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PROJECT DELIVERABLE
DIII.1 – PORT TRAINING NEEDS REPORT

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RECORD OF CHANGES

This is a controlled document for any changes and amendments done for the deliverable.

Amendment shall be by whole document replacement.

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0.1	Consortium review		

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LIST OF ABBREVIATIONS /GLOSSARY

FÁS	FORAS ÁISEANNA SAOTHAIR
DPC	DUBLIN PORT COMPANY
ECDL	EUROPEAN COMPUTER DRIVER LICENCE
DFCD	DUBLIN FERRYPORT CONTAINER DEPOT



1 Introduction

1.1 Initial Planning

As work package leader, Dublin Port Company was charged with the task of completing a port training needs report within the estate of Dublin Port.

The following process was agreed: -

1. An invitation was extended to all Dublin Port tenant businesses to participate without charge in a training initiative at Dublin Port to achieve business excellence through up-skilling their employees.
2. The report would identify: -
 - Generic training needs across all participating companies
 - Company specific training requirementsThis report would be conducted by training consultants retained Dublin Port Company.
3. Following active involvement by each participating company, individual company reports would be issued outlining a detailed training needs analysis.
In addition, each company's individual training needs analysis would provide the basis for the development of a Dublin Port generic training needs summary. This would be issued in report format and would outline an appropriate training plan to be co-ordinated through the Dublin Port Training and Development Centre.

1.2 Methodology

A total of 30 companies expressed an interest in participating in the port training needs report from a total of approximately 65 companies who are currently customers/tenants of Dublin Port Company. These 30 companies cumulatively employ over two thousand employees. The estimated current total workforce operating within Dublin Port is approximately four thousand three hundred.

This port training needs report hence represented a comprehensive sample of companies across a range of sectors operating within the port including stevedoring, freight forwarding agency, haulage and cargo handling.



Three training consultants were appointed by Dublin Port Company to commence the individual port training needs report for approximately ten companies per consultant in May 2007. It was agreed from the outset that DPC representatives would meet with each individual company's contact person in the presence of the training consultant to create a direct line of contact to DPC and to reinforce the potential merits for each company participating in the programme.

A number of interim progress project review meetings were held to: -

- Review the level of individual company participation.
- Address any issues which the training consultants may have had to contend with in their interaction with the individual companies.
- Monitor the consistency in format and qualitative content of each consultant's draft individual company training needs analysis reports.
- Monitor overall progress against the plan to complete individual company reports & produce a draft generic report by end August 2007.
- Agree a format for a generic port training needs report for EFFORTS WPiii

2 Participant Companies

The following companies participated in this port training needs report initiative: -

PARTICIPANT COMPANIES		
	Company	Nature of Business
1	Molloy and Sherry Transport Ltd.	Refrigerated containerised freight transport
2	Molloy and Sherry (Eirfreeze) Ltd.	Cold storage
3	Geest Ireland Ltd.	Freight forwarding & Container Services
4	Tank Trans Ltd.	Containerised tank transport
5	Country Manor Bricks Ltd.	Importing and wholesaling a range of brick and building products
6	Tedcastle Oil Products Ltd.	Oil importing, storage, and wholesaling/distribution



7	Wincanton Ireland Ltd.	Transport logistics and warehouse management
8	DFCD Ltd.	Empty container storage company
9	Dublin Container & Transport Ltd.	Container storage
10	J. P. Ryan Ltd.	International road haulage contractor
11	Quality Freight Ltd.	Freight forwarding agents
12	Moyglare Holdings Ltd.	Warehouse storage
13	Portroe Stevedores	Stevedoring
14	R.A. Burke Ltd.	Shipping and Cargo handling
15	Ro Ro Services Ltd.	Stena Line agent
16	Port Logistics Ltd.	Container Services and warehousing
17	Norfolkline Ltd.	Ferry operation and freight logistics
18	Irish Ferries Ltd	Ferry operation and ferry logistics
19	Dublin Ferryport Terminals Ltd.	Stevedoring
20	Eucon Shipping & Transport Ltd.	Container transport company
21	Dublin Port Company Ltd.	Port management and development
22	Indaver Ireland Ltd.	Waste management
23	Aseco Ltd.	Freight forwarding
24	Dublin Stevedores Ltd.	Stevedoring
25	Gwynedd Shipping (Ireland) Ltd.	Shipping and road transport
26	Hammond Lane Metal Co Ltd.	Processing and recycling metal



