Survey of Employers'
Recruitment Experiences
Maritime Industry
Blue Water Sector

November / December 2008

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1. EXECUTIVE SUMMARY

1.1. Main Findings

In late 2008, the Department conducted a survey of employers' recruitment experiences in the Blue Water sector of the Maritime industry. Thirteen companies were identified as being in scope and 12 responded to the survey.

Results from this survey show that the age of seafarers in the Blue Water sector is a significant issue facing the industry with 49 per cent of the workforce over 45 years of age. There is particular concern regarding the loss of knowledge and experience that will occur when these seafarers retire or move to other sectors within the industry.

The survey found that most employers had attempted to recruit in the 12 months preceding the survey. Word of mouth was the most common method of recruitment but employer and employee databases, such as Employment Advocacy Solutions (EAS) and Maritime Employers Database (MED), were also a popular method of attracting new recruits.

The Survey of Employers' Recruitment Experiences found that recruitment difficulties were experienced by employers attempting to fill vacancies for qualified seafarers. This is due to the strict requirements of the Australian Maritime Safety Authority (AMSA) that all seafarers obtain AMSA certificates as a condition of employment[1]. By contrast, surveyed employers reported they had very little difficulty recruiting entry level seafarers, with all vacancies being filled.

Employers reported a number of challenges when training entry level seafarers. More than half of the surveyed employers reported that the cost of training was a significant issue along with seafarers leaving during or immediately after the completion of training.

Two thirds (67 per cent) of employers expected to recruit in the 12 months following the survey. A relatively large proportion of this recruitment was expected to stem from staff turnover, business growth and the retirement of seafarers in the industry. The most common reason for staff turnover was the very high competition for qualified seafarers. Around 82 per cent of employers surveyed indicated one or more seafarers left their business to work in the offshore oil and gas sector.

This survey was conducted prior to the economic changes that have occured as a result of the Global Recession and labour market conditions within the Maritime industry may have changed since late 2008. Accordingly, the results should be used with caution.

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[1] http://www.amsa.gov.au/Marine_Qualifications/

2. BACKGROUND

2.1. Survey Purpose

In May 2008, the House of Representatives Standing Committee on Infrastructure, Transport, Regional Development and Local Government conducted an inquiry into Coastal Shipping Policy and Regulation. This inquiry found there to be a concern within the Maritime industry regarding the future workforce and training opportunities of seafarers. As part of this inquiry, the Department of Education, Employment and Workplace Relations (DEEWR) agreed to undertake a survey to collect information about the labour demand and supply of seafarers in the Maritime industry. DEEWR primarily focussed on the Blue Water sector, collecting data about current workforce, recruitment difficulties and future staffing expectations. Surveying of the Blue Water sector was completed in late 2008.

The survey focussed on employers' experiences recruiting qualified and entry level seafarers[2] for service on board ships in the Blue Water sector. The questions covered issues relating to:

- the demographic profile of seafarer crew;

- employers' experiences recruiting qualified and entry level seafarers;

- issues and/or difficulties in training entry level seafarers;

- retention experiences and strategies; and

- future recruitment expectations.

The survey was developed in consultation with the Australian Shipowners Association; Maritime Union of Australia; Shipping Australia Ltd; Transport and Logistics Industry Skills Council; Australian Maritime Safety Authority; Department of Infrastructure, Transport, Regional Development and Local Government; and the Maritime Transport Policy Centre of the Australian Maritime College. Paper surveys were completed by employers in late 2008.

2.2. Profile of the Blue Water Sector

The Blue Water sector of the Maritime industry refers to operators of large ocean going commercial trading vessels operating outside a country's 'near coastal' area. Passenger carrying vessels (such as cruise lines and ferries) which are engaged in international, interstate or intrastate travel are also included in this definition.

Due to the global nature of the Blue Water sector, it is difficult to define Blue Water operators by nationality. For instance, many Australian controlled ships are registered in 'Open Registers', which means seafarers working on board these ships may originate from a number of nationalities. For the purpose of this survey, employers were selected to participate if they employed seafarers, for service on board ships with one or more Australian crew.

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[2] See Appendix 1 for a definition of qualified and entry level seafarers.

The majority of businesses that operate in the Blue Water sector utilise ship and/or crew management contractors to supply seafaring crew. The supply of seafaring crew is limited to a very small number of specialist businesses in Australia, all of whom participated in this survey.

Seafarers operating in the Blue Water sector are highly skilled. In order to become certified to work on board ships in Australian Blue Water, seafarers have to complete a number of land based courses and on-the-job sea time training as regulated by the Australian Maritime Safety Authority (AMSA)[3].

