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HR Key Figures & Gender

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CONTENT

The HR network has worked with three subjects; Employer Branding, Gender/Equality/Diversity and HR Key figures. Considerations about Employer Branding can be viewed in a separate report.

First part will deal with the issue of women in the maritime sector.
The second part will deal with working with HR key figures.

Each part will describe some considerations about topics on issues, findings and some recommendations.

This report does not have the purpose to provide instructions on how the recommendations can be implemented.

PART ONE SUMMARY

There is made a little non-scientific study of the role of women in the maritime sector. The arguments why women should play a role in the maritime industry is identical across national borders and do not differ from the arguments we know from WP3.

It is difficult to get a clear picture of what initiatives have been launched in the maritime sector, but few conclusions can be deducted anyway.

It would not be valid to compare causes and reasons for actions around gender equality and gender balance taken at ministerial level. The differences are too large and characterized by ministerial area focus. However, contains the participants individual policies broadly the same concerns and goals

This report consists of input in varying extent from the following participants:

SMA,
NCA, ministry of fishery and coastal affairs
EMA, ministry of economic affairs and communication
GMU
KyAMK, ministry of education and culture
DaMSA, ministry of defense (DaMSA is under closure, this project will continue under Danish Maritime Authority, DMA, ministry of business and growth)

At the meeting in January 2012 an introduction to Gender/Diversity were given by a representative from Norwegian KUN, Center for Gender Equality.

BACKGROUND

WP3 will work for multiple targets in relation to support EfficienSea and security in the Baltic area (see WP3 introduction):

- To increase the number of competent candidates for the maritime sector
- To increase the candidates' level of competences
- To retain these applicants once they have been recruited to the maritime industry

This should be done by:

- Getting an overview of training, competency and needs (A3.1)
- Designing a trainee program with the aim to attract the most talented and promising students, (A3.2)
- To design and execute maritime promotion (A3.3/3.4)

This part is focusing women as students and staff. Traditionally, the maritime sector has been characterized by attracting men. Should the number of competent candidates be increased, focus on women can increase recruitment potential considerably. Moreover, equality and value of recruiting women in both traditionally male-dominated sectors and in top management is also a current discussion, perhaps especially in Scandinavian countries.

1.1 NUMBERS OF EMPLOYEES IN THE ORGANIZATION, MEN AND WOMEN

Most participants have compiled the number of employees, sorted by gender. The conclusion is that the participant organizations - like the rest of the maritime sector has a clear predominance of men also including the administrative staff. Furthermore, there is a clear predominance of men in the more operative positions:

List numbers of women in the organization

Name of organization	Numbers of employees	Number of men	Number of women	Women's percentage of the total number of employees	Number of women in administration jobs	Number of women in operative jobs
SMA	1206	961	245	20,3	167	78
NCA	1037	875	162	16 %		

DaMSA	566	494	72	13 %	56	16
EMA	287	225	62	22%	26	9
GMU	772	409	363	47%	116	119 (scientists, lectors, academic teachers)
KyAMK, maritime department only	9	7	2	14%	1½	1½

1.2. INTERVIEWS

Interviews with women in the organizations were conducted in order to identify attractiveness factors and obstacles for recruiting women to the maritime cluster. How can women add value? 10 women in operative jobs such as pilot, navigator, boatswain, etc. were interviewed. Questions and conclusions are shown below.

a. Ask what first led them to choose their education and job

3 women knew the maritime sector through family and because they lived close to the sea.
2 had seen advertisements and movies about the U.S. Navy.
3 chose it because it was different.
2 came into the maritime sector randomly, for example through conscription.

b. Ask what they see as selling points to get more people (women) to choose the same education

The benefits in the maritime sector are good, and it can be mentioned that the work is varied with periods out and periods at home, that there are good wages when sailing. Conditions for men and women are equal and very similar and it is possible to get some responsibility. You can work in the wild. It's exotic and different.