27	Derek Horner Agencies Ltd.	Shipping and forwarding company
28	International Logistics and Consolidation Services Ltd.	Freight forwarding and customs clearance
29	Conway Shipping Ltd.	Freight forwarding & customs clearance
30	Mac Andrew Shipping (Ireland) Ltd.	Freight forwarding & ships agent

3 Observations and Recommendations

3.1 Top 10 Training Needs

Employees from the 30 participating companies were classified into three categories for the purpose of clustering: -

- Senior Management.
- Administrative and Sales personnel.
- Operations personnel.

From a total in excess of 2000 employees within the 30 companies, this port training needs report identified a total of 2,044¹ persons requiring training in more than 50 skill areas. Within the clusters referred to above, the following numbers were identified with various training needs: -

- 477 Senior Management
- 748 Administrative & Sales
- 819 Operations

The top 10 training requirement in order of popularity are as follows: -

Rank	Training Needs	Number Requiring Training
1	Team Working & interpersonal skills	262
2	Customer service skills including IT customer	213

¹ Note: These numbers includes certain personnel requiring for more than one training intervention.



	service	
3	Dublin Port Induction	170
4	Health & Safety Appreciation	130
5	ECDL, Computer Skills	118
6	Strategic Planning	81
7	Hazardous chemical & hazardous cargo handling skills	80
8	Supervisory Management skills	67
9	ADR,IMDG (International Maritime Dangerous Goods) Familiarisation.	57
10	Employment & Equality Legislation – general appreciation	49

3.2 Observations

In addition to specific training needs, the following related issues and trends emerged from our discussions with executives in the 30 port companies: -

Port Facilities

In line with the Dublin Port Company strategy for transforming Dublin Port into a world-class port, a number of facility improvement initiatives are being examined. The need for these improvements has been confirmed by participants whose staff have come to expect facilities such as restaurant and café facilities, shops and good public transport close to their work environment. They report that it is more difficult to attract new employees to an area that is seen as remote, inaccessible and purely industrial in nature. There is a lack of regular after-hours public transport serving the port area and linking it with the city centre or the main public transports routes. This would create a difficulty for staff who don't have their own transport but wish to attend evening training sessions within the port.

Rapidly changing Business Environment



Professor Tor Wergeland of the Copenhagen Business School, an expert in the field of Shipping and Logistics has written, *"For centuries shipping has been an international industry, which has witnessed dramatic changes in fortunes of maritime countries and of individual ship owners. Such a roller-coaster picture has not induced people working in the sector to accept the notion that management principles are also applicable to their industry---more professionalism is required"*

Globalisation, the re-positioning of production and the relocation of many manufacturing industries in the Far East and elsewhere has generated a dramatic upsurge in demand for maritime transportation. This surge in activity has been accompanied by demands for greater cost-effectiveness, technological integration in the supply chain, complex regulatory operating environments, security pressures, modernisation and a demand for standardisation of systems and processes. Consequently there is a remarkable level of change occurring within the shipping and logistics chain. As manufacturing becomes more and more concentrated in the hands of international companies, freight companies must offer a pan-European or global reach. This has led to a number of mergers and acquisitions within the sector. A surprising number of the companies involved in this report are currently merging, acquiring or being acquired.

At European level, political uncertainty arising from the failure of several attempts to conclude a ports services directive adds to the requirement for a greater knowledge base and common understanding of challenges within the industry. High manufacturing and industrial growth places pressure on the capacity of the industry to cope, while environmental regulations can add to complexity and if not fully understood, severely restrict expansion. Above all while employee numbers reduce due to the need to control cost and compete in an international industry, managers are pressurised into achieving greater productivity from the human resource. Never therefore has there been a more urgent need for training and development.

Limited availability to attend training

Without exception, staff in the companies that were analysed are under pressure on a day-to-day basis to get the job done and meet customers' expectations. Even in the larger employments, individual teams tend to be small. Hence companies will release only 2 or 3 people for training from any one team at any time. This means that where large numbers elect to attend a particular programme, several such programmes will have to be arranged.

