industry donations</td>
</tr>
<tr>
<td>Regional Maritime University</td>
<td>Accra, Ghana</td>
<td>Regional initiative by the Republics of Cameroon, The Gambia, Ghana, Liberia and Sierra Leone</td>
</tr>
<tr>
<td>South African International Maritime Institute (SAIMI)</td>
<td>Port Elizabeth, South Africa</td>
<td>In collaboration with SAMSA, Department of Transport and Department of Higher Education and Training (DHET)</td>
</tr>
<tr>
<td>South African Maritime Training Academy (SAMTRA)</td>
<td>Cape Town, South Africa</td>
<td>Non-Profit Organisation run through industry donations</td>
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Cascading global best practice to the local learning level
1. Create exchange programs with advanced and developed ports and terminals.
2. Such programs may also be used to attract foreign talent to the region.
3. Implement methodologies such as Six Sigma to improve organizational performance.
4. Place port staff in the customer’s office for an understanding of their processes.
5. Top down approach in terms of guidance of the port and terminal’s direction.
6. Regular training and mentoring programs
7. Increased collaboration on initiatives and projects among terminals
8. Appointing experienced, multi-skilled and capable educators
9. Adopt and follow operational standardization
10. Continuous training in system driven processes, that will reduce the level of manual intervention
11. Identifying and developing new ways of doing business
12. GTOs can implement their established code of practices in African ports as well
13. Share global processes and procedures relating to operational safety and security
14. Presence of GTOs can help the local workforce understand best practices employed in developed ports and countries and in skills development
15. Conduct internal audits at least every quarter
Africa’s Advantage
1. Africa has the advantage of coming off a low growth base so for Africa, the only way is up
2. For African ports and terminals this as an opportunity not to be missed
3. Collaborate with various role players
4. These role players seem willing and ready
Every morning in Africa, a gazelle wakes up.. It knows it must outrun the fastest lion or it will be killed..
Every morning in Africa, a lion wakes up.. It knows it must run faster than the slowest gazelle, or it will starve..
It doesn't matter whether you're the lion or a gazelle—when the sun comes up, you'd better be running..

This analogy may very well apply to the maritime industry in Africa and its ports and terminals.
THANK YOU

LET US PROPEL AFRICA FORWARD