

# DOWNLOAD PDF DISCIPLINE AT SEA AND INDUSTRIAL RELATIONS IN THE SHIPPING INDUSTRY

## Chapter 1 : Zero carbon at sea? Rotterdam port eyes a greener future

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As Rotterdam tries to cut its emissions - in line with global goals to curb global warming - shipping emissions are a particular challenge, not least because many fall outside the targets set by the Paris Agreement to curb climate change. By 2050, emissions would fall 90 percent, in line with national targets, according to the plan. The goals fit alongside new efforts by the International Maritime Organization IMO - the United Nations body that regulates shipping - to cut shipping emissions, which were not part of the Paris Agreement. The IMO in April, under pressure from low-lying island states, for the first time set a target of slashing emissions by at least 50 percent by 2050, compared to 2019. Such efforts will have implications beyond Rotterdam, with 90 percent of global goods transported by ship and international shipping responsible for 2. Caroline Kroes, energy transition strategy programme lead at the port of Rotterdam, is pictured in Rotterdam, the Netherlands, August 22, 2023. Each is going about achieving the goal in its own way. But because cities account for about three-quarters of carbon dioxide emissions, according to the U.S. In Rotterdam, greening port facilities that are heavily reliant on fossil fuels - and home to five large oil refineries - is a first big task. But making port facilities greener must be combined with efforts to cut global shipping emissions, she said. Everyone will have to move and change," Kroes told the Thomson Reuters Foundation at her office in Rotterdam. Since July 2023, all ships that dock at Rotterdam port have received a score out of 100 based on how much nitrogen oxide and sulphur oxide they emit - and carbon dioxide was added to the mix this year. Using the index, the port offers discounts on port costs to the cleanest ships. Making ships and port processes more efficient also is key to slashing emissions, Kroes said. One way that is happening is by better coordinating ship arrivals and departures, to cut waiting time. If ships on average spent 12 hours less in harbour, climate-changing emissions from their visits would fall by 35 percent, according to a study released this month by the Port of Rotterdam Authority. A Skoonbox containing renewable batteries is pictured, September 17, 2023. Handout picture courtesy of Skoon Energy BV. Fully electric sea ships are not yet on the horizon in the Netherlands, as they are still costly to make and infrastructure to service them on shore is not yet in place, Kroes said. But vessels that operate on rivers and other inland water bodies in the Netherlands are moving in that direction. The startup builds rechargeable battery packs, known as Skoonboxes, that can be fitted on combined diesel-electric vessels. The port is helping the company establish a network of charging hubs for the swappable batteries. More and more companies are investing in hybrid-fuel ships, with both electric engines and diesel generators, in order to cut their costs and their emissions, Skoon Energy founder Peter Paul van Voorst told the Thomson Reuters Foundation. It is a no-brainer to have a clean ship. Borelli, a vessel that transports containers between the ports of Rotterdam and Hengelo, a city in the eastern Netherlands. It is one of many ways to shift the shipping industry towards clean solutions," said Solco Reijnders, programme manager for innovation at Damen Shipyards. He said he "would not be surprised that in years much of the shipping industry has shifted to completely emissions-free operations". Containers are loaded onto a ship at the port of Rotterdam, Hook of Holland, Netherlands, September 11, 2023. Ports are not going to build this, as it is incredibly expensive," said Johan de Jong, international relations manager at the Maritime Research Institute Netherlands. A bit of help may be on the way. In 2023, the Dutch government allocated 1.5 billion euros. But more economically viable solutions are needed to encourage ship owners and operators to adopt low- or zero-carbon practices, van Voorst said. Is it cheaper to go clean or go dirty?

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## Chapter 2 : Indonesia's Shipping & Shipyard Industry | GBG

*Results of for search term "discipline at sea and industrial relations in the shipping industry".*

An ideal candidate must be able to handle the mental and physical aspects of shipboard life. Working long hours requires fitness and the mental capacity to remain safe onboard a ship. The Unlicensed Apprentice Program is a structured and disciplined program. The UA is required to wear a uniform once the students uniform has been issued the fees are non-refundable and march to and from classes. Apprentices must adhere to strict grooming standards. Males must arrive and maintain a short military cut during entire training. Females must wear hair up and it must fit entirely into a ball hat. Students are not allowed to wear jewelry or makeup. Students are not permitted to have cars on campus, and are not allowed to leave the campus. An applicant must be self-motivated to succeed in the classroom and other assigned areas of detail. The UA is observed and monitored during all phases of training. Excelling in the classroom is not the only requirement. A UA must also possess a strong work ethic to succeed. Apprentices are required to sign a copy of the Rules and Regulations upon arrival. Disciplinary issues are handled by a Review Board which consists of staff and members of the UA Program. Demerits are issued for violations of the rules and regulations. Three demerits will result in dismissal from the Program. If a student fails a course, they will be sent home at their own expense to get academic help and must submit proof with written request to return to the school. Applicants should be aware that if they do not complete the entire Program, they will not be eligible to receive certificates for the courses they have taken up to the point that they were dismissed, decided to leave or discontinued by the school for not completing the entire program. The Program only accepts applicants whom the Admission Committee determines will be able to successfully pursue a seafaring career. A candidate must demonstrate that he or she possesses the discipline, ability, and fitness level necessary to work as a merchant mariner in order to be accepted into the Program. Candidates are accepted throughout the year. The detailed description of the Application Process below contains more information about how frequently applicants are accepted.