Preferred Location of Training

All training should take place within or close to the port area. Companies have indicated that this will increase participation rates. A number of companies



indicated that the Dublin Port Training and Development Centre is a very suitable location.

Some companies expressed a preference for in-company training, accepting that participant numbers would have to justify this in-house training. This highlights the need for flexibility in the delivery of the proposed training programmes to accommodate client needs wherever possible.

Need to Tailor Training

Training should be customer focused, designed to meet the companies' needs and delivered at a time place and pace which best meets their needs.

Hard and Soft Training Needs

Most companies expressed a commitment to learning across the range of skill areas. In some participating companies, senior management showed a lack of real interest and commitment to comprehensive training of their staff in the "soft" training areas (e.g. time management & negotiation skills) even though these "soft" skills were identified as training needs. All participants indicated that "hard" training topics such as training required by legislation (e.g. health & safety and employment legislation) would have their full support & participation.

Training Quality Assurance

Some participants have commented on the variable value of training based on their past experience and the need to quality assure any training. One of their main concerns is the fact that some training seems to have limited medium to long-term value. The newly established Dublin Port Training Network must ensure that training is of the highest standard, certified where appropriate and that mechanisms are in place to continuously monitor and evaluate all subsidised training programmes offered. The consensus was to cooperate fully with FAS, the Irish national training organisation, in these areas.

Promoting a Comprehensive Training Response

In order to maintain interest and momentum, it will be important that there is an immediate proactive role out of a comprehensive training programme in response to training needs identified. Resourcing the administrative and managerial role necessary to deliver this training will be essential to ensure success.

Generic Certificate Port Training



Some companies observed that training at certificate level relevant to general freight forwarding and port activity (e.g. port security or freight forwarding induction) should be applicable to all European ports.

3.3 Recommendations

Based on our analysis and observations we make the following recommendations: -

- Locate the training in the Dublin Port Training and Development Centre where possible.
- Centre and resource the Dublin Port Training Network in the Dublin Port Training and Development Centre.
- Consider the need for transport arrangement for participants attending training, especially out-of-hours training. Build such costs into the overall training budget.
- The Network should ensure ongoing consultation with participant companies and where necessary involve them in the design of specialist training programmes.
- Port businesses operate in a fast changing environment. Consequently programmes should reflect the need for continuous improvement and constant organisational review.
- Work together to encourage all concerned to make the port a more attractive working environment. Create a learning environment within the port area centred in the Dublin Port Training and Development Centre, with library facilities, access to databases and open access internet café facilities.
- Building on the success of this initiative to date, offer a second phase of the identification of training needs to the remaining companies within the Dublin Port estate.
- Promote participation and interest in this training initiative through a variety of communications channels appropriate to companies within the port area.



- Promote consensus building amongst participating port companies in dealing with areas of common interest including making the port a more attractive learning and working environment. Develop a co-ordinated response to the issues identified that impact on the recruitment of new employees as well as on the retention of existing employees. The group training that will be rolled out in response to these port training needs identification will be an opportunity to build networking between port companies. This has the potential to contribute to community building within the port commercial sector.

4 Summary of Port Training Needs Identified

The following table summarises the training needs of the 30 companies. This summary is based on the individual training needs analysis reports agreed with each company and does not reflect any order of importance or priority.

Summary of Port Training Needs for the 30 Companies				
Training Required	Senior Mgmt.	Office Admin & Sales Staff	Operations Staff	TOTAL
Strategic planning skills Building consensus and setting objectives. Mission, vision, values. SWOT & Porter analysis. Developing and implementing action plans and performance measurement and control systems.	61	9	11	81
Core Management Skills Project Planning & Control	9			9
Supervisory management skills Managing and motivating people. Planning, tracking and controlling performance. Employee appraisal and	24	36	7	67



development planning. Communications.				
Presentation & communication skills Report writing. Group communication skills.	10			10
Train the trainer skills To develop interpersonal, communication and presentation skills in the delivery of training programmes	7	17	9	33
Team working & interpersonal skills Building effective teams. Team roles. Leading and motivating individuals and groups.	49	83	130	262
MS Office Skills European Computer Driving Licence	12	73	33	118
Intermediate Excel Intermediate spreadsheet application skills	10	22	1	33
Advanced Excel Skills Advanced spreadsheet application skills	3	2		5
eBusiness	2	6		8
Bespoke Software Skills	3	15		18
People Development Skills Excellence through People	14	9	15	38