c. Ask what they see as the biggest obstacle to get more women to choose this training and jobs

Information about education in the maritime field drowns and is not visible, or is simply nonexistent. Greater recognition of the maritime education could encourage more people to choose such a career. You are away from home and it's hard to get family life to work. There

are a few other women in the industry and it is hard in a culture with drinking and intrusive behavior with sexual interest from male colleagues. It's difficult to advance, for example to work as a pilot. Women are measured more strictly than men and not always valued.

d. Ask them how women can add value to the organization (which forces possess women)

Women have a positive influence on the tone and the working environment is improved. This avoids conflicts and problems and you can focus on work and thereby increase productivity. Women communicate better and is smoother and has other angles on issues and can help others and perhaps better solutions. Women avoid tense situations.

1.3. ACTIVITIES ABOUT GENDER IN THE NATIONAL MARITIME CLUSTERS

The inputs given by participants vary somewhat in the degree of detail. This can have several causes and might be taken as an expression of different degrees of problems with equality in the countries, different ambitions in the field in different countries or simply lack of possibility to find information can of course also be a cause.

Important conclusions are:

- That it is skills that at the end of the day determine which candidate will get the job.
- There is broad consensus that diversity and more gender balance will affect earnings positively.
- That working with communication to attract women is important.

DaMSA comments:

It seems that no direct initiatives have been made to level the gender differences in the maritime sector in Denmark. However, after many companies have signed "Charter for flere kvinder i ledelse" (Charter for more female leaders) the gender issue is on the agenda with the maritime cluster associations. In most places, gender differences are in the back of everyone's mind. The top management is more equally divided between the genders than rest of the employees.

Most try to balance the recruitment processes, and have made statistics to keep an eye on the number of men and women who apply for jobs, and how many women are invited for

interviews. They all find that a workforce equally divided between the genders is the most optimal workforce, and some point out that gender is considered as competencies, however they will all always hire the most talented applicant, gender independent. The still find that recruiting women for technical jobs are difficult, as the segment mostly consists of men.

Others have had their job applications and website looked over by a professional recruitment company to make certain that these are not directed towards a specific gender.

Some clusters try to make female role models by picturing them in the brochures, as well as posting their job vacancies at school, college and higher educations (it is statistically shown that more women seek higher education) to increase the awareness of the maritime industry.

Further, an association as the Danish Ship Owners Association keeps an eye out on discussions and trends in the industry. The leading shipping companies within the gender issue have distinct measures for women in all their different positions in the company, as well as having ERFA meetings and seminars on gender.

Today the workforce at the Danish Maritime Authority is almost 50% men and 50% women. However, that has changed with the change in tasks over the last 10-15 years, which today concern political safety rather than control. Back then (*when?*) almost 80% of the workforce was men.

The Blue Denmark has team consisting of 3 men and 2 women as the norm, however their approach is to present the work as it is, they try to make a realistic picture of what you see is what you get. This way they believe they will have applications from women finding forwardness and the technical jobs attractive. They do not find any barriers confirming that any woman cannot do the job as good as any man.

Furthermore, they all believe in analysis saying that diversity and gender equality will assure a profit.

EMA comments:

Having talked to the representatives of the maritime sector in Estonia, we can say that the question of gender is not a particularly burning issue at the moment, so it has not been investigated in detail. First and foremost the personality, knowledge and skills of a candidate are considered important when recruiting personnel. When the national development plan

“Estonian Maritime Policy” was drafted, it was clear that the maritime sector can provide jobs for at least 25,000 people (added value ~5% of GDP), but there is no overview of the ratio of men to women.

In Estonia Gender Equality Act was passed on 07 April 2004 and it entered into force on 01 May 2004. The purpose of the Act is to ensure equal treatment of women and men. In other words, no one shall be treated worse than others because of their gender. Section 12 of the Constitution of the Republic of Estonia stipulates that everyone is equal before the law. No one shall be discriminated against on the basis of nationality, race, colour, sex, language, origin, religion, political or other opinion, property or social status, or on other grounds. The activities of employers shall enhance the process of reducing segregation by sex on the labour market, support the application for vacant jobs by both men and women, and ensure employment of persons of both sexes.

