

U. TEMEN

EMPLOYMENT OF THE SEAFARERS

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**A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF APPLIED SCIENCES
OF
UNIVERSITY OF KYRENIA**

**By
UĞUR TEMEN**

**In Partial Fulfillment of the Requirements for
the Degree of Master of Science
in
Maritime Transportation and Management Engineering**

KYRENIA, 2015

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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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Date:

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I am grateful to everyone for being a constant source of encouragement and helping me to gain the self confidence. Here also I would like to thank to my colleagues and friends at the Maritime Transportation and Management Engineering who helped me one way or the other, and thank my supervisor Assoc. Prof. Dr. Serdar KUM who has shown plenty of encouragement, patience, and support as he guided me through this endeavor fostering my development as a graduate student.

ABSTRACT

Although it is a very big industry, shipping is not as developed as it should have been due to several reasons in many parts of the World. Despite the fact that States have tried so many interventions on the subject, many Sailors in the maritime sector for have been forced to leave their country in order to obtain jobs for various reasons. In this study, the internal structure of this sector-related companies with the human resources department, the connection between the ship and the company, the company's policy on this issue, the company management, the qualities of the people who will be working on the ship, and hence the importance of language factor (English) are being discussed. If we are to investigate Human resources department operating in this sector, criteria for the personnel who will be working on the ship has been sought, the rules that must be obeyed on the board, how they should conform, and depending on the task how to comply with the authority that each person is connected is disclosed as necessary. In addition, situations that may arise in case of these requirements not being done, and the results that may occur have been shown in this work with figures and images.

The aim of this thesis is to show and deal with the problems seamen face with after completing their education and looking for a job, depending on the structure of the company and policies, the problems Sailors face with, and the oppurtunities given to them by the state have been tried to explain. This thesis is a study intended to be guidance and help for providing better working opportunities to work on the ship for seafarers.

Keywords: Employment of Seafarers; Policies; Employment Opportunities; Importance of Human Resources; Importance of Language

ÖZET

Büyük bir sektör olmasına rağmen, Denizcilik Dünya'nın birçok yerinde bazı sebeplerden dolayı yeteri kadar gelişmemiştir. Devletler, konu ile ilgili birçok girişimde bulunmuş olmasına rağmen çeşitli nedenlerden dolayı Denizcilik sektöründe birçok Denizcinin çeşitli nedenlerle iş imkânı elde etmek için ülkelerini terk etmek zorunda kalmışlardır. Bu çalışmada, İnsan kaynakları birimi ile bu sektörle ilgili şirketlerin içyapıları incelenmiş, şirket ile gemi arasındaki bağlantı, şirketin bu konuyla ilgili politikası, şirket yönetimi, gemide çalışacak kişilerde aranan özellikler, buna bağlı lisan faktörünün (İngilizce) önemi irdelenmiştir. Bu sektörde faaliyet gösteren Denizcilik şirketlerindeki insan kaynakları birimini biraz konu olarak irdelenecek olursak bu sektörde çalışacak olan personeli şirketler seçerken aranacak kriterler gösterilmeye çalışılmış, her bireyin gemide çalışırken hangi kurallara nasıl, ne şekilde uyması gerektiği, görevlerine bağlı olarak, her kişi bağlı olduğu otoriteye nasıl uyması gerektiği anlatılmıştır. Ayrıca bu gereklilikler yapılmaması durumunda ortaya çıkabilecek olan durumlar ve bundan dolayı meydana gelebilecek sonuçlar yazılmış ve figür ve resimlerle çalışmada gösterilmiştir.

Bu tezin amacı gemi adamlarının gerek eğitim sonrası iş bulmada, gerekse şirket yapısına ve politikasına bağlı olarak gemi adamlarının karşılaştığı sıkıntılar, devletin bu konuda gemi adamlarına sağladığı imkânlar Denizcilerin hangi sorunlarla karşılaştığı anlatılmıştır. Bu tezin gemi adamlarına daima iyi çalışma imkânı sağlama konusunda, yol gösterme ve yardımcı olma amacıyla hazırlanmış bir çalışmadır.

Anahtar Sözcükler: Gemi adamları; Hukuk; İş imkânı; İnsan Kaynaklarının Önemi; Dil'in Önemi

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LIST OF ABBREVIATIONS

C/P:	Checking Performance
CV:	Curriculum Vita
HR:	Human Resources
HRIS:	Human Resource Information System
HRM:	Human Resource Management
HRP:	Human Resource Planning
IMO:	International Maritime Organization
ISM:	International Safety Management
ISPS:	International Ship and Port Facility Security
SOLAS:	Safety of Life at Sea
STCW:	International Convention on Standards of Training, Certification and Watchkeeping for Seafarers
TRNC:	Turkish Republic of Northern Cyprus

CHAPTER 1

INTRODUCTION

This study intends to investigate the existing situation with regards to the employment of Maritime graduates (especially in TRNC). The policies enforced by the Maritime sector to increase the employment rates of these graduates are the concern of this study. Moreover, the main reason of the study is to find out and evaluate how shipping companies use human resource management practices in their work places. In order to achieve the main goal, some other things are needed to be considered such as: evaluating the practices that are taking place in Human Resources (HR) in shipping companies; considering the development of the work place and the staff and assessing the performance appraisal of human resources in shipping companies and identifying the contemporary HR practices being practiced. In addition to all these, when the willingness of crew members, officers, and other personnel who will work on the ship is needed to be found out in order to give them data and feedback for the criteria for employment Maritime companies are responsible from this. For this reason, a questionnaire is prepared by the employer to underline and compare any anticipated factors with the graduates. This thesis aims to touch on the serious elements and issues as mentioned above because the preparedness of the staff is as important as the employment given by the company as well as the opportunities being offered by them.

Turkish maritime policies which are controlled by the state administration are applied by the companies in order to ensure human rights for all employees. These policies are designed to bring about certain professionalism and high standard to the company. In accordance with this, employees have many rights that can be implemented to protect their job and their position. Every branch of the Maritime sector needs to be at a high standard, due to the competitive nature it inhabits. Working with a team of trained and experienced human health experts that are sensitive to environmental values should not be compromised. According to Kundu et al. (2007) in today's competitive world, it will be more difficult to satisfy the need of organizations that is for people and people for organizations. Human resources can create competitive advantage for companies and with the use of effective HRM (Human Resources Management) practices companies' performance can get influenced. In this study, HR practices are intended to be identified in shipping companies. Maritime's traditional structure has to work in parallel with any

emerging technology, in order to bring about the new generation of innovative and practical ideas. Thus, we are now living in The Age of Information (Technology) an economy aroused the need in which uncultivated domestic product is controlled by other facilities which are sometimes called services, and they are being used in every aspect of our lives. At restaurants; hotels; advertising companies; insurance agents; theatres; and pools and parks these services are being used. For example; when a person buys a car service continues to take place to keep the car running or repair in case of a breakdown. Services enable us to use our time and money effectively (Bateson and Hoffman, 1999).

As Kermally (2006) pointed out the way managers live and how their lives are managed can change through globalization, authorisation, cross functional teams, rationalising, learning organizations and knowledge of the workers. The shipping industry is a crucial illustration of a globalized trade now committed insecurely to national autonomies.

Shipping is unlike other examples of World-wide business, for instance fast-food chains and the automobile companies, in that its physical capital is itself movable in a way that a burger place or car company is not able to. Due to this fact of the business, planned and HRM has a movable facet not shared by the overall run of manufacturing and means of transport industries (Klikauer and Morris, 2003). As it is believed by PwC (2012), new commercial schemes and procedures are necessary to deal with an industry which is being reformed through market partnership and goes through changes in the equilibrium of world trade.

