

Prendre le large...

▶ HUMAN RESOURCES SECTORIAL COMMITTEE OF THE MARITIME INDUSTRY (CSMOIM) NEWSLETTER

VOL. 10 - NEWSLETTER N° 91
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Successful ship's environmental management training

CSMOIM and the Shipping Federation of Canada joined to organize high-calibre training on March 20 in Montréal. The Federation's Director, Environmental Affairs, Caroline Gravel, was the main instructor.

The 18 participants had only praise for the quality of the course content prepared by Caroline and the calibre of the presentation.

The themes covered included ballast water management, pollution risks, waste management and atmospheric emissions.

Caroline Denis finished the day's training session with an excellent presentation on Green Marine's environmental program.

2014-2015: A BUSY YEAR FOR CSMOIM

As another year ends at CSMOIM, we are looking confidently to the future and preparing to implement a new three-year plan for 2014-2017. In the coming months, guided by the priorities defining its mandate, CSMOIM will tackle various projects and files to meet the human resources-related choices and challenges our industry is experiencing.

Here is an overview of the activities we are targeting this year:

- ▶ Annual survey on marine-sector companies' training requirements;
- ▶ Distribution and management of financial assistance slated for marine-sector regulation-related training;
- ▶ Development of new occupational health and safety training tools (work on board ship and on docks);
- ▶ Analysis of marine management officers' complementary needs;
- ▶ Creation of a guide for integrating women and immigrants into marine-sector work environments;
- ▶ Needs analysis (promotion and training) by trade: naval architecture technology and stevedoring;
- ▶ Organization of the 5th edition of *Welcome Aboard!* in Montréal in spring 2015;
- ▶ Production of first crew profile;
- ▶ Consolidation of our presence in the social media.

CSMOIM MEMBERSHIP

The time has come to renew your membership for 2014-2015! We remind you that there are no membership fees and that, among other things, membership gives you access to our *Info-emplois maritimes* job billboard service. As a member you may also take part in the AGM, and receive our newsletters and invitations to workshops/training sessions.

We invite you to complete the membership form by [clicking here](#) and then return it to us.

CSMOIM NOW ON FACEBOOK: "SHARE" THE NEWS!

In this era of digital communications and information at our fingertips, CSMOIM is pleased to announce its arrival on the social media. In creating a Facebook page (in French) dedicated mainly to promoting marine careers, CSMOIM hopes to rally an impressive community of Internet users around the choices and challenges related to human resources development.

Visit us on Facebook for the latest news on marine-sector human resources and the marine sector in general.



The banner features the CSMOIM logo (a blue globe with a ship's wheel) and the text: "Comité sectoriel de main-d'œuvre de l'industrie maritime" and "www.csmoim.qc.ca". Below this is the Facebook logo and the text: "Suivez-nous sur Facebook pour découvrir une mer de possibilités!" and "facebook.com/carrieresmaritimes".

**facebook.com/
carrieresmaritimes**

[Click here for press release \(in French\).](#)



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New marine programs of study being prepared

In fall 2015, students beginning studies in navigation or marine engineering at the Institut maritime du Québec will be entering fully-revised programs.

This is the deadline for the amendments to skills requirements applying to seafarers (under the Manila amendments to the STCW Convention) to be incorporated into Canadian programs of study according to Transport Canada's calendar.

The Ministère de l'Éducation du Québec, working with the IMQ, is responsible for reviewing the new programs since they lead to a Diploma of College Studies. In addition to analyzing compliance with the conditions of the Convention, this revision includes consultation of people in the sector to ensure that it best reflects current labour market realities for these occupations.

CALENDAR OF ACTIVITIES AND TRAINING SESSIONS

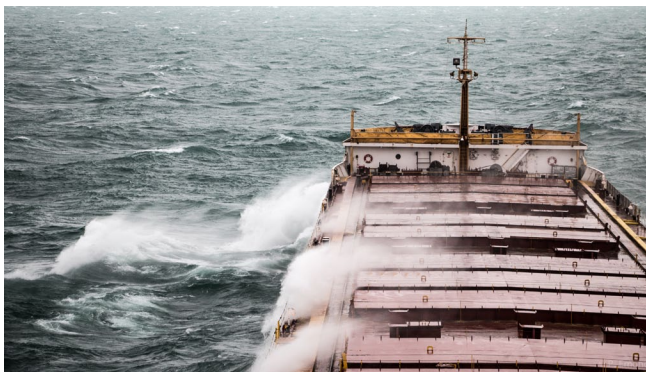
- April 17: **Board of Directors meeting**, Montréal
- April 23: **General shipping knowledge training**
In collaboration with Technopole maritime du Québec and the Institut maritime du Québec, Rimouski
- May 13: **Introduction to the ISM code and ISM/ISPS audits**, Québec City
- June 19: **CSMOIM AGM**, Québec City

MARINE INDUSTRY PHOTO CONTEST

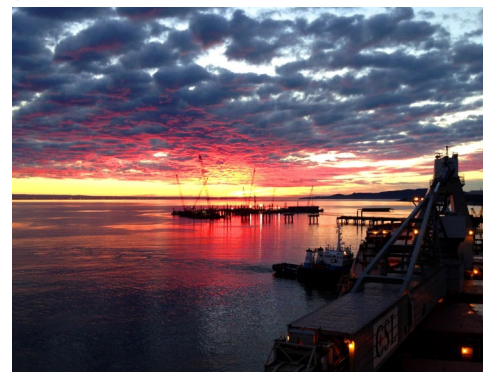
Last week, the jury met to name the winners and runners-up of the marine industry's photo contest, organized by CSMOIM in partnership with Maritime Magazine and Ameublements Tanguay. The contest seeks to make workers aware of the importance of careers promotion projects for marine-sector human resources development and to strengthen participants' feeling of belonging to the industry.