There is a range of anecdotal evidence which suggests that in Australia, and worldwide, there is high demand for certified Deck Officers, Engineer Officers and Integrated Ratings[4]. In addition, some reports suggest that there is likely to be a downturn in the future availability of such seafarers[5]. For this reason, this study focuses exclusively on the difficulties employers face when attempting to fill vacancies for these three major seafarer occupation groups.

3. SURVEY FINDINGS

DEEWR identified 13 businesses that were in scope of the 'Blue Water sector' survey. That is, they employed AMSA certified or endorsed seafarers, for service on board ships, with one or more Australian crew. Of these employers, 12 participated in the survey. Due to the small number of respondents, some survey results have been omitted from this report to protect their confidentiality.

Half of the survey respondents were major employers of seafarers, each employing more than 200 seafarers. Respondents predominantly employed seafarers to work on board bulk carriers, tankers, container ships, ferries and cruise ships.

3.1. Demographic Profile of the Seafaring Workforce

Due to a number of factors, it is very difficult to estimate the number of Australian seafarers working 'at sea' in the Blue Water sector. Such factors include the global nature of the sector; the fact that many qualified seafarers work in land based roles; and, as indicated by some surveyed employers, the tendency for many seafarers to prefer to work on a 'temporary' contract basis rather than permanently with one employer (as highlighted in section 3.4 of this report).

The survey results found that the ageing of the seafarer workforce is a significant issue facing the sector. The surveyed employers reported that almost half (49 per cent) of their seafarer workforce were aged 45 years and older (and therefore approaching retirement). This compares with 38 per cent of the Australian workforce overall[6].

[3] Further information can be obtained from AMSA website: http://www.amsa.gov.au/

[4] See Appendix 1 for definitions of terms.

[5] BIMCO/ISF 2005 Manpower Update.

[6] ABS Labour Force Survey (Cat. No. 6202.0), 3 month average to September 2008.

The ageing workforce is particularly evident among highly skilled seafarer occupations. For instance, surveyed employers indicated that over three quarters of Masters (ships' captains) and nearly two thirds of Chief Engineers are aged 45 years and over. Similarly, this age group represented more than two thirds of Chief Integrated Ratings. Employers expressed considerable concern regarding the significant loss of knowledge and experience that is likely to occur when these seafarers retire.

Chart 1: Proportion of Seafarer Workforce Aged 45 years and Over by Occupation[7]
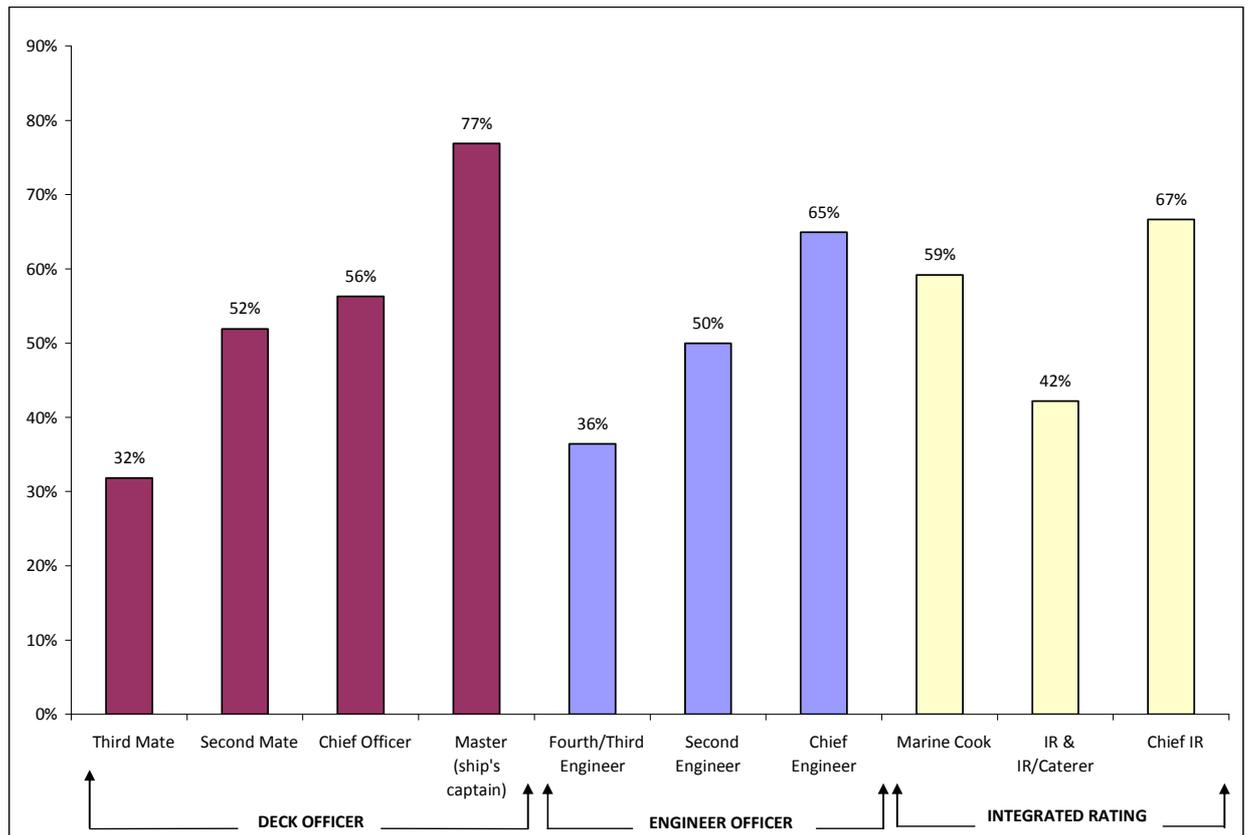
3.2.   Experiences Recruiting Qualified[8] Seafarers