In Estonia, we have the Gender Equality and Equal Treatment Commissioner who is an independent and impartial expert and whose responsibilities include monitoring compliance with the requirements of Gender Equality Act and Equal Treatment Act (see: Equal Treatment Act § 16 p 1). The Gender Equality and Equal Treatment Commissioner is the equality body as defined in Article 12 of Directive 2004/113/EC and Article 20³²⁷ of Directive 2006/54/EC.

NCA comments:

Policy for equality and diversity work:

NCA will make sure that in their work for equality, the focus will be on preventing discrimination in all areas.

This means that the NCA will ensure that there is equal treatment in the workplace, independent of sex, religion, skin color, national/ethnic origin, political views, union membership, sexual orientation, disability and age.

The NCA will also focus on diversity in their workforce and appreciate and value the distinctiveness of each individual. This way, one will make sure that one is given the opportunity to develop ones skills, talents and take ones competence in use. As an agency in the public sector, the NCA will also be focusing on the fact that the diversity of the organization should reflect the population.

Status and goals for 2012:

- NCA provides an annual report to the ministry of fishery and coastal affairs which reports policy and action plans for equality in the agency throughout the year. The report is published on the NCA website
- The Adaption agreement for NCA 2010 – 2012 describes requirements connected to the work for equality and activities connected to this agreement. This is up for discussions with the union representatives.
- Recruitment; for positions where one sex is in minority, the announcement will urge the sex in minority to apply and should also be given priority when the qualifications are equal. In some cases, the announcements will also urge people with a disability to apply, in addition to pointing out the importance of a balanced age composition. For 2012, the NCA will particularly have a close follow up on the two latter elements by making sure that the requirements are implemented in our recruitment procedures.
- The NCA has worked out a strategy for "Employer policies connected to different phases of life". This policy will make sure that the NCA focus on the employee's needs according to the different phases of life. This will vary from individual to individual. There are also specific actions taken aimed towards different phases of the employee's life; for instance specific actions towards seniors and parents with small children.
- Local salary negotiations; one of the clauses when carrying out local salary negotiations, is that women should have a relative larger part of the quota than men.
- NCA has developed and carried out a recruitment campaign called "Sprek". This campaign, with pictures of NCA employees, has made sure that the equality requirements were fulfilled when selecting the participating employees. Requirements were set according to gender, ethnicity and age and will be followed up in 2012.
- The NCA tries to increase the use of telephone/video-conferences in order to reduce travelling and ensure flexibility in different phases of life.

Short report/statement from other agencies:

In order to share experiences, we have tried to collect a short report/statement from two other agencies which are related to us with the same challenges as to being part of a male dominated industry.

Institute of Marine Research;

Please, also look to question 1.4.

The Institute of Marine Research also report that their work with the gender issue has a high priority, and even more so the past year. They also have a committee dedicated for the issue.

Also, if a woman is called in for an interview, the Institute always has a woman present representing the employer.

There are few women within the top scientific positions. Some of the explanations can be related to age and the recruitment market. However, there has been an increase of female scientists in 2009 (2 to 4).

The administration is the only area in which there is a majority of women. 72% women and 28 % men. IT and maritime positions show the opposite trend.

NIFES; National Institute of Nutrition and Seafood Research

Please, also look to question 1.4.

NIFES has defined following goals; please note that they include gender, ethnicity, age and disability:

1. Apply for candidates that are in minority within the department/position: (women are in majority in NIFES – also within the management team).
2. When negotiating salaries locally, we aim to even out the differences we might find between salaries among men/women who have the same positions/trades, the same competence and responsibilities.
3. See to it that applicants from ethnical minorities are considered based on competence (there are at least 12 nations represented at NIFES)
4. The management-team has been taking courses to develop their competence to handle all phases of the workers lives.
5. When a candidate inform of a disability in the application, we always make sure to call them in for an interview.