On the other hand, Kernelly (2006) pointed that managing is not a matter of misleading people. The situation is about working with your personnel and co-workers basen on the partnership to achieve the strategic goals of the organization. In addition, Druker (1999) believes that the vital influence organisation needs to create in the 21st century is to rise the efficiency of awareness at work and the knowledge of workers. Human is needed to be trained and educated. To charm and preserve people, we have to accept them as individuals. Today workers are more interrogative and demanding (Drucker, 1999). People are the one who can make things unique such as; organization, products and service solutions. How these are done, how you accomplish and guide people and how you bring together your actions, determines your success and this makes it obvious that there is a valid definition (Thite, 2004). According to Peter and Waterman (1982), outstanding corporations are very similar to their customers; other firms talk about it and the outstanding firms make it real. However, the success of any business can not be defined

with the manufactured goods, but in terms of how the needs of the customer are satisfied. This means; what sorts of services are provided to the customer (Levitt, 2004).

Seafaring has a special pattern as working and living conditions are combined in a restricted (closed) area. Crew’s long separation from family and friends, long stay on board, isolation make welfare facilities necessary. When we consider the structure of a typical maritime company, we can identify eight main branches; technical department; safety and quality; technical buying; operations department; insurance; rental department; vessel personnel department and finance and accounting department. These departments are led by General Manager and supervised by directors. Companies should be aware of their responsibilities in the maritime industry, safety and environmental protection issues must declare its commitment. Companies that perform with their staff, have both sea shore, all operations must perform their objectives (Devitt and Holford, 2010).

Figure 1.1 shows the benefits of the crew working together. All crew on board must work in cooperation and as everything is linked. If one is successful, the other one becomes successful as well and not just crew, the company and the industry will benefit from it as well.

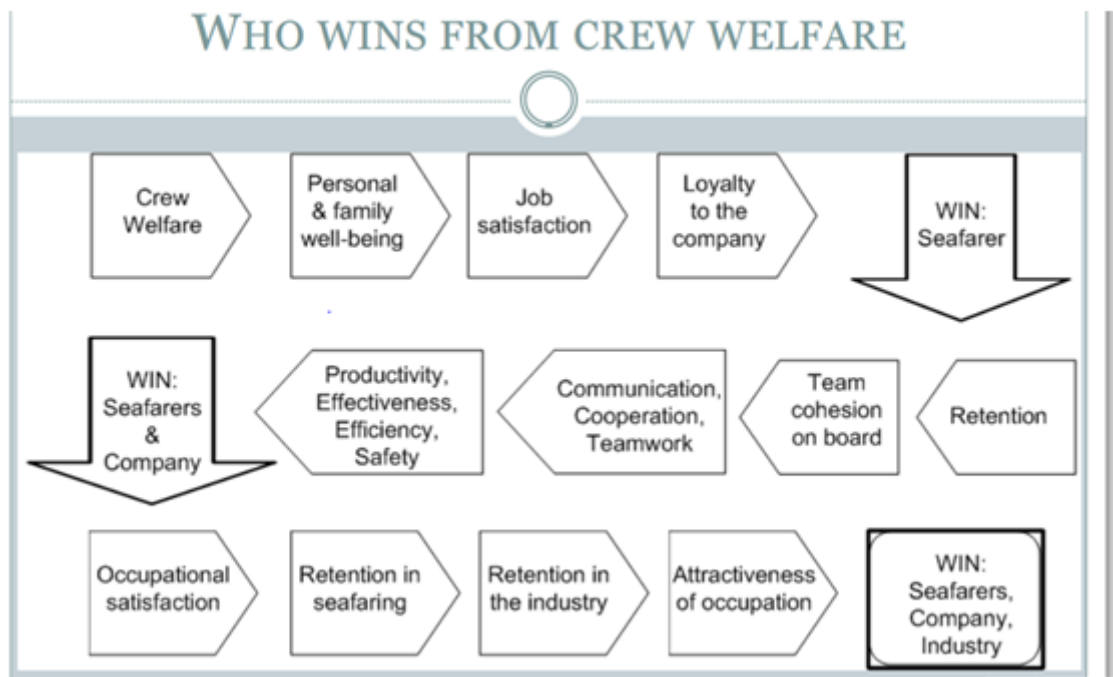


Figure 1.1: Crew Welfare (PwC, 2012)

CHAPTER 2

LITERATURE REVIEW

There are many types of transport and ways of transportation. However, the safest mode of transport is shipping. A good care is given to professional, financial and telecommunications areas in terms of services, but we should not forget the fact that “the physical conveyance of things in world-wide trade is itself a service” (White, 1982).

In the last half century, a massive expansion has been experienced in the shipping industry in demand reflecting the growth of seaborne trade, a growth which resulted with the development of technology. Some other changes also took place in the organizational structure with the way management companies work. These changes were combined with regions in terms of the place recruitment of seafarers took place from their own country, and placed into a global employing base, with the growth of the Asian employment market. Although these reasonably fast and deep changes took place in the industry, labour always remained as the production’ primary factor and even today is structured on board ship on the foundation of a steep ordered structure of officers and marks a construction (McConville, 1999).

As Obando-rojas (1999) pointed out in the course of the most recent decade, force related events have directed the shipping industry to concentrate on its man-power on the sea. The continuing problems have been both concerned with the value of the work done and the number of seafarers. These worries have been mirrored in the growing number of academics and global legislation on human factor. Moreover, Obando-rojas (1999) also notes that, even today many aspects of it have not yet been discovered and if they were this would give a better indulgent of how manpower system works in the maritime industry. Maritime industry is a very competitive sector and therefore, efficient and effective organization on firm’s economic resources helps its development. According to Neo-classical economic theory, these resources consist of; plot, toil and money (Panayides and Gray, 1999). Obtaining information about occupations is called job analysis. This identifies information about the work that is needed to be carried out on the job, besides determining individual features (education, experience, specialized training) that can be considered necessary to complete the tasks. As Cascio (1998), to carry out thorough HRM making job analysis is important. Behavioral requirements of jobs are provided a deeper indulgent of in turn generating a firm basis to create employment judgements on issues related to job.

These changes in jobs are happening quicker than in the past and if the job analysis is missing, this can cost a huge amount of money to organizations. On account of this, career analysis workout should be conducted at systematic intervals (Kandula, 2004). The progression of analyzing and classifying the demand for and convenience of HR to meet its goals is called HR planning (Mathis and Jackson, 2004). The achievement of HR planning primarily depends on the demand of the business to propose such plans that will fascinate individuals to work in an environment of harmony, happiness, development, progress and enlargement of both employer and employee. It is possible for any organization to evolve and implement a sound HRP (Human Resources Professionals), if it is based on quality and quantity and spirit of Harmony among the people that they recruit (Prashanthi, 2013).

As Cascio (1998) pointed out giving employment is another way of competition in the business. Corporations enter into a competition to develop, manufacture, and to market the best product or to give the best service. In order to do this they must also compete to detect, attract, and employ the most competent candidate. While doing this, serious attention and care are needed from management. Any business strategy will fade in the lack of capacity to accomplish it. Furthermore, employers' should be careful when selecting their employees for the recruitment. For this reason, they should be concerned about manpower and additional cost that will be needed (Prasad, 2005). Placement is also another step towards success referring to the real practice and experience an individual gets with a job. Also, it comprises a precise rank and obligation for the employee. Once the requirements of a job are matched with the qualification of a candidate then, the decision is taken. The process which an individual learns to fit in values, abilities, and expected behaviors are called socialization. As Jyothi and Venkatesh (2006) pointed out, social knowledge is necessary for taking an organizational role and for contributing to an organization as a member.

Workforce is also important for companies to develop and deliver good service quality. Firstly, the right people for the job are hired, and later on, they get trained by the companies they work for to be better in their area (Kundu and Vora, 2004). Continuing training is needed for providing quality service which would improve the necessary technical and interactive skills and knowledge of the employees. Training can be done in many different ways but all must see it as a vital asset for upcoming accomplishment.