Most employers surveyed had attempted to recruit qualified seafarers in the 12 months preceding the survey. Word of mouth was the most common recruitment method used in the Blue Water sector (reported by 73 per cent of employers). Other common methods were employee/employer databases, such as, EAS, MED and Careers at Sea[9] (55 per cent) and newspapers and the internet (both 36 per cent).

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[7] Excludes results of some employers who were unable to provide data at the detailed occupational level.

[8] See Appendix 1 for definition of terms.

[9] Although Careers at Sea was only launched a short time before the survey was conducted, it was reported as a useful site.

3.2.1. Difficulties Filling Qualified Seafarer Vacancies

Surveyed employers reported they were able to fill less than two thirds of their qualified seafarer vacancies over the last 12 months. This is very low compared with employers in other industries DEEWR has surveyed in the 12 months to October 2008 (across all industries, almost 90 per cent of all vacancies over the 12 months preceding each survey were filled).

The survey results show that of the seafarer vacancies which were filled over the last 12 months, almost three quarters were filled by new recruits or promotions within the business. The remaining vacancies were often filled through 'relief crew' hired from a seafarer supply company or foreign seafarers sponsored under the 457 visa program.

Around 60 per cent of the employers who responded reported that at some point in the last 12 months they had managed ships which had gone to sea below their business' preferred operational levels (although not below the regulatory levels). Table 1 shows the additional number of seafarers employers needed to meet their preferred levels.

Table 1: Ideal Number of Additional Seafarers

Deck Officer	52
Third Mate	24
Second Mate	18
Chief Officer	11
Master (Ships' captain)	4
Engineer Officer	54
Fourth/Third Engineer	38
Second Engineer	15
Chief Engineer	7
Integrated Rating	53
Marine Cook	8
IR & IR/Caterer	49
Chief IR	8
Total seafarers	159

Furthermore, the survey results suggest that recruitment difficulties are common across the three major seafarer occupations. Overall, 80 per cent of recruiting employers reported difficulty recruiting Integrated Ratings; 78 per cent had difficulty recruiting Deck Officers; and 67 per cent had difficulty recruiting Engineer Officers. Understanding the reasons that employers experienced difficulty is essential if strategies aimed at easing these difficulties are to be developed. Employers most commonly attributed recruitment difficulties to the lack of job seekers with the qualifications or experience required; competition with the offshore oil and gas sector; the availability of seafarers to work the hours required; the tight labour market; and poor attitude (especially in relation to lower skilled seafarers).

3.2.2. Job Applicants for Qualified Seafarer Vacancies

The number and suitability of applicants for qualified seafarer vacancies also provides an insight into the nature and extent of recruitment difficulties. Chart 2 shows the average number of applicants and suitable applicants per seafarer vacancy over the last 12 months. While these are average figures based on responses provided by employers who participated in the survey, they provide a general indication of the number of seafarers applying for 'qualified' vacancies across the Blue Water sector.