1.4. ACTIVITIES ABOUT GENDER WITHIN THE MINISTRY IN THE DIFFERENT COUNTRIES

The participants are part of different ministries and participants have described what activities have been started at ministerial level. Again the inputs given by participants vary in the degree of detail. Important conclusions are:

- The different countries works very differently with the issue, - requirements and the need for attention on this issue and the importance is seen very differently from country to country.
- The participating partners are part of very different ministries that have defined very different goals and ways to work with balance and equality. The causes to work with gender are very different. An example is that the countries' main sources of income are reflected in the goals and plans, drawn up on the ministry level.

- SMA, NCA and DaMSA all have combined gender/equality and diversity policy.

For all, it seems that reasons, objectives and success criteria have not been elaborated for all areas. But everyone has good intentions, which are grouped as follows:

The recruitment process

Ensure gender balance, ensuring that less typical groups eligible
Ensure that staff composition reflects society

In the workplace after recruitment

Everyone should have the same / equal opportunities to develop in work
Everyone should be able to become managers
There should be equal pay
Everyone should be able to achieve flexibility in the job, so life can work
Nobody should be bullied, bothered, discriminated
The leaders and collaborators, e.g. Union Representatives have the responsibility

Focus on equipment and physical layout adapted to women, SMA
Focus on sick leave, SMA
Working part time for children is 12 years, SMA
Extra 10% compensation by parental leave

NCA comments:

Together with the ministry of Children, Equality and Social Inclusion and representatives from organizations within the fishing industry, the ministry of fishery and coastal affairs finished an action plan in 2007, describing how to achieve a higher percentage of women within the maritime sector. The plan was aimed towards the administration of ministries, the agencies and the industry itself.

The main objectives for initiating and making the action plan, were related to the fact that the industry, the organizations, the agencies and the administration should aim to take better advantage of the potential within the national workforce. By working for a more even gender balance, this would contribute to fulfilling this goal.

DaMSA comments:

The Ministry of defence has recently made a policy of diversity. It focuses on recruiting women and non-ethnics to the Danish army.

DaMSA has an individual Gender Policy, and is focusing upon a mentee program where women in the recruiting process can ask other females on working at DaMSA. Also, DaMSA has been active in making applications directed more towards women, resulting in employment of 3 females at VTS-Sound.

EMA comments:

8 persons work in the Aviation and Maritime Department, 4 of them are women and 4 are men. They have no reason and opportunity (because on the economical situation) to take more personnel. They view men and women equally.

SMA comments:

Swedish Maritime Administration is going to conduct an active and purposeful work with equality. We shall strive to SMA staff composition should reflect society in terms of equality and diversity to achieve quality in business and inspire their surroundings.

Through our action plan we create common goals and values to be integrated in the business and characterize the future work. All work at SMA, in various processes and relationships, should take into account equality and diversity matters.

SMA employees will all have the same opportunities for development and good working conditions and no one should be subjected to any form of harassment. We will create opportunities for women and men to combine work and parenting roles, and we must identify and correct any unjustified pay differentials. When recruiting and training, we will strive to achieve a gender balance at all levels.

Knowledge of equality and diversity and the importance of working with these areas will be disseminated to all employees within the Swedish Maritime Administration.