Moreover, performance can be defined as the record of outcomes formed on a stated job, purpose or action taking place in the course of an indicated time period (Bernardin and

Russel, 1993). How this is evaluated and how often it is assessed is not based on a year, but it should be based on every day basis. This means effective managers should report their reviews, feedback and views every day by observing the work done (Webb, 2004). In order to please the workers and increase the validity of the good work done performance appraisal can be used on employees. As Berry (2004) thinks appraisal is a good way of judging performance of the employees and if it is applied properly it helps to encourage high and average performers to remain with the company. Besides, it is believed that every work place should use appraisals as a form of paying the good performance done (Schellhardt, 1996).

For Kochanski and Richer (1999), if aptitudes are the steering wheel for handling knowledge of the work, rewards given are the engine. The given rewards fill the gap between executive objectives and individual anticipations and hopes. Reimbursement is the initial rewards that are mainly financial and satisfy financial needs for income (WorldatWork, 2000). Therefore, with this in mind, four things should be provided in an effective organizational reward system; a satisfactory level of rewards to fulfill simple requirements, even-handedness with the outside labor market, fairness within the association, and treatment in the organization of each member in terms of their individual needs (Lawler, 1989). An indirect reward given to an employee(s) who work as part of an organizational membership is extra beneficial. (Matthis and Jackson, 2004) There is no doubt that despite their enormous costs and the financial commitment, benefits of scheduling has turn out to be a serious element of HR planning processes for the future. How the learnt skill is applied and competence guides to performance, and performance is the measure for appraising efficiency (Bernardin and Russell, 1993). Therefore, as Jyothi and Venkatesh (2006) stated, a pay-for-competence program increases efficiency and product value, diminishes absenteeism, costs, accident rates.

Laudon (1998) defines Human Resource Information Systems (HRIS) as interconnected constituents working together to gather, process, pile and publicize information to back up decision making, harmonisation, control, analysis, assessment and conception of an organization's HR management activities. On the contrary, for Kavanaugh et al. (1990), HRIS is a system used to obtain, store, manipulate, analyze, retrieve, and distribute information related to company's human resource. For this reason, because of the growing number of occupied mothers organizations have become more fascinated in supporting entities to cope with conflicting demands between their work and family roles. This has

brought realization of the employers when they try to overcome the problems they experience between their role and in dealing with travel, child care, domestic tasks, and job transmissions which may also cause trouble in locating primacies for numerous roles and duties (Greenhaus, 1987). Clutterbuck (2004) thinks that this may also be true for couples with double career since their high levels of career assurance. Balance at work-life is a state in which an individual is able to find out about real or possible clash among different demands on time and energy in a way that pleases necessities for well being and self-fulfillment of human. Those who wish to be content need to assign time and thought to themselves, close others, paid employment as the means to finance the fulfillment of various needs, and distant others.

Shein (1996) explains a career as “a categorization of positions seized by an individual throughout the course of a lifespan.” Hence for Leibowitz (1986) it involves a chain of work linked with activities that offer endurance, order and sense to a person’s life. This is an unbiased opinion of a person’s occupation, in addition to a biased element in the notion of career. A career goes through lots of changes in values, attitudes and motivation that occur as people nurture. Performance, education, experience, influential parents, caste links and a certain amount of luck are the factors that shape a person’s character. Career planning gives a shape to the improvement of those with an association in harmony with assessments of organizational requirements. Professional development system is official, systematic, planned effort to achieve equilibrium among individual career needs and organizational requirements with labour force.

Kundu (2004) has also stated the importance and benefits of having a diverse workforce at the work place. Therefore, he defined (diversity) as people from many different socio-cultural backgrounds who work in the same company. Multiplicity holds national factors for example; race, sex, age, colour, physical ability, ethnicity, etc. Simmon (1996) states that successful companies look for people who have different talents, interests, and viewpoints because he believes that this would bring variety and colour to the work place. It is originated on the origin that linking these differences will form creative atmosphere in which everyone would feel appreciated, entirely utilized in which logistic objectives are encountered (Kandola and Fullerton, 1994).

Another way of finding the views of the employees is using the attitude surveys. These surveys can help to discover their views on matters that concern them. For Armstrong (2005) attitude examinations can transfer information on the preferences of employees,

give some ideas on potential problems, diagnose the cause of specific problems and check the levels of job satisfaction, commitment and morale in different parts of the organization. On the contrary, Braken (2000) believes surveys on attitude should be developed by qualified corporations or academicians. In addition, customer might be in the centre of these surveys, and re-design them by trying to fulfill customer expectations. Herein, surveys should be valid and measurable depends on its type.

As Horibe (1999) mentions, the decision given by the customer in terms of being faithful is the whole of many trivial encounters with a company and these people who work there are the ones controlling these small encounters. Hence, to exercise customer centred strategic management it is essential to attain fulfilment of the workers. Practices related to human resources influence organizational performance and generate competitive benefit for those organizations which deploy decent people with benefits (Walker and Stopper, 2000). Due to changes in the HRM area extremely successful company with a strong record of brilliance in practices regarding management of the people cannot be completely attained. To develop the new trainee and preserve best talent, organizations have to hire people with good character, credibility and integrity and they have worth something (Smith and Kelley, 1997). Establishments that agree to take individuals as acquaintances in development policy show a separate HR viewpoint branded by work safety, corporation flexibility, allocating financial accomplishment with the labour force, improvement of good communication and advice, helping to raise the voice of the workers (IPA, 1997).

According to Kim and Mauborgne (1999) Fair play is a result of performance. This process constructs faith and assurance, and these create voluntary teamwork, and this drives performance, directing people to move away from the responsibility of the given duty by sharing their knowledge and adding their creativeness.

CHAPTER 3
HUMAN RESOURCES AND MANAGAMENT RESPONSIBILITIES
IN MARITIME SECTOR

3.1 Maritime Human Resources Management

Pursuit of human resource management as an administrator or lower levels of employees to run the recruitment, by taking care of placement and provision of all supportive activities related to the increase of work done is the concern of this section. By 1980s, the company organizations for the employees have seen their workers as a tool and only purpose for the company trying to increase the benefit and management as part of their strategic objectives to be achieved in staff management approach. However, after 1980s, the company competitive can outmaneuver the most important determinant which is employee's effort and creativity that come with the realization, with the strategic objectives of the company the settlement of employee's individual interests, the most important of human wealth is left to the understanding of HRM (Human Resource Management) in the view of the corporation (Kundu et al., 2007).

Human resource management functions (without entering into details) with seventeen main actions. These are the following; identifying the employees and selecting cadidates; providing training and development; human resource planning; employee agreement made with preparation; establishing a fair treatment among all the employeesand giving opportunities to everyone that would help them develop policies; enabling criteria for employees to assess the practice of work done, which is known as performance measurement; proving consulting services to employees on various topics; providing a peaceful and safe working environment for all; determining company remuneration policy and fees; developing health and safety policy for employees, identifying work to be done and setting disciplinary rules; and determining policies on the resolution of complaints; labor surplus, or dismissing the shifting to other units while trying to identify the processes; helping employees working in discussions on issues related to organization and identifing policies that will enable them to participate; regarding the comprehension of the strategic intentions of the corporation, and developing policies to ensure that employee's contributions (Kundu et al., 2007).

3.2 Selection of Candidates

Recruitment of seafarers shows some differences compared to other sectors. It is known that the life of a seafarer is much more difficult than someone else in any other occupation. First difference of seafarers' are the contracts and work intensity according to the type of ship; for officers, 3-6 months, for the crew between 5-10 months. The second difference is that, in the maritime sector business planning, business analysis and identification and analysis of the result of seafarers from the required qualifications and competence of seafarers, for the required minimum health requirements and vessels for safe operation which is necessary to the minimum manning number (vessel tonnage and time according to regions), is determined by national and international rules. These rules determine the agreements at the international level are stated below; the methods of working, the work to be done, and the organization are the things that change depending on the type and the size of the ship. As working on the ship is risky, the candidates have high demands and expectations while choosing the company to work in. For this reason, the candidate is the one determining "better" work environment for him. How the working environment should be and how the work can be carried out onboard with the demands, laws and rules are some basic facts that concern all in the field. For this reason, the international rules and regulations are followed and applied by all to avoid any problems that may possibly take place in the future (Zeithaml and Bitner, 2004).