The winner in each category (Marine transport and Marine personnel in action) will be awarded a \$300 gift certificate that is valid in any Ameublements Tanguay or Brault & Martineau. Congratulations to the winners and runners-up and thank you to all participants!

Marine transport category



Winner - Philippe Émond



Runner-up - Sylvain Desgagnés

Marine personnel in action category



Winner - Jean Cloutier



Runner-up - Philippe Émond

TRAINING PROCESS PHASES

Implementing training activities involves six groups of structured activities.

- Understanding the company's projects and challenges
- Identifying training needs and setting priorities
- Developing the training plan
- Organizing and publicizing the training activity
- Evaluating transfer of learning
- Integrating learning

HR FEATURE - STRATEGIC MANAGEMENT OF THE TRAINING PROCESS

In an ongoing effort to help improve human resources management practices, CSMOIM presents this HR feature based on the training process management work done by various other Québec sectorial committees. We felt it would be a good idea to share this with you and hope it will encourage you to optimize your training activity-related initiatives.

Understanding the company's projects and challenges

The goal of Phase One is to clearly understand the organization's projects and challenges. At this stage, we must think about how projects can be aligned with business objectives and what changes, improvements and results the company envisages.

A SWOT analysis (strengths, weaknesses, opportunities and threats) helps us critically assess the different factors (internal and external) that affect the organization and that might permit better training plan planning, management and development.

Identifying training needs and setting priorities

Training needs are linked primarily to the gap between existing skills and the skills required to perform a task or achieve a desired result. Identifying needs consists in measuring this gap.



A training register and skills profile quickly provide a picture of the skills employees possess and are indispensable tools in developing and monitoring the training plan.

The person in charge of training plays an essential role in this analysis by structuring the exercise and providing the support and coaching needed for an in-depth approach.

He/she must also gather the relevant information so as to be able to develop the training plan.

Various means can be used to collect this information: observation, listening, individual meetings, discussion groups, etc. Setting up a training committee is an excellent way to get employees to collaborate since it gives them an opportunity to express their viewpoints and promotes communication.

After the requirements have been clearly identified, training priorities must be established.

Various criteria can be used as reference points.

- Regulatory obligations
- The situation's urgency
- The number of employees requiring a specific skill (priority)
- The size of the gap between an employee's or group of employees' skill level and the skill level targeted
- The skill's importance in ensuring the company's success
- Access to tools or resources to improve the skill in question.

Developing the training plan

Once priorities have been defined, using a chart makes it easier to plan training sessions. This involves clearly describing the learning goals, determining the different means to be used to develop the skills in question, identifying the employees to be trained and defining training schedules.

HR FEATURE - STRATEGIC MANAGEMENT OF THE TRAINING PROCESS (CONTINUATION)

The training professional should determine the means (one or more) that will be most effective for enabling the new skills to be acquired.

Internal training methods include mentoring, apprenticeship, support and problem-solving, training given by an employee, communities of practice, "lessons learned" sessions (better comeback after a failure), etc.

External training takes the form of seminars, conventions, symposiums, institutional courses, customized training, lunch-and-learn sessions, distance training, virtual classes, e-learning, etc. Increasingly, organizations are choosing a hybrid approach in order to diversify their learning methods.

Organizing and publicizing the training activity

Announcing the training activity is a decisive step in the training management cycle. The quality of the training plan's and training activity's preparation does not necessarily guarantee quality delivery.

At this stage, the instructor's preparation must be exemplary (training material, installation of room and equipment required) along with that of the participants. Prior discussion between superiors and employees is required.

Trainees must know why training has been organized as well as expectations concerning the knowledge acquired and how this knowledge will enable them do their work more effectively.

Evaluating transfer of learning

The post-training evaluation process provides a picture of the training's direct and indirect spinoffs for the company. It also

measures its profitability/usefulness and pinpoints improvements to be made.

Four evaluation levels should be envisaged.

- ▶ Participants' level of satisfaction
- ▶ Learning acquisition and transfer
- ▶ Implementation of behaviours
- ▶ Training's impact on company performance

Enjoying a training session or liking the instructor is one thing, learning something beneficial is another.

Integrating learning

To be useful, and so that learners do not forget what is fresh in their minds right after the training session, the skills targeted by the training must be applied on a daily basis.

Overseers and supervisors must put newly trained employees in real situations where these skills can be used, encourage them to put their new knowledge or skills into practice, recognize and acknowledge their efforts to apply their new learning, make constructive comments, support them through coaching and, of course, promote a culture of learning.

All studies on the subject show that staff training is a necessary tool for enhancing company productivity. Achieving target results requires acting in a structured manner.

Without strategic training management, there is always a risk that a company's skills capital may deteriorate. It is important to have a clear vision of the know-how and behaviour to be acquired and to make sure that the training process is ongoing and constantly adapted.