LONG TERM GOALS

The long term goals of working with equality issues at SMA aims at creating a culture where:

- Leaders and cooperatives are taking responsibility for gender and equal issues

- The work with the questions is integrated to the daily activities
- Every competence of our cooperatives utilizes, despite gender, ethnicity, age, disability or sexual orientation
- Work Relations shall be as much as possible adapted to all regardless of age, gender, disability, ethnicity, religion or other belief
- We make it easier for women and men to combine work and parenthood
- Victimization and sexual harassment do not occur
- We strive for gender balance at all levels and positions, and a greater ethnic diversity
- Level playing field exists in the recruitment, training, promotion, redeployment and termination
- Wage differentials are not due to gender, ethnicity, sexual orientation or disability

KyAMK comments:

KyAMK plan on equal opportunities is based on the following laws:

LAW 609 / 1986 ABOUT EQUAL OPPORTUNITIES FOR MEN AND WOMEN
in order to

- prevent discrimination based on sex
- promote equal rights / equality between men and women
- improve women's possibilities in a working life

EQUALITY LAW 21 / 2004
in order to

- promote and guarantee that the equality will come true
- increase the efficiency of the legal protection in case somebody has been discriminated

The main points in the KyAMK plan (the same plan for both the personnel and the students)

- Equality between men and women in the decision making process
- no discrimination nor disturbance is allowed
- leadership and working conditions
- employment
- education and career
- salary
- how to combine the working life, family and the studies
- students

1.5. RECOMMANDATIONS, GENDER AND DIVERSITY

As mentioned above, the experience of the need for activities on gender issues vary differently. However, if a need is identified, a number of recommendations can be given as seen below.

The following recommendations are given on the basis of the interviews, status in our own organizations, ministries and the lecture from KUN, Center for Gender Equality.

The major trend is that focus is on diversity and not on gender only (justice for women) – the main goal should be to mirror the society.

To recruit minority groups:

- Consider how to create a good working environment for everyone
- If we want a more women, find out on what is important to them by listening. What works against women in shipping? Are there cultural barriers:
 - Time away from family
 - It's too heavy
 - Prejudice against women
- Do the Equality test
 - Do women and men have the same opportunity to grow and prosper in their jobs?
 - Is there room for different types of men and women in your organization?
 - Do women and men have the same opportunities to care for a child?

Tools to recruit:

- Work with the reputation – employer brand – may vary between groups as different people will have different criteria.
- Announcing, which messages is communicated?
- Write ads that welcome all people, mirror society.

How to retain minority groups:

- If you have an underrepresented group, let people stay together until the numbers have grown – the sense of belonging if underestimated.

Way ahead - how could results be optimized?

- Map the current situation - facts are essential including HR key figures
- Focus on equality, not on gender only, the goal should be to mirror society
- Communication to consider equality, especially in employer branding
- Info packages for kids and in school
- Check the recruitment processes
- Turnover must be defined
- Long term control of effects (5-10 years) from measures taken
- Set measurable goals for the plans

Who should take the lead?

Everybody must take responsibility. We must also ourselves. Top responsibility is at ministerial level, but we have a responsibility to follow the guidelines. The closer the commitment, the more dedicated you get. Also if you see results, you become more motivated. Hence, we as maritime authorities, have a responsibility to communicate the development.



PART TWO SUMMARY

HR Key Figures is one of three subjects the HR network has worked with.

At the meeting in June 2011 an introduction to HR key figures were given by Danish Ministry of Finance/The State Employers Authority.

Following the meeting it was decided to select six key figures which all organizations should calculate. The purpose was to compare and benchmark the key figures and analyze the differences and benefit from each the others knowledge.

There is strong agreement that the use of HR Key Figures is useful, but it turned out that the actual HR Key Figures was difficult to calculate because suitable data were not available and because the colleagues who had access to the data could not spare the necessary time.

A thorough analysis is therefore not prepared. Never the less - some findings and recommendations has been found.

BACKGROUND

Generally, all public organizations are affected by requirements on reducing costs. Also an increasing requirement to support its recommendations with data and not least to estimate and document the financial impact of actions taken are a major trend, not only within public organizations. Furthermore, is the HR function a place where the savings usually affects first. This forces HR functions to deliver services that are supporting the company's strategy and communicate the use and outcomes more sharply to the management.