STCW (Standards of Training, Certification and Watchkeeping) 78 Convention, adopted in July 7, 1978 April 28, entered into force in 1984. The aim was to train seafarers at the international level, give them certification and determine the minimum requirements on watchkeeping as being the first contract dealing with the seafarers. As a result of the implementation of this agreement to address the shortcomings, July 7, 1995, adopted on 1 February 2002 with all of the provisions enacted, and the amendments were provided. STCW 1995 was a different agreement because it concerned with every seafarer in terms of the level of their skills and competencies, and in the training they got as well as the qualifications they had. As a result of this completion of their health requirements were also expected to be seen from all the employees (candidates). The other important issue to be completed by the seafarer was training. Every seaman was expected to have the basic safety training knowledge that would help them in case of an emergency. This knowledge included; basic first assistance, individual existence methods, simple fire fighting and social responsibility and personal safety. This physical activity is intended to make sure

that seafarers are conscious of the hazards of working on a receptacle and to verify that they can reply in an emergency situation to defend and save themselves or the passengers (Cristina and Simona, 2012). Since the improvement of the technology, the type of the work to be done on board also changed, and the requirements are now more compared to the past. The changes in the climate can also influence the work to be done such as; wind, snow, ice, and sun.

ISM (International Safety Management) System in the 1980s also appeared due to the increasing ship accidents and accidents resulting in human and ship losses and environmental contamination. The IMO (International Maritime Organization) has created rules to manage their ships in order to create safe way to operate maritime businesses, corporate offices and ships safety that if those set rules were followed by the companies and the crew, it was believed that the accidents would be minimized. For this purpose, in 1993 the IMO established, and released the ISM Code to provide safety management system that included issues to be taken care of.

Figure 3.1 and Figure 3.2 show dangerous working life of seafarers and some possible accidents that are likely to take place in the absence of obeying safety precautions.



Figure 3.1: Slippery and Dangerous Deck



Figure 3.2: Oil-spills which may cause slipping accidents (Prevent, 2008)

3.3 Employment for Candidates

Shipping company employ personnel that have the capability to run ships, that are fully aware of the equipment on the ships, and that will comply with maritime training instructions. This is ensured through the training that the candidates have received, their application forms and other candidates that have been selected through the large pool of those who have endured the human resources selection process. Once the candidate has passed the necessary steps required those seeking new recruits fill out the Turkey Business Council form related to the Seafarers Maritime sector.

The company identifies key shipboard operations which have an impact on safety and pollution prevention. After the identification of these, plans, procedures, instructions and checklists encompassing a wide range of operations are documented. The numerous tasks are explained and allocated for the personnel to be qualified. These key operations are listed as follows; watch keeping, navigation and voyage planning (bridge), maintenance inspections (safety equipment), test of vital equipment, engine maintenance and engine bunkering (technical), test of vital equipment, engine maintenance cargo handling (deck), safety, safety committee, environmental protection, familiarization and training (safety), emergency drills, emergency preparedness, contingency plans, emergency checklist and company's emergency team (emergency).

These words reflect the job needed to be done, and what is needed to be done by each personnel on board. There is no doubt that if the order of the job needed to be done is followed carefully by the right staff, the chance of any accident and any problem would be diminished.

3.4 Resources, Responsibility and Authority in Shipping Companies

Like in all occupations, the shipping company maintains competent staff that will work on the shore, and are skilled in working under management of many ship types. These workers offer sustenance to the person qualifies if needed. Sufficient resources and shore based support are provided to assist the selected person to carry out assigned duties.

Responsibilities for Safety and Environmental Protection and short description of responsibility and authority of the functional position are held by the Shore Personnel. In terms of responsibility, it is important to assign roles to each member at the beginning, so everyone knows what they are dealing with. According to Safety of Life at Sea (SOLAS) /CONF.5/34 guidelines under the responsibilities of the corporation, the Corporation needs to make sure that the sanctuary plan designed for the ship comprises a clear declaration highlighting the ruler's power. The Business should initiate a sanctuary plan to demonstrate that the master has the dominant power and limitation to make decisions with respect to the safety and security of the ship and to claim the assistance of the Corporation or of any Contracting Government as may be required. The Corporation should make sure that the security officer of the company, the principal and the security officer of the ship are given the essential backing to fulfill their responsibilities and duties in harmony with chapter XI-2 and this Part of the (International Ship and Port Facility Security) ISPS Code (Zeithaml and Bitner, 2004).

3.4.1 Shipping/Operations Manager

The Operations Manager has the Company's highest authority and responsibility in all matters, including Safety and Environmental Protection. He is responsible for maintaining the technical standard of the company's ships at all times, according to all applicable Rules and Regulations. These are as follows; taking general care of the ship, crew and cargo, Carrying out transport agreement in accordance with general rules, maintaining legislation and contacts, establishing the best working practice and safe practice on board, monitoring the efficiency of the safety controlling system during the annual management analysis,

establishing company policy with regard to safety and the associated objectives, providing necessary resources (personnel and equipment) required by the company to ensure the optimum effectiveness of the Safety Management System, ensuring that logs, certificates and other documentation are kept up to date, reporting, solving and analyzing of irregularities, accidents and incidents, recruitment, selection and promoting personnel, personnel management, personnel administration and personnel files, contact for Flag State Authorities, monitoring and co-ordination of maintenance, repairs and dry-docking, maintenance of contacts with external authorities (Personnel Safety Class, Class, etc.) in matters concerning the Safety Management System and claims and insurance.

3.4.2 Superintendent

The Superintendent is the responsible authority for the ships under his control in respect of the following; day to day management of the vessel, maintenance, repairs and validity of Class and National Certificates. The Superintendent is authorised to take all decisions in respect of the ship under his control within the limitations of the budget and with following exclusions: unbudgeted expenses, company policies, approval of invoices up to a specified amount.

For dry-docking abroad, the Superintendent shall seek approval from the Managing Director prior to approving invoice. For authority and responsibility purposes these include; day to day assistance to vessels, checking performance through reporting systems/vessel inspections and maintaining finest level of maintenance, monitoring technical performance of vessels, monitoring consumption of spares/lubricating oils and bunkers to see these are not due to condition of vessels, monitoring reasons for excessive/unusual wear, developing means/steps to control/rectify same through consultation with Technical Manager, preparing detailed operating budgets for maintenance, drydocking and doing special surveys, liaising with Purchasing Manager to ensure most economic intervals/costs/ports, preparing monthly report on vessels budgeted versus actual expenditure taking action on variances where applicable. Submitting review/report to management, initiating follow up action where possible to contain costs within budgeted parameters, checking all bills for repairs/lubricants/spares/stores and keeping verification of same through shipboard report of supplies/consumption. Maintaining current data on costs obtained from various sources in co-operation with purchasing department. Furthermore, approving invoices before payment due dates, preparing

specification for repairs, keeping outside workshops/repairers to a minimum. Organising supplies of repairs equipment, encouraging ship staff to undertake repairs on board where practical, drawing appropriate consideration of principals to parts where unbudgeted costs might be anticipated, and advising the ships under his control on the budget as well as the actual cost for technical items. Reducing cost by motivating the ships's staff, improving their cost awareness by regularly advising them on cost of stores and spares ordered, monitoring surveys sequences, legislative analysis necessities and attending to significant studies physically on board. International, certificates as well as national ones and their validity should be maintained. Regular and special studies/repairs/drydockings should be planned with maximum benefits in time & costs for each vessel, keeping up to date on requirements/changes in statutory/class rules/development and other regulations, attending matters for registration reflagging, selling, buying as per flag requirements, pre-purchasing/pre-taking over inspection procedure of vessels and condition surveys, updating owners on achievable speed consumption levels when required. Keeping track of C/P (Checking Performance) speed consumption and following up vessel's performance with a view to keeping deviations from C/P to a minimum. Notifying owners of ships stoppages accidents deviations, integrating safety and pollution control into all aspect of shipboard management. Continuously updating slash, instructing/advising ship staff on implmentation of same in co-ordination with technical manager and designated person, ensuring that all forms are filled in correctly and filed/send to the office, keeping an effective and efficient system for all shipboard communication, planning and organising visits to ships from time to time. Checking and controlling conditions of machinery, structural integrity of the ship, safety and navigational equipment, recording and reporting at the same time. Making suggestion for improvement of shore based and ship-based procedures, receiving feedback evaluation of the staff, involving in training and development of floating and shore staff to obtain desired output and motivation level, liaising with principals and/or underwrites/salvage association surveyors, and assisting in prepatation of clame files Human Management clames stevedore damage clames). Lastly, informing to the financial manager.