Chart 2: Average Number of Applicants and Suitable Applicants per Vacancy by Occupation – 12 months preceding survey
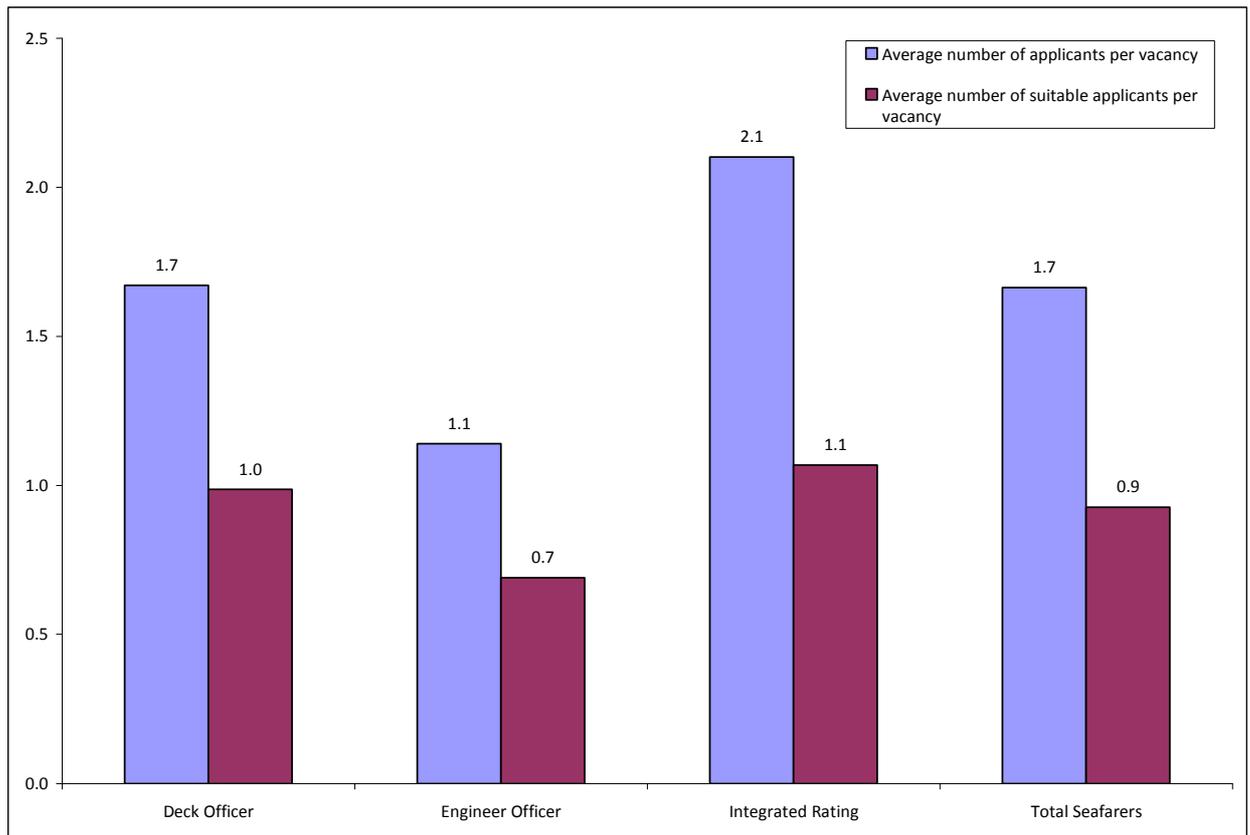
Overall, employers in the Blue Water sector reported a very low level of job seeker interest in qualified seafarer vacancies over the last 12 months, with an average of 1.7 applicants per vacancy. The level of job seeker interest varied slightly depending on the type of seafarer occupation. Integrated Rating vacancies received the highest level of interest, with an average of 2.1 applicants per vacancy. Employers with vacancies for Engineer Officers reported fewer applicants, with an average of 1.1 applicants per vacancy. It should be noted that 'word of mouth' is a common method used by surveyed employers to fill vacancies. This could be the reason for fewer numbers of applicants for vacancies reported by employers.

The suitability of applicants is also a key indicator of recruitment difficulty. As shown in Chart 2, on average less than one applicant (only 0.9 applicants) was rated as suitable per seafarer vacancy over the last 12 months. Employers with Engineer Officer vacancies reported that, on average, less than one applicant was considered suitable per vacancy (0.7 applicants). In other words, these employers had very little choice in who to hire and in some cases had to fill vacancies by other methods.

Employers most commonly reported that one or more applicants were unsuitable for the job for which they had applied due to insufficient qualifications; poor attitude; and sea time experience not being suited to the type of ship or not up-to-date with current practices.

Suitable candidates were typically sourced from within the Blue Water sector, while a number of surveyed employers also indicated that they sourced successful candidates from the overseas shipping industry and the Royal Australian Navy.