**Admission Requirements** Applicants seeking admission to the Unlicensed Apprentice Program must meet the following requirements:

**General Requirements** All applicants must meet the following general requirements:

**General Physical Requirements** Applicants must meet the following physical requirements: Be in good physical, mental and dental health. Applicants must be able to pass a complete physical and drug test performed by a Seafarers Health and Benefits Plan contracted clinic for employment purposes. Please read all information about the Unlicensed Apprentice Program in its entirety prior to filling out the application. Fill out the electronic application online. Please mail this to the Admissions Office along with other required paperwork, upload along with your application, fax to or email to Admissions seafarers. If prior military, provide a copy of your DD long form. If discharge from military was anything other than honorable please provide information about discharge as well. Please email to admissions seafarers. Please mail all necessary paperwork to the Admissions Office, Attn: Physical address is St. You can fax to or email to Admissions seafarers. You have 30 days after an electronic application has been submitted to forward the remainder of the necessary paperwork and test at your local SIU Hall. Once your application is received you will be contacted via email within 3 to 5 working days make sure you give a correct, active email address and instructed to schedule a reading and math test at one of the SIU Halls. If you have not heard from the school within 7 days after you submit your application it is your responsibility to follow up on your application, call , Ext. You must contact the Union Hall prior to arriving to set up the test and you must take your letter with you in order to be permitted to test. This all must be done within 30 days of your application being received by the Admissions Office, including testing! Upon completion of Step 1, including testing and port interview,, your application will be submitted to the selection committee. You will be contacted by mail or email after completing Step 1 if you have been selected to move onto Step 2. Due to the economy and other conditions, the need for apprentices fluctuates throughout the year therefore, the class sizes will fluctuate depending on

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the amount of mariners needed. At any time the school reserves the right to not hold a selection committee. Any money spent as part of the application process is non-refundable and the sole responsibility of the applicant. Step 2 You will be notified by mail or email whether you are selected to continue on to Step 2 of the application process. At this time you must provide copies of the following documents within 90 days or your application will be VOID. TWIC centers and appointment scheduling can be done online at [www.twic.gov](http://www.twic.gov). The letter must contain a current date. Any money spent as part of the application process is non-refundable and the sole responsibility of the applicant. You may also fax to or email to Admissions seafarers. Once an applicant has a completed file they will be advised approximately three months prior to their report date that they have been selected for class. This is a conditional acceptance letter and all medical exams must be completed and passed at least two weeks prior to the date the applicant is scheduled to report to the School. Students will be scheduled for classes on as needed basis depending on industry needs. Once the student has paid for their uniforms and they have been issued the uniform fee is non-refundable. If you have any questions about the application process please contact the Admissions Office at , prompt 2 or email Admissions seafarers. The Work Force One Stop Centers located in your hometown have financial aid available for applicants who need assistance in costs incurred to attend the Unlicensed Apprentice Program. Our program is nationally registered with the Department of Labor. If you have attended the Unlicensed Apprentice Program previously you are not eligible to apply and retake the program.

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## Chapter 3 : Australian Seafarers | S.O.S. Save Our Shipping

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National Labour Law Profile: Fiji Last update, August Section 24 forbids servitude and forced labour. Sections 30, 31, 32 and 35 protect the rights to freedom of expression, assembly, association and religion respectively. Labour relations merits special attention in section 33, which reads: The thoroughly worded equality provision reads as follows: It specifies that certain Acts can only be amended by way of special procedures and majorities in Parliament. The legislation listed includes laws on the Great Council of Chiefs, the chiefly system generally, Fijian local government, native customary land tenure and the interest of the people of Rotuma and Banaba. Section 42 establishes a 3-member Human Rights Commission. Its functions are a to educate the public about the nature and content of the Bill of Rights, including its origins in international conventions and other international instruments, and the responsibilities of the Human Rights Committee, the Committee on the Elimination of Racial Discrimination and other organs of the General Assembly of the United Nations for promoting respect for human rights; b to make recommendations to the Government about matters affecting compliance with human rights, including the making of a recommendation that a particular question about the legal effect of a provision of the Bill of Rights be referred to the Supreme Court for its opinion; and c generally to perform any other functions that are assigned to it by a law made by the Parliament. Subsection 4 makes it clear that a person does not discriminate against another person under section 38 by taking those special measures. Subsection 6 ensures a results-based programmatic approach by requiring the monitoring the efficacy of any program established under this section by reference to specified performance indicators. The Minister must make an annual report to Parliament on the results revealed by the monitoring. Legal regulation context The Employment Act of is currently the single most comprehensive piece of legislation dealing with employment in Fiji. Under section 1 2 it covers terms and conditions of employment in both the private and public sectors and applies to all persons except naval, military and air personnel other than locally engaged civilian employees , members of the Royal Fiji Police force, and members of the Fiji Prisons Service. In , by an Employment Exclusion Order, the Minister excluded from the application of the Act contracts for the harvesting of sugar cane. In all industrial relations for this industry were included under the Sugar Industry Act. The CEO can delegate these powers to the labour administration, which is comprised of labour officers, medical officers, health inspectors and labour inspectors. The Employment Relations Bill, No. The following Acts will be repealedâ€” a Employment Act Cap. Part 9 of the Bill covers Equal Employment Opportunities. The coverage is broad: Section 4 includes a large number of definitions, including ones for casual and domestic workers. Section 4, through the device of a cross-reference to section 75, defines discrimination to include both direct and indirect discrimination. In recognition of the existence of disguised employment relationships that do not fall into a contract of service or a contract for service, the Bill will make it mandatory for all employment relationships to be covered by written contracts. Draft section 8 creates the Employment Relations Advisory Board, and empowers it, among other things, to prescribe certain conditions for employment. Draft section clarifies that the Industrial Associations Act does not apply to trade unions. The Human Rights Commission Act of aims to promote and protect the human rights of all persons in Fiji. It provides for the establishment for a Human Rights Commission to deal with unfair discrimination. The Public Service Act, , states that the public service provides an environment that is free from discrimination. Its composition should reflect as closely as possible the ethnic composition of the population taking into account, where appropriate, occupational preference. The Social Justice Act, No. Section 3 3 makes it clear that any programme or measure relating to access to land and housing is not to be construed as providing equality of access to any existing rights, interest or entitlement to ownership of land. The Act repeats the Constitutions monitoring provisions performance indicators, regular