Change Management. Assertiveness Skills The right people doing the right job at the right time with the right skills. Managing people through change. People motivation.				
Selection/ Interviewing skills & employee performance appraisal skills Identify and select the most suitable employees. Equality legislation. Performance appraisals.	23	14	11	48
Sales & Marketing – an appreciation	5	4	1	10
Sales Management	5			5
Customer Service Skills including IT customer service Conducting sales negotiations Customer service - phone and in person. Use of IT communications e.g. web, email, etc.	26	156	31	213
Finance skills for non financial managers Understanding financial statements. Budgeting and cash flow. Contribution analysis, etc.	22	10		32
Payroll skills Applying latest payroll legislation		2		2



Manual Handling Skills	1	4	30	35
Manual Handling Instructor skills Qualifying a manual handling instructor	1		3	4
Health and Safety Skills. Meeting the requirements of the 2005 Act.	36	41	53	130
Health & Safety: MHE Skills Heavy equipment operation skills	1	2	14	17
Basic first aid skills Meeting health and safety requirements.	2	5	40	47
Fork truck operation skills Refresher training for experience drivers Certified.		4	22	26
Fork Truck operation skills for beginners Certified			17	17
Hazardous chemical & hazardous cargo handling skills Safe handling, storage and movement of hazardous goods and containers	2	2	76	80
Fire Officer skills Certified	4	17	16	37
Advanced driving skills Include driving legislation update including Tachograph	1		35	36
Quality Auditor skills ISO 9000	3		2	5



HACCP² System Skills		1	1	2
Certificate in Professional Competence for Transport Companies	5	6	1	12
Specialised Fridge Unit Maintenance			3	3
Environmental Training ISO 14001 Basic Program for Management Certified	2	2	4	8
Time & priority management skills Managing ones own time effectively Scheduling priorities to maximize personal and company productivity.	18	23	5	46
Mergers, acquisitions and takeovers for Directors Issues and options	8			8
Typing skills for operations staff Touch typing for staff who operate computers frequently.		8	7	15
Basic English speaking skills for non Irish nationals working in Ireland Basic oral and written communication Achieving a basic standard. Certified.			22	22
Dublin Port Induction Awareness of the national	35	59	76	170

² Hazard Analysis & Critical Control Point systems in the food industry.



significance, objectives history and operation of Dublin Port.				
Employment & equality legislation General appreciation	34	15		49
HGV driving skills		1		1
Negotiation skills Principles of negotiations. Getting to yes.	14	3		17
Induction Training skills How to initiate employees into company systems, processes and culture.	4	7		11
Delegation skills How to Delegate. Setting daily objectives and allocating tasks.	2	8		10
Emergency Response Skills Preparing the emergency plan Allocating responsibilities. Procedures to deal with serious incidents including spill containment.		1	3	4
Security skills & Defensive Driving skills Security measures for goods and personnel in and out of port area.		3	40	43
ADR, IMDG Familiarization. Maritime and road haulage regulations and compliance.	1	16	40	57



Dangerous Goods ADR/IMDG³/GDSA Waste & Regulatory requirements, Licensing for freight forwarding Evolving regulations/legislation Transportation issues e.g. refrigeration cargo	3	11		14
Custom Clearance skills Documentation. Procedures associated with import and export of goods.		6		6
Air freight security - refresher		4		4
Marketing Data Interpretation skills Analysing sales data & information and action planning.		8		8
Documented Key Processes skills Mapping processes manually and using computers	5	10		15
Mechanical & Plant maintenance skills Upskilling plant and machinery maintenance skills			4	4
Port Security skills Awareness of measures to mitigate against terrorist threats.	5	23	17	45
Recycling & scrap handling Handling of ferrous and non ferrous metals – an appreciation (2/3 day programme)	5		30	35

³ IMDG: International Maritime Dangerous Goods
 ADR/GSDA: Transport of Dangerous Goods by Road
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Forklift/Crane/Bobcat training for operators			4	4
Burning/Welding Training			5	5
TOTAL	477	748	819	2044