3.3.   Experiences Recruiting and Training Entry Level[10] Seafarers

Generally speaking, for seafarers to become certified to work on board ships in the Maritime industry, they must undertake a number of 'shore based' courses in addition to 'at sea' work experience. The Blue Water sector has traditionally provided the bulk of seafarer training, mainly due to the nature of their business and ships. Other sectors within the industry, such as the offshore oil and gas sector, often sourced trained seafarers from the Blue Water sector [11].

Surveyed employers in the Blue Water sector demonstrated a very strong commitment to training entry level seafarers and 'growing their own skill base'. At the time of the survey, 75 per cent of surveyed employers were providing training to entry level seafarers.

3.3.1.   Difficulties Filling Entry Level Seafarer Vacancies

Over the last 12 months, the majority (81 per cent) of surveyed employers in the Blue Water sector had attempted to recruit entry level seafarers. As shown in Table 2, there was little difficulty involved in filling these entry level seafarer vacancies – all vacancies were filled, and no recruitment difficulties were experienced.

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[10] See Appendix 1 for definition of terms.

[11] Australian Shipowners' Association submission to the Coastal Shipping Policy and Regulation Inquiry, 2008.

Table 2: Indicators of Recruitment Difficulties – Entry Level Seafarer Vacancies, 12 Months Preceding the Survey

	Proportion of Vacancies Unfilled	Proportion of Recruiting Employers Reporting Difficulty	Average Number of Applicants per Vacancy	Average Number of Suitable Applicants per Vacancy
Deck Officer	0.0%	0.0%	8.8	5.1
Engineer Officer	0.0%	0.0%	8.9	5.0
Integrated Rating	0.0%	0.0%	12.6	7.5
Total	**0.0%**	**0.0%**	**10.2**	**6.2**

The survey results indicate that there is a high level of interest among Australian job seekers in a 'career at sea'. Overall, employers reported an average of 10.2 applicants per entry level seafarer vacancy over the last 12 months. While this level of interest was high across all seafarer occupations, it was particularly high for Integrated Rating vacancies (an average of 12.6 applicants per vacancy).

Although a high proportion of applicants (39 per cent) were rated as unsuitable for the position for which they had applied, the average number of suitable applicants per entry level vacancy was still high at 6.2. Employers most frequently reported that applicants were unsuitable as they were not suited to a 'career at sea' or they did not meet the entry requirements for the college (onshore) component of training.

Such results are encouraging in terms of the future availability of skilled Australian seafarers, however, as discussed in the next section, employers face many challenges when training entry level seafarers.

3.3.2. Challenges Training Entry Level Seafarers

Surveyed employers who had recruited entry level seafarers over the last 12 months identified a number of challenges they face when training seafarers up to their first qualification or certificate.

More than half of the employers surveyed (60 per cent) identified the cost of training new entrants to be a significant issue, with all of the surveyed employers having invested considerable funds toward training entry level seafarers over the last 12 months. For instance, all employers paid entry level seafarers a wage while they studied, as well as covering their college fees. Some employers also provided new entrants with accommodation and/or living expenses. In addition to these expenses, many surveyed employers customarily guaranteed all cadets and trainees a job at the end of their training.

A high proportion of employers (60 per cent) also reported that training entry level seafarers can be challenging due to seafarers leaving during or immediately after the completion of their training. Some employers suggested that 'poaching' is widespread within the Maritime industry, with the Blue Water sector, which provides training opportunities, often carrying the burden and cost of training the majority of seafarers.

Other challenges identified by surveyed employers included the time and commitment involved in training entry level seafarers and the availability of sea going berths. All surveyed employers reported that they were generally pleased with the onshore training provided by registered training organisations in that the course content provided entry level seafarers with adequate knowledge and practical skills to do the job.

While employers identified a number of challenges in training entry level seafarers, employers also reported that considerable effort is currently being undertaken by industry bodies, colleges and other stakeholders to address these issues.

3.4. Turnover of Seafarers

Overall, all surveyed employers reported that they had one or more qualified seafarers leave their business in the 12 months prior to the survey. Staff turnover was less frequent among entry level seafarers, with 27 per cent of employers reporting that one or more seafarers left the business, compared with 73 per cent for qualified seafarers. Chart 3 shows the reasons employers in the Blue Water sector believed staff left their business in the last 12 months. All surveyed employers reported that the main reason people left was to work for another business doing the same job. This result appears to suggest that staff turnover in the Blue Water sector is largely driven by seafarers frequently 'moving around' the Maritime industry. This was further highlighted through discussions with some employers who suggested that many seafarers prefer to work on temporary contracts, rather than permanently with one employer, so that they can pick jobs which best suit their circumstances at the time.