3.4.3 Designated Person

This person works to make sure that the operation made on each ship is safe and is responsible of a connection among the corporation and those on board. For this reason,

each company should entitle an appropriate competent person or persons. This person also has through access to the uppermost level of controlling.

The duty and authority of the entitled person (s) should embrace monitoring the security and contamination prevention of each ship and guaranteeing that adequate means and maintenance based on shore are applied as necessary, and that these resources and experiences in safety pollution are being controlled. The Designated Person is fully aware with the ecological security policy of the company.

The Corporation designates an individual to serve a link between the company's shore based operation and vessels concerning matters related to safety, pollution and prevention. The entitled person is in charge of the following; observing the well-being and contamination and prevention of the ship, guaranteeing the sufficient properties and shore based support are provided to ensure support of the company's policies, ensuring that examinations are carried out and monitoring that remedial action has been taken, ensuring that the container is operating in accordance with the ISM Code, reporting all non-conformities and accident to the company's management for review, reviewing latest codes, guidelines etc, ensuring that accident/dangerous incidents are investigated and steps are taken to prevent re-occurrence by reviewing all inspections of the reports.

3.5 Human Resource Management Practices in Shipping Companies

As Kundu (2004) pointed out the necessity of establishments for individuals and individuals for establishments will be tougher to please in business environment today which is very competitive. Companies' viable advantage could be created from human resources and enactment of the firm is influenced by a range of effective HRM practices. As it is obvious shipping industry is one of the most important sectors in the World and therefore, it needs effective and applicable policies as well as well carried human resource practices. This can only be possible with the right training, performance appraisal, suitable hiring. Human resource management should also be open to technological changes, improvement of daily life, and should be in charge of ensuring the continuous development of its personnel by providing up dated training which would result in high satisfaction and good work of the personnel.

Customer Satisfaction and Communications

For a company it is important to satisfy customers by providing a good service to them. This is as important as the selection of the right staff to work on the ship. If these are not done as it needs to be, or not giving enough care and attention it would result with the downfall of the company. With these in mind, to keep the customers satisfied the management at the top management should make sure that their requirements are determined and met. In addition, the corporation shall display information associated with the view of the customer's in relation to fulfill customer requirements. It is also important for a company to have effective communications with customers about the feedback they receive, services, examinations, agreements or order fulfillment including changes. Moreover, communications based on the records of the customers are to be retained. The corporation should examine and assess customer contentment correlated to performance shown by the management system and service awareness.

Internal Audits

The Corporation ought to convey internal reviews to confirm the usefulness of the management system. Internal reviews should be planned at interludes not going beyond twelve months and should cover all related parts of the organization system. The assortment of examiners and behaviour of the examination should make sure that neutrality and objectivity of the audit process are fine. Examiners should be autonomous of the parts being inspected unless it is unfeasible due to the Company size. The outcomes of internal reviews should be brought to the courtesy of all staff that has responsibility for the deeds studied. Therefore, for this reason, management personnel should be in charge for the area involved and should also be responsible for taking sensible corrective action on audit findings and their roots. All action taken including all the details and requirements should be implemented and kept. Records of reviews and outcomes are to be kept.

Control of Nonconforming Service Delivery

To stop unintentional conveyance of different service The Company shall implement and preserve a documented procedure to address the way in which controls are to be worked out. Accounts of unintentional service and activities regarding them are to be maintained.

Continual Improvement

The Corporation shall repeatedly develop the effectiveness of the management system through the usage of the quality objectives, quality policy, and analysis of data, audit results, remedial and deterrent actions, and management assessment.

Corrective Action

The Corporation is to device and keep a standard procedure to address the manner in which control, analysis, and remedial actions are taken to resolve and prevent the repetition of nonconformities are to be applied. Archives of remedial actions are to be sustained.

Preventative Action

The Corporation is to device and keep a familiar technique to address the manner in which control, analysis, and preventive actions are taken to stop the happening of unconventionalities which are to be applied. Archives of anticipatory actions are to be retained.

Management Review

The Corporation should convey management examinations to confirm the efficiency of the management system. Management evaluations should be arranged at intervals not more than twelve months and should shield all relevant parts of the management system comprising: Consequences of internal and external reviews, feedback from customers, procedure of performance, position of remedial and preventive actions, and continuation of actions from previous management reviews. A standard process specifying the necessities for scheduling and directing management reviews as well as the treatment of supplement actions is to be instigated and sustained. Archives of reviews done by the companies and supplement actions are to be retained.

CHAPTER 4

SEAFARERS' EMPLOYMENT PROCEDURES

After discovering a prospective ship owner (the client that has ships and needs maintaining), the agents from the crewing company informs the owner all the details regarding the capabilities of the person to be hired. If the owner approves the acceptance of employment, there are compulsory data about ship type, expedition and approximate period of boarding. Regarding the employment conditions there are also other information requested and received that should be known by seafarers (Cristina and Simona, 2012). Once the Curriculum Vita (CV) is checked thoroughly, and interviews are held, then, the candidates will go through a complete medical visit to an authorized medical center. If the medical test results are considered satisfactory by the shipowner, then, both the employer (shipowner) and employee (seafarer) of boarding accepts the confirmation under the established conditions. After this the legal steps of hiring starts and the human resources department sends the letter of employment confirmation (Cristina and Simona, 2012).

After the letter being sent to the employee the payroll office must be informed on the modality of wage pay which can be done in monthly payments or on board. For a ship owner promptness of wage payment or of other amounts such as transportation costs is a vital element because a seafarer expects the payment to be done regularly to his bank account or directly to the onshore family. Therefore, it is very important to have a proper flow of information between the human resources department and the payroll office regarding the status of seafarers, and giving them all the necessary details. How wages will be paid is the concern of the payroll office thus, they need to know the date on which the salary is going to be paid and any preceding changes regarding salary or other expenses resulting from increases or decreases of annual salary. There are other things that are needed to be known in advance such as; salary increases resulting from promotion to senior positions, promotions, payments during shore waiting for finding a ship, sick pay, payments for conducting courses at the company's request, vacation pay, studies pay to be obtained. In addition to the ones listed above, IMO certificates, bonuses payment for additional qualifications, pension schemes or transport costs are other costs that should be paid as well (Cristina and Simona, 2012). Once the seafarer is employed the following step is to assign him/her on a ship. The major responsibility of the HR department is to maintain a complete and adequate crew on each ship who are experts in their areas. Most

effective ways of allocating crew are by preparing the individual records that indicate the date of embarking and disembarking from each ship. These pages are arranged in the space allocated for each vessel for those who are on board and waiting to be filled in. Furthermore, similar facilities existed for those who are on leave, those in training, for the sick, etc., so that the human resources department at any time have a correct picture about the staff and could decide when and where there would be a need for the crew to change (Cristina and Simona, 2012).

The development in the technology and the increase in the use of the computers led to a rise in information that is at reach of human resources department. It is now easier to select the right staff by the age, to find more about their past experiences, to identify their attentiveness. When suitable, the company makes arrangements for obtaining the flag acts. Each employee should arrange training related to work safety. The records signed for confirmation of training are then stored in the file of each employee. A copy of the employee file or of the updated modifications from the personal file is sent to the master of the ship, at boarding. The master is responsible for updating the information in the crew file aboard at every crew change (Cristina and Simona, 2012).