Following the introduction to HR key figures given by Danish Ministry of Finance/The State Employers Authority some considerations and definitions can be outlined.

Defined use of key figures are:

- HR key figures are status indicators
- They can draw attention to HR relations
- They can give management a better basis for decisions
- They can give directions when used as targets

Four groups of HR key figures have been developed by Danish Ministry of Finance:

1. How attractive is the workplace
2. How can we keep our employees
3. How is the work place organized
4. Economic key figures

Plus definition of how the cost of some key figures are calculated, e.g. how much does absence due to sick leave cost.

Examples of HR key figures is:

Competency development
Span of control
Absence due to illness
Job satisfaction
Salaries

2.1 OUR CHOSEN HR KEY FIGURES

Among the four groups of key figures, a total of six were selected. Selection criterions were numbers with an obvious use that they seemed simple to calculate and were easy to compare.

The selected key figures are

1. Absence due to illness including long term absence (+ 30 days)
2. Absence due to illness – only short term absence (less than 30 days)
3. Turnover rate
4. Price of replacing an employee
5. Development of competences pr. Employee
6. Span of control

Only DaMSA and NCA did manage to calculate the numbers. This means that comparison can be done but the conclusions are fragile.

2.2 FINDINGS

An important conclusion is that there must be management support if the HR function does not themselves have access to relevant numbers. What constituted the greatest difficulty was getting

colleagues in other departments to devote the time.

Another conclusion is that before HR tries to provide the managerial support the purpose and what value HR key figures may give, must be identified.

Working with HR key figures requires considerations and decisions like:

Why do we wish to use HR key figures
Can it create increased value in the organization
Which key figures are relevant
How should the work with key figures be organized
Who should be in charge
How do you involve economy and accounts departments
How do you involve executive management
How to gain data collection
How to benchmark
Etc.

As mentioned only DaMSA and NCA did manage to calculate the numbers. Also was it mentioned that comparison can be done but the conclusions are fragile.

Important conclusions in the calculation phase are that:

- It is a very complex task to calculate HR key figures first time
- Calculation of HR key figures may demand other systems or routines

Important conclusions about the results are that:

- The results are very different among the organization
- Various statutory guidelines do not provide the same opportunities for access to information
Costs is located different in different countries
- It is without doubt that the use of HR key figures will find its way to the HR functions in the public sector, despite initial difficulties - at least in the Scandinavian countries. Both NCA, DaMSA and probably SMA will continue to work with these HR key figures.
- Also part one about diversity and gender showed that information is an important factor if development in this area is desired.

APPENDIX

NCA:

The ministry of fishery and coastal affairs are responsible for the follow-up, both towards their own administration as well as for the underlying agencies. However, it is important to point out that the agencies are responsible for carrying out the work towards reaching the goals described in the action plan mentioned above.

So far, the ministry has taken action in different areas to ensure a good follow-up of the action plan – these are some pointers as to efforts made since the action plan was developed:

- All public boards, councils and committees underlying the ministry are now fulfilling the demands stated in the Norwegian law of equality.
- There has been made alterations in the regulations of how to register the number of fishermen. This to arrange and prepare for a change of generation, which again probably will make it easier for women to join the maritime industry.
- The recruitment project “Sett Sjøbein” was established in 2008 and is run by a widely put together group from the industry. Recruiting women is an important goal for the project.
- The ministry has urged The Research Council of Norway and Innovation Norway to promote equality between the sexes when prioritizing their resources.
- The program “Marint verdiskapningsprogram”, is a program established to strengthen and support the seafood industry and their marketing activity. Within this program, there are set goals for a women share/part within their offers.

Both the ministry and the underlying agencies are required to report activities/actions connected to disability and ethnicity in addition to gender. It is important to emphasize that when we talk about equality, we include all three (disability, gender and ethnicity).

It is the Administration Unit in the ministry that works with the equality issue, both within the ministry as well as assuring a good follow up towards the underlying agencies.