Remuneration was another common reason employers believed crew left their business in the last 12 months (55 per cent). Retirement and working conditions were other common reasons for staff turnover (reported by 36 per cent of employers). Across the various Maritime sectors there appeared to be very high competition for qualified seafarers. In particular, many employers in the Blue Water sector reported that they were having considerable difficulty in competing with the wages and conditions on offer by the offshore oil and gas sector, with 82 per cent indicating that in the last 12 months one or more seafarers had left their business to work in the offshore oil and gas sector.

Chart 3: Reasons for Staff Turnover in the Blue Water Sector Over the 12 months Preceding the Survey
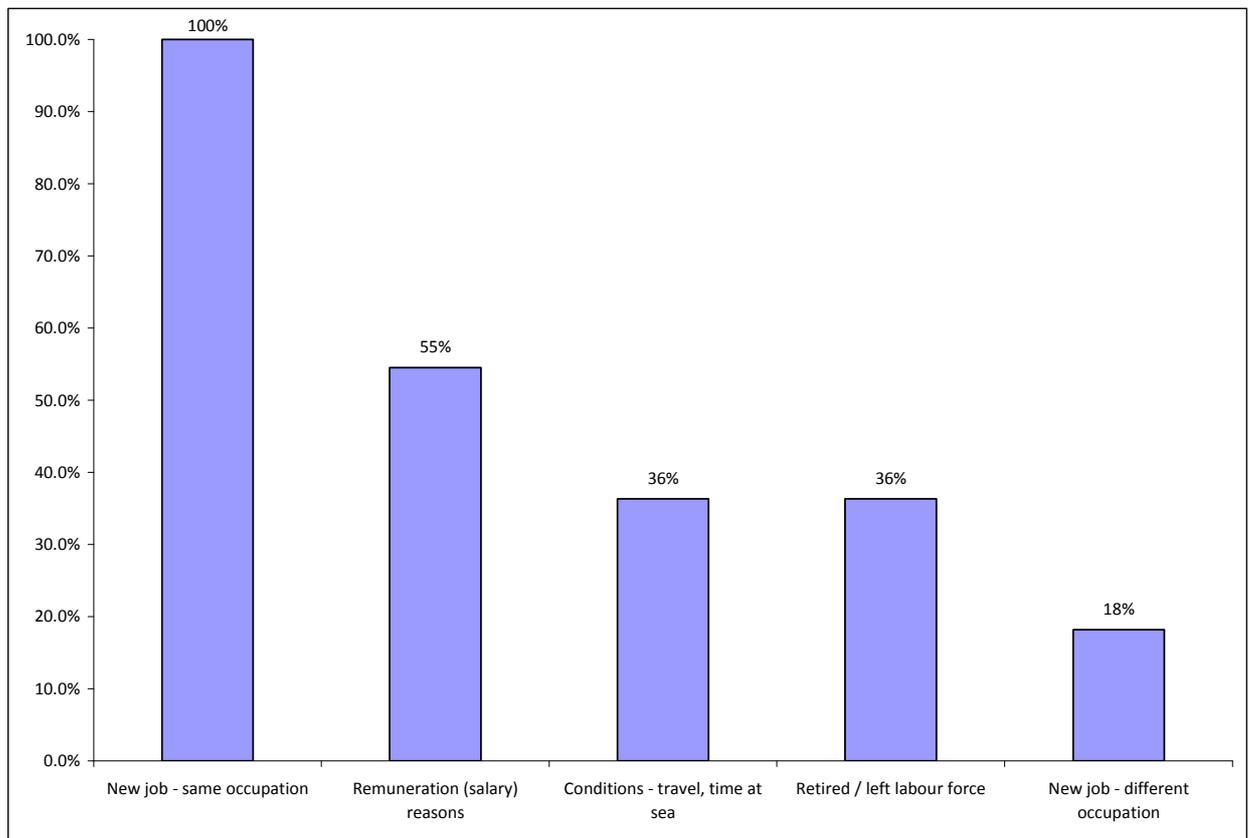
3.5.   Future Recruitment Expectations

It is important to note that, at the time the survey was conducted, Australia was experiencing strong economic and labour market conditions. However, as a result of the Global Recession, these data may no longer reflect the current requirements or future expectations of the employers surveyed.

At the time of the survey, 81 per cent of surveyed employers reported that they expected to recruit qualified seafarers over the 12 months following the survey. This recruitment is expected to be driven by staff turnover, business growth and retirement of existing staff. The majority of employers expect that recruitment difficulties will not ease over the next 12 months largely due to the tight labour market and issues in sourcing suitably qualified staff.