Another significant task of the HR department is to choose personnel to be sent abroad, for crew exchange, and to make all necessary formalities regarding both crew exchange and expelled seafarers. Another important thing to be considered is any crew change must be economical and efficient. Changes must be made with the maximum number of crew members at the same time to benefit from reduced travel expenses and to reduce the effort made to prepare these exchanges. Crew exchanges must be done as close as possible to the place where crew was employed to reduce costs (Cristina and Simona, 2012).

Unlike land-based personnel, most seafarers are reimbursed travel expenses and the ship or shipowner has its own ways to solve these problems. Such expenditures related with travel must be approved by the Human Resources Department prior to payment. Each company has a system of expenditure control and therefore all expenses that can be recovered by seafarer must be noted in the employment contract in order to avoid litigation. This is part of the company policy and most likely is the result of discussions between owners and their unions.

With these in mind, new employees must be trained to complete their responsibilities successfully. There is a philosophy that systematic and progressive training combined with

continuous education is a sound of investment that will attract people who want to be trained and will help to create a steady and inspired crew (Cristina and Simona, 2012).

Another particular company policy is the decision to promote employees on merit rather than on seniority. In this case, decisions have to be based on subjective assessments. Promotion on merit may have one disadvantage compared with the old idea of promotion by seniority. Today there is less stability and young officers change their employing company frequently. However, this makes it unable for the company to make a good assessment of potential if young officers change companies too often (Cristina and Simona, 2012).

4.1 Employment practices in other World regions

There are many different ways of employing people and different procedures are being followed and applied by numerous companies and shipping agents across the World. Different employment practices are adopted in different parts of the world and some of them can be seen as discriminative. For example, the recruitment and training experienced by Asian seafarer are significantly different than in the case of European seafarer. Asian seafarer depends upon friends and relatives for information and relies mainly on crewing agents, not only for recruitment but also for training (Cristina and Simona, 2012).

On the contrary, this change and the way seafarers in Europe access information and the infrastructure they have are evidently better supported to pursue job opportunities. Crewing agencies are comparatively superior controlled and they make revenue mainly by alleging the employing shipping companies rather than individual seafarers. From these countries Seafarers generally have clearly distinct posts, and are employed under stated terms and conditions, and their typical contract length is 4-6 months. Some companies have begun to embrace progressive policies to inspire seafarer's contribution in this sector. In contrast, many crewing agencies in Asia, Europe, and other countries in the world regions make huge profits out of the seafarers (Cristina and Simona, 2012).

The usual cost spent for the seafarer for the new recruit is their return airfare, medical examination, seafarer's book, visa and an administrative fee. The better and developed controlled crewing agents in Asia and Europe tend to have a steady pool of seafarers for their main clients and these seafarers are educated or reskilled before they sign on ships. In this case, there is usually no charge incurred for the seafarers. However, there are many small and fewer sophisticated crewing agents which often charge seafarers, in violation of

accepted standards and regulation, for their service and overcharge for substandard training. For instance, there has been a study conducted in Philippines in the year 1998 regarding seafarers who were employed in a major cruise company in Miami. Woman or man had to pay an agency fee of 45 000 – 60 000 pesos which would be equal to 1200-1500 USD to get a job on a cruise ship. The money is supposed to cover the return trip airfare with an open return ticket, the seafarer's visa and the medical exam, and all of these expenses would be totalling to 1100-1300 USD, but these amounts would not be the same for all the agents (Cristina and Simona, 2012).

Thus, a lot of seafarers were already profound in debt even before they arrived on ship. In many cases, discriminative standards were set for seafarer's. Mostly in Philippines, women aged 35 or above are not accepted to jobs, whereas the maximum age limit for men was set at 50. Age recruitments for women are much stricter than those set for men. Maximum age restrictions and minimum years of service in the ship (12 months in most cases) are usually set to make sure that the business gets a young, energetic but experienced workforce. In the Philippines, the age limit for men to be employed on cruise ships is 40 years old, while for women this is 29.

Typically, for the developed countries the length of the contract is four to six months for women, whereas for men it is 9 -12 months. Moreover, for the same post, women in settled countries are paid much less than those from under developed countries (Cristina and Simona, 2012).

4.2 Application and Acceptance Procedure

It is important to complete personal documentatiton, and present the seafarer candidate to the potential in order to check qualified ocean-going experiences for work on board on the vessel and to find out the Seafarers requirements related to the proposed employment (JS Hamilton Management, 2015).

Interview is an important part of the process when accepting and applying for the job. The result of the interview may not always be a pleasing one, but each interview that the person takes in life is an experience. In the first interview what is being expected and what is required should be crystal clear so there won't be any problems in the future between the employee and the employer. For the employer it it important to present the company in a good manner, and talk about the possibilities that are likely to occur during the working stage, and general requirements of The Clients co-operating with The Company should be

made clear. The candidates qualifications, professional experience, work motivation, their preferences on the team that they would like to work, and the specific date they can start to work should be asked and learned clearly.

Once the first step is completed and the candidate pass the interview, if the company wants to work with the candidate there are some other formal qualifications that are required from the seafarer to be able to start working at the preferred rank. The other documents that are needed to be completed are as follows; maritime certificates, confirmation of licence and restrictions in accordance with binding regulations health certificate, certificate of course completion in personal life saving techniques, certificate of course completion in fire prevention at the level required for the given rank, certificate of course completion in medical training at the level required for the given rank, and other certificates depending on the applied rank/position (JS Hamilton Management, 2015).

Once all these are completed and submitted then, the seafarer candidate will then be assisted to complete the application form that is to be entered into The Database. Moreover, if the need arises, the seafarer candidate will be directed to an appropriate adviser to carry out a qualification interview and/or test of English. The level of English is noted down in the appropriate tab of The Database. In the completion of the things above, the seafarer candidate will be informed about the prospects of employment on a specific vessel, and possible joining dates and ways of maintaining contact with the company. In case of special qualification requirements on a specialist vessel, or in case of special requirements for a specific client, the seafarer candidate will be informed what additional courses they should take before they will be proposed to the client (JS Hamilton Management, 2015).

These steps are needed to be followed as a procedure when selecting a seafarer for a given Vessel and rank: 1) The Clients`requirements should be considered when establishing the demand for particular rank/Post, 2) Additional specific requirements of The Client concerning the given rank/Post should be checked, 3) On the basis of Database information and personal documentation, suitable Seafarer candidates for a requested rank/Post should be indicated, 4) Seafarer candidate readiness to carry out the work and to accept the proposed employment terms for the given Post should be checked, 5) Whether the Seafarers have taken their actual leave stated in their contracts equivalent to 2,5 days per month should be ensured as stated either by their Seaman`s Book or by Seafarer`s personal written statement confirming that sufficient leave has been taken. Once these steps are

assured then the seafarer will be proposed to the client, additional information and explanation both to the client and to the employer concerning the proposed seafarer candidate will be given, and if necessary, another interview should be arranged with the seafarer candidate with an appropriate consultant or the client (JS Hamilton Management, 2015).

Once the employer accepts the seafarer candidate, the joining date and embarkation procedure including travel arrangements will be clearly noted mutually. The Seafarer candidate should be kept in touch until his contract is ended and they depart the vessel they joined in. If the seafarer candidate has been rejected by The Client, the seafarer candidate should be notified immediately and the procedure should be repeated according to items 3-6 until a suitable candidate is found. In case of having any doubts regarding the client requirements, work terms, date of embarkation etc., should be settled by means of telephone or e-mail to The Director of Operations, and any question as to the qualifications or suitability of a Seafarer candidate should be discussed with the Director of Operations (JS Hamilton Management, 2015).

The overall responsibility is on the Master. The Ship Master should ensure everything is right on the ship and in the cargo section. The primary responsibility of the safety of seafarers working is when a safe and healthy work environment is provided for them. There is also responsibility towards the cargo owners and towards their load being carried which should be undamaged and lossless to protect the interests of the people and the reputation of the company. The ship owner is responsible with the ship's safety, as well as its efficient and economical way of running. The captain should also obey the sea's ecological environment, and be responsible for keeping the environment safe and clean. Moreover, Captain's liability towards third parties, the commercial interests of the parties that may result from vessel operations and safety protection are among the other important responsibilities (JS Hamilton Management, 2015).