Similarly, a high proportion of employers (80 per cent) expect to recruit entry level seafarers over the next 12 months. Very few employers expect this to be a difficult task.

4. CONCLUSION

At the time of the survey, employers in the Blue Water sector of the Maritime industry were experiencing considerable difficulty recruiting and retaining qualified seafarers. While employers experienced no difficulty in recruiting entry level seafarers, a significant issue reported by employers was the loss of these staff after the completion of their training.

The survey also found the ageing workforce within the industry a major issue with surveyed employers reporting that almost half of their seafarer workforce is aged 45 and over. However, while an ageing workforce is likely to have an impact on the future availability of qualified and experienced seafarers, the high level of interest for entry level seafaring positions means that Australia is well placed in terms of replacing retiring seafarers.

This information was provided to Thompson Clarke Shipping (TCS) to develop a national training strategy which was commissioned by the Department of Infrastructure, Transport, Regional Development and Local Government (Department of Infrastructure). DEEWR have worked in consultation with TCS and the Department of Infrastructure with the development of this strategy.

APPENDIX 1

Glossary

Australian Maritime Safety Authority (AMSA)

Refers to the national safety agency which is responsible for maritime safety, marine environment protection, and maritime and aviation search and rescue. AMSA is responsible for issuing (or recognising) the maritime qualifications for all crew members working onboard Australian ships[12].

Blue Water sector

Refers to operators of large ocean going vessels which are predominantly involved in commercial trading outside a country's 'near coastal' area.

For the purposes of this research, the Blue Water sector has been limited to vessels operating with one or more Australian crew.

Crew manager

Crew manager companies act as crewing agents and, in many cases, also provide technical management services. This includes employing seafarers to crew a vessel, arranging repairs and maintenance, arranging insurance cover for crew and hull, working with statutory authorities, and ensuring cargo is safely loaded and discharged at ports.

Most of the commercial trading vessels operating in Australia use crew management companies to supply their seafarer crew.

Deck Officer[13]

Deck Officers are primarily responsible for the safe navigational operation of the ship and cargo operations, for instance, managing a watch on the ship's bridge; overseeing cargo operations; monitoring the ship's position, navigational hazards, etc. Deck Officers include third and second mates; chief officers and masters.

Engineer Officer

Engineer Officers (marine engineers) are primarily responsible for the safe mechanical operation of a ship. Essentially, they are responsible for operating and maintaining the ship's structure, machinery and equipment to ensure the ship is functioning safely and effectively at all times. This group encompasses all level of engineers (e.g. from fourth to chief) who serve on board ships.

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[12] Australian Maritime Safety Authority website - http://www.amsa.gov.au/

[13] Australian Shipowners' Association, *Shipping Industry – An Introduction (course note)*

Integrated Rating

Integrated Ratings undertake a range of tasks which include assisting with cargo operations, engine and navigational watches, mooring and anchoring operations and general servicing and maintenance of the ship. This group includes Integrated Ratings of all levels, marine cooks and caterers.

Seafarer

Refers to Deck Officers; Engineer Officers or Integrated Ratings.

(a) Qualified seafarers are those who have been certified or endorsed by the Australian Maritime Safety Authority (AMSA);

(b) Entry level seafarers are those who are new entrants to the maritime industry, such as trainees / cadets who are working towards AMSA certification.

APPENDIX 2

Tabulated Data

Age profiles and staffing levels of seafarers in the Blue Water sector

	Under 45	45 to 54	55 and over	Total*
Deck Officer	235	148	107	490
Third Mate	66	23	19	132
Second Mate	28	13	14	52
Chief Officer	37	30	19	87
Master (Ships' captain)	14	30	30	78
Engineer Officer	214	138	105	457
Fourth/Third Engineer	74	35	16	140
Second Engineer	29	19	19	76
Chief Engineer	9	28	35	97
Integrated Rating	577	373	248	1198
Marine Cook	56	61	26	147
IR & IR/Caterer	352	179	143	763
Chief IR	22	17	23	60
Total seafarers	1026	659	460	2275

* Components do not add to totals

	Under 45	45 to 54	55 and over	45 and over
Deck Officer	**48%**	**30%**	**22%**	**52%**
Third Mate	50%	17%	14%	32%
Second Mate	54%	25%	27%	52%
Chief Officer	43%	34%	22%	56%
Master (Ships' captain)	18%	38%	38%	77%
Engineer Officer	**47%**	**30%**	**23%**	**53%**
Fourth/Third Engineer	53%	25%	11%	36%
Second Engineer	38%	25%	25%	50%
Chief Engineer	9%	29%	36%	65%
Integrated Rating	**48%**	**31%**	**21%**	**52%**
Marine Cook	38%	41%	18%	59%
IR & IR/Caterer	46%	23%	19%	42%
Chief IR	37%	28%	38%	67%
Total seafarers	**45%**	**29%**	**20%**	**49%**

Number of seafarers who left the survey employers' business in the last 12 months

	AMSA certified	Entry level - whilst undertaking training	Entry level - upon completion of training
Deck Officer	44	0	6
Engineer Officer	41	0	23
Integrated Rating	81	0	7
Total Seafarers	166	0	36

Main reasons for seafarers leaving the business

New job - same occupation	100%
New job - different occupation	18%
Retired / left labour force	36%
Completion of project/contract	0%
Employment terminated	0%
Completion of cadetship	9%
Remuneration (salary) reasons	55%
Conditions - travel, time at sea	36%
Injury/illness	0%

Where seafarers went to work

(based on % of responding employers)	
(a) Australian shipping sector	27%
(b) Foreign shipping sector	9%
(c) Offshore oil & gas sector	82%
(d) Onshore maritime related position	9%
(e) Other sector of the maritime industry	18%
Did not continue to work in the maritime industry / don't know	36%

Reasons for recruitment difficulties

Tight labour market	22%
Lack of job seekers with qualifications required	44%
Competition with conditions offered in the offshore oil and gas sector	22%
Retention of staff	11%
Hours (e.g. many candidates only interested in temp or casual work)	22%
Lack of job seekers with a good work ethic and attitude	22%

Main reasons applicants rated as unsuitable (entry level)

Inadequate communication / teamwork skills	11%
Inability to work independently	0%
Poor English literacy or numeracy	0%
Did not meet entry requirements / not enrolled for study at a RTO	33%
Poor attitude or readiness for work	33%
Not suited to a 'life at sea' / type of work	56%
Poor personal presentation	11%
Poor application	11%
Other	33%

Main reasons applicants rated as unsuitable (qualified)

	Deck Officer	Engineer Officer	Integrated Rating	Total
Insufficient qualifications	80%	50%	40%	71%
Not AMSA certified or endorsed	0%	0%	20%	14%
Limited or no experience of work on type of ship	40%	50%	20%	43%
Sea time experience not sufficient or up-to-date with current practices	20%	25%	20%	29%
Technical skills	80%	75%	60%	71%
Inadequate communication or teamwork skills	20%	25%	0%	29%
Poor attitude or work readiness skills	20%	50%	60%	43%
Poor personal presentation	0%	0%	0%	0%
Inability to work independently	0%	50%	20%	29%
Poor English literacy or numeracy	0%	0%	0%	0%
Personal qualities / skills	20%	75%	60%	57%

Average number of applicants and suitable applicants per vacancies (entry level)

	Average number of applicants per vacancy	Average number of suitable applicants per vacancy
Deck Officer	8.8	5.1
Engineer Officer	8.9	5.0
Integrated Rating	12.6	7.5
Total Entry Level Seafarers	**10.2**	**6.2**

Average number of applicants and suitable applicants per vacancies (qualified)

	Average number of applicants per vacancy	Average number of suitable applicants per vacancy
Deck Officer	1.7	1.0
Engineer Officer	1.1	0.7
Integrated Rating	2.1	1.1
Total Qualified Seafarers	**1.7**	**0.9**

Vacancies (entry level)

	Vacancies	Vacancies filled	Number of applicants	Number of suitable applicants
Deck Officer	39	39	342	200
Engineer Officer	32	32	285	160
Integrated Rating	62	62	783	464
Total Entry Level Seafarers	**133**	**133**	**1360**	**824**

Initiatives being utilised by businesses to retain employees

Training and education	82%
Increasing the number of trainee / cadet vacancies	45%
Encouraging existing crew to undertake further training or education	64%
Retaining and attracting workers to the industry	55%
Targeting recruitment at 'untapped' sources of seafarer labour (e.g. women)	45%
Increasing wages	55%
Increasing time on leave	27%
Offering career progression opportunities	82%
Offering phased retirement options	27%
Increasing workplace flexibility (including promoting work/family balance)	18%
Other	9%
No initiatives	9%

Main challenges to training entry level seafarers

Cost associated with training	60%
New entrants leaving during or after completion of training	60%
Time and commitment involved in training	20%
Availability of trainers	10%
Availability of berths and training programs	40%