However, the scope of maritime law in all international agreements which concerns the ship's captain and the company's responsibilities are specified separately. In the SOLAS (Safety of Life at Sea article), the rules needed for a safety of navigation and the number of vessels necessary to provide the safety of life at the sea, and equipped with sufficient quality seafarers need to have, and the countries responsible for providing these are stated clearly (SOLAS, 2010). However, on behalf of the state, the flag on the ship classifies the society that controls the ship and certification as well as the country comprised of regional

port state controls available. The ship will carry the load according to the independent auditors, and check whether observers and experts are well covered by insurance. Not only they are responsible for the load of the ship, but also they are responsible for the inspection of the subject. Loading and unloading of bulk carriers safely is in the responsibility of bulk cargo terminals that are available.

After the accident, the Ship Master has liability coverage for an event that may occur and is empowered to take all necessary precautions. In particular, according to IMO A.680 (17), the ship's captain within the regulation should be clearly against marine pollution, and may take all appropriate measures in this regard. The given decision by the ship's captain cannot be restricted. This gives the "right to authorize the vaccine". In this regard the ship's captain is the authority of the vaccine in order to enhance IMO A.880 (21). The right to authorize the above-mentioned vaccines, lack of communication, lack of technology to present opportunities at times is extremely limited in terms of communication that occurs between the ship and shore management. Previously, telegraph, telex, etc. In the absence of any means of communication with the ship's captain, and their own individual decisions within the scope of authority granted to them in emergencies, the "right to authorize the vaccine" could not be freely used. In case of this, the initiative in decision-making and how to use the ship's captain today to have more authority than is often voiced.

Therefore, providing the conditions for contact at any time in today's environment, and conflicts that can possibly occur through land management and the ship management can create differences as indicated. Such instructions of the routine business of the ship operations are expected to be easier once these are organized thoroughly, and the captain has the full responsibility to do so.

CHAPTER 5

COMPANY POLICY

All companies have policy in order to reach excellence and continue their improvement of safety and environmental management system by applying and following the rules. Safety and environmental protection related issues are not given any concessions, will be implemented carefully and main concerns should be detected. For this reason, the first rule of the policy should be making sure, and mobilizing all resources for ship's personnel work in a healthy and hygienic environment. Therefore, management at all levels of system, and risk analysis and proactive safety measures taken against all should be identified. Furthermore, in case of emergency you should always be prepared to provide the receipt of the preliminary injunction. All the staff on the establishment of safety and on environmental protection should be made aware and all necessary measures should be taken. Business and ship management skills of senior management will be improved continuously. Education, training and familiarity with procedures by creating list should be kept at the highest level of control. The vessels in the land should be checked and controlled, and the necessary qualifications, skills and quality of the staff to be employed should be stated clearly in the policy.

5.1 Personnel Policy

In this type of policy technological developments personnel need to follow; initiative to be used and what needs to be done to raise activities should be covered. Training of personnel within the company standards, regulations and rules of international interests proficiency specified in the short, medium and long-term measures should also be taken. The commercial areas in which employee will operate, who is experts in their fields and some measures for the experienced personnel are needed to be defined here. In regard to this policy, successful, and experienced personnel are given priority. In all companies Group Work forms the basis. Staff recruitment, promotion and dismissal criteria are determined and uncompromising implementation is provided.

5.2 Safety Policy

While people and the crew are on board the first priority is the safety of their life, safety of passengers, and thirdly, the safety of the property, the national and international rules and regulations that are being determined should be followed by all. In all the activities on board safety issues are handled primarily and certainly not compromised. Anything or any action that will reduce the safety of life and are not permitted on the ship. Therefore, to provide full and complete safety on board, all systems and equipment are being checked regularly. Training activities are given priority to issues related to safety. For this reason, all staff is expected to attend to these trainings. Apart from the spaces that are allowed smoking, other areas are strictly forbidden. In addition to these, fire-fighting equipment, portable and fixed fire extinguishing and alarm systems should be kept ready to be used in case of an emergency situation. It is necessary for the ship in the harbor to ensure all the physical safety.

5.3 Change of Company Policy

Anything related to procedures, ship systems/equipment and personnel changes, safety, security and environmental standards will not be compromised, and no action will be taken that would risk these. Therefore, risks that are associated with changes such as; operational risks should be analyzed and kept at a minimum level by providing some measures to prevent any incidents. Changes in accordance with the applicable national and international rules and regulations should be made, and these changes should not be in conflict with applicable company policies and standards. The changes regarding the classification management has been proven. The improvements made about the updating process should be followed rigorously. Any negative occurrences that will occur in the future as a result of the changes being made should be resolved. Once the training is done the needs that are identified should be met in advance. Department section of the ship, institutions, and organizations can also be affected by the changes. In order to explain the impact of changes in orientation training is needed to be given. Internal/external and internal agencies and organizations at all levels should be open to the demands of future changes as the changes requested in the event results in failure, and an alternative ways of dealing with the existing problems will be tried and found. As a result, the effects of the changes made at the end of the year are analyzed in Management Review report.

5.4 Risk Management Policy

Risk management policy concerns with risk analysis and assessment, based on the company and its determinants in the decision-making process. All staff should be aware and be conscious of the business and ship management policy. Anything that is likely to create risks is identified within the scope of business activities in all ports/terminals. To find out about the available risks, and to do the risk assessment “Enterprise Risk Bank” is being created. Specifically for companies, health, safety, environment, finance “Risk Matrix” is being created, and the degree of risk taking and risk acceptance/status is determined.

5.5 Safety Policy Paper

It is important for companies to provide a safe, reliable and efficient marine transportation. Bridge Procedure Guide and Bridge Team Management should be implemented by all ships. The entire staff should understand all nautical publications as well as the staff on the navigational watch on the bridge. The company will provide the necessary training for safe navigation of all the equipment and the staff. The company will also set minimum standards for the cruise, by adhering to the national and international sailing rules. Ship captain should be in a good dialogue with the company, by issuing their own instructions and company policies and procedures in accordance with industry standards watchkeeping procedures, and should ensure the continuity. Under the command of the ship range of Watchkeeping Officer is also responsible for the safety of navigation operations. Ship captains attempt to be sure of each port in all respects. Cruise Watchkeeping Officer must be able to use any machinery, rudder and navigation equipment, including signaling equipment effectively. Watchkeeping Officer must indicate that they understand the contents of the plan, and must sign the plan to show that they agree with the terms and conditions on the paper.

5.6 Environmental Protection Policy

Environmental protection will ensure excellence and continuous improvement of a management system that is being established. To maximize the impact of environmental protection, pollution should be minimized, and all necessary and adequate protective and preventive measures should be taken, and should always be encouraged. All matters related to environment and activities should be handled primarily, and supported. The effective implementation of environmental management systems in order to mobilize all necessary

resources is land and sea. All staff should always be prepared for an emergency that concerns the environment. To ensure the environmental protection on the land, sea and air, all national and international rules and regulations are complied. All companies try to ensure all environmental protection duties are done and responsibilities are identified in the framework of the applicable procedures and effective implementation is provided by all the employees of the ship. Moreover, environmental protection-related to training standards are kept and maintained at the highest level. Both the company and the need for environmental protection, especially of the ship's personnel covering the knowledge and skills related emergencies, regional and international pedestal to comply with the requirements of the development will be provided as complete and perfect. Systems and equipment related to environmental protection and the condition when the standards are kept and maintained should also be at the highest level. Risk analysis and preventive measures that can be taken against possible risks are under the concern of this policy. Therefore, qualified staffs in the ship and in the office that are aware and capable of providing environmental protection should be employed. The views of the third parties, their opinions, suggestions about the system are taken into an account. For all employees of the company, environmental policy is applied.

CHAPTER 6

MARITIME TRAINING FACTOR IN THE LABOUR MARKET

Maritime education has undergone major changes in recent years. The biggest improvement in maritime training courses besides courses is the training conducted in vocational subjects, and the opportunities given to the simulation study. These basic courses (ship loading, ship handling, machine maintenance, communication, practical studies on the safety of the ship) are quite useful for seafarers when they are looking for a job and finding a job on board. In Turkey and in Turkish Republic of Northern Cyprus (TRNC) maritime schools and colleges available remain faithful to all these programs, and all these training and programs are being audited once a year by Turkey Maritime Transport and Communications Ministry, and by the Undersecretariat for Maritime Affairs. During these inspections selected lecturers from various faculties and colleges are considering and taking into account standard forms prepared to demonstrate general rules and regulations by Maritime Affairs and International Maritime Organization, set by SOLAS. As a result of these inspections schools became more serious about maritime training.

Another important factor is that students who graduate from school to work in this sector are to have some advantages in terms of career. In this case in terms of being a graduate of Istanbul Technical University which is the oldest university and has the highest maritime experience offers the greatest advantage in the maritime business sector.

Depending on the above description, after serious training students get from maritime school until they graduate, when they participate in the work environment they face with very important issues, and therefore, despite making positive agreements with companies at the beginning of their recruitment due to required procedures they are exposed to huge time and financial loss.

This downswing begins immediately after school, and sometimes overcoming this process can be very long and tiring. The biggest problem here after graduation is when the application is made to the Port authority is the diversity in the authority and the lack of authority. The port authorities of each region apply the rules of maritime affairs in different ways and this situation results in material loss for graduated students. Although students completed their graduation, some of them can experience problems regarding the certificates they have due to different application requirements or changes made in the

earned rights of maritime legislation. In the maritime sector, after work or study in any shipping company similar difficulties and problems are still being experienced in terms of material and time loss. This situation is evolving quite differently. Unlimited Master, Chief Engineer Officer and their subordinate cadres after serving in the maritime industry for a long time are also experiencing a difficult period in terms of qualification and certification. As I tried to explain in this study, the structure of the company, the human resources and corporate training, as well as managers have to fulfill this mission in the professional status (the ship's captain, chief engineer), or other personnel who will help those people (officers) and are constantly encouraged to take part in the training courses for the profession, and they also provide related documentation. For example, trainings such as; fire made on board, fire protection, ship taking water, and leaving the ship in an emergency situation, the ship's safety-related training, environmental pollution are constantly inspected by the authorized person of all the companies, by periodic controls of the flag state authorities of class organization or ports of call.

CHAPTER 7

DISCUSSIONS, RECOMMENDATIONS AND CONCLUSIONS

In this study, the significance of human resources of the corporate structure has tried to be explained. For this reason not just in our country, but in other countries of the World, the importance given to the human resources in shipping companies has been pointed out. Companies operating in the maritime sector in addition to human resources department, the other operating units (engineering, maintenance, material supply, company policy, qualifications of persons engaged in activities carried out operations, and their duties) have been explained. These people should examine clearly, the international maritime organization (IMO) and Safety of Life at Sea (SOLAS) due to the company policy, the activities that will be in operation with the ship within the framework of the rules that have been adopted by all states. The General Manager of the company's management with a suitable qualification, and all the work of the ships captain operating as a leader in the ship management are based on these rules. General manager of the company who has important tasks related to work in ship structures, and other personnel's ship work related tasks, and controls have been announced to prove with necessary qualifications and issued certificates to them. Depending on the kind of the ship seafarers have to dedicate their tasks and the appropriate ships chosen for them to be sent, and their supervision in terms of their performance by units (technical, operations, and personnel) is important. Accordingly employment contract made between the company and the staff, and how they comply with these rules and obedience, and a result of the successes and failures of measures and actions in this regard are given in an appropriate manner. The State's maritime sector, with the relevant Ministries and Undersecretary Institutions operating while performing work and how these are used by authorities have been stated. In the maritime training sector how these rules are taught and to what extent instructors adhere to the constantly renewed updated regulations is controlled and supervised at certain times by the Undersecretariat for Maritime Affairs.

All these activities are being performed within shipping companies adhering to maritime law by state authorities, by considering the international rules. However, either when seafarers are making their job applications or while they are looking for a job they face with different problems. The most important of these problems are; due to the amendments made what kind of certificate maritime authorities in the international maritime rules will

give, how long will this period be, and how these rules will apply to the sector. When these are being considered since seafarers are unable to see the future and what kind of problems are waiting for them they experience constant problems. This situation gives rise to different practices in the State's port authority. Therefore, State authority must take strict precautions, and be more stringent about monitoring ports and make their supervisions more regularly on this issue. During these inspections all sea training and safety meetings held, and education given is being controlled. In the wake of such serious studies and education, staff leaving the ship again, certificate renewal related to their competence (in Turkey) and in other foreign countries with a different method, all staff are obliged to get their certificates renewed.

The Port Authority keeps responsible all staff working on the ship such as; ship captain who is almost an expert, the chief, and other staff who operates in the management positions to either join in extra courses or to take other examinations done under the control and responsibility of Undersecretary, and this causes loss of time and material. Also this results in negative reaction among the seafarers. Unfortunately, despite the discomfort seafarers have, they could not bring this issue to their agenda. Moreover, other associations related to maritime (Port Captains' association, Istanbul Technical University Graduates Association) initiatives on the issue have not been effective and left inadequate.

In this study, on the company's structure human resources department, personnel, operations, technical, trade department, business development, policy unit play a very important role, and as companies make their profits accordingly to develop themselves and make their profits more, personnel and their rights always remain in the background. While companies implementing new technology for the development of their staff they did not show their personnel to do this by using their own resources. Within their short time allowance they are forced to take this education, renew their certificates, and take the exams offered to them by authorities at certain times in this regard. This also causes loss of both time and material. When interviews are held with companies, and when job opportunities are being searched, these documents are being asked upfront and are being required beside experience. Therefore, especially in education English is given importance including professional English.

Ministry of Transport, Maritime and Communication (Turkey) which depends on the States authority is responsible for supervising presidential ports of each region, and checks their functionality closesly. Staff who maintains the authority in the ship and

administration such as; Unlimited Captains, Chief Engineers with their experience and knowledge on the profession should not be kept responsible for entering into examinations and renewing their certificates since this would be unnecessary time and material loss. They should not be seen at the same level with the seafarers who have graduated recently. Therefore, the State should check the implemented policies of the maritime companies, should continue supervising and monitoring them in the same way, and should also check how these work legally, financially, and in terms of safety.

As a result of the analysis made by the companies within the seafarer selection criteria, “experience” and “knowledge of English” from the criteria were found to be the most desirable. Knowing fluent English is very attractive for the companies who are looking to hire people for their companies, especially, at this age, and a degree of qualification. Graduating from a university is not very important, but with what degree is important. Despite the fact that we are surrounded by the sea, there are lots of things that we are lacking in Turkish Republic of Northern Cyprus (TRNC) as the infrastructure is not fully developed. Also as a result of the political situation the country not being recognized it would be wrong to expect a highly developed shipping industry and a very qualified staff. Unfortunately, this sector at the moment is unable to fulfill the requirements of professional mariners. The government must do something to develop it and bring it to the level of other countries. This can only be possible if we can start using, and applying the techniques, methods, and policies being mentioned in this thesis to our country from well developed countries. While developing this sector we must also apply safety techniques and arrangements to our ports. Although, marine tourism in our country has developed in the recent years, there aren't many job opportunities available for mariners.

There are some big shipping companies available in TRNC such as; Haner Maritime Limited, Euromed Shipping, and Armen Shipping are a few and the most known companies in North Cyprus which carry goods and products from all over the world. In short, North Cyprus has to do a lot in this sector to fulfill all the requirements expected from the seafarers and companies that have been mentioned throughout this thesis, and bring the existing ones to the level of foreign shipping companies.

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