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monitoring, annual reports to parliament. Section 8 declares that all affirmative action programmes listed in the Schedule to the Act as existing at the commencement of the Act, are deemed to be in compliance with section 44 of the Constitution. The Fiji National Training Act was enacted in and amended in , , , and The TPAF aims to provide for training and the imposition of levies connected to such training. The Authority consists of the CEO of Labour as its chairperson, two Vice-Chairpersons one to represent employers and one to represent employees , and up to 8 members appointed by the Minister, of which one-half are to represent employers and one-half to represent employees, and up to 3 other members representing such ministries as the Minister considers appropriate. Under the Act, the functions of the Authority are to, inter alia, provide, arrange for or regulate appropriate training of persons or classes of persons to assist them in connection with employment; to arrange for employment of such persons or classes of persons who are under training or who have completed appropriate training; to advise on, and to disseminate information about training; and to provide consultancy services to employers and other persons. In addition, the Minister for Labour is empowered to make a levy on employers. The Minister is also empowered to vary the levy rate, and to provide for a differential rate for different categories of employers. Several other statutes complete the labour legislation framework: These Regulations are expected to be in effect during and will dovetail the settlement of OSH disputes with those in other areas of employment, which will be covered by the Employment Relations Bill when it is enacted later Tripartism Industrial relations in Fiji were developed historically during the colonial period when the economy was predominantly based on agriculture, although the major source of foreign exchange earning is still sugar. A surge in local and foreign private investor confidence is leading to expectations of an economic boom, driven mainly by tourism, construction, growth of some manufacturing industries and new businesses such as the emergence of an embryo information technology industry. The major employment growth in Fiji is going to be created in tourism and manufacturing industries. Any new industrial relations system in Fiji will be based on the introduction of the revised labour legislation. In Fiji, a significant part of the formal sector workers are organized, while the informal sector workers remain outside the orbit of the trade union movement. Workers in the manufacturing sector are mostly unorganized. As noted above, recently Fiji has undertaken a major task in reviewing its labour legislation with the aim of modernizing it. Major tripartite stakeholders have taken part in commenting on the Employment Relations Bill. Formal dialogue on labour issues was completely shattered. Contract of employment including termination of employment Parts V and VI of the Employment Act deal with oral and written contracts of service. Although that text is soon to be replaced with the Employment Relations Bill, the following short description retains the essence of the legal framework that will most likely be carried over. The only restriction under written contracts concerns the minimum age 15 of entry into employment section 37 1. A young person between the ages of 15 and 18 may not enter into an employment contract except in an occupation approved by the district or labour officer as not being injurious to their moral or physical development section 37 2. This is one provision that may change in the new law. Sections 22 and 23 contain a presumption that where a contract extends beyond one month, the employer and employee have entered into a new oral contract for a similar period on the same terms and conditions. Section permits contracts of service also for task or piece work or for a journey to be performed for an agreed remuneration, at the end of which the contract terminates. Under section 24 2 , notice to terminate may be given orally or in writing. According to section 28, an employer shall not dismiss an employee summarily except in the following circumstances: Certain contracts must be in writing: Under section 35 1 , every contract shall be presented for attestation to a district officer, labour officer or other officer authorised for this purpose by the CEO for Labour. In addition to the original of every contract attested under this Act, three copies shall also be made. One copy shall be delivered to the employer, one to the employee, or in the case of a batch of employees to one of their number, and one to the CEO for Labour. The original of every attested contract shall be deposited with and preserved by the attesting officer. Under section 36, every employee who enters into a contract shall be examined by a medical officer and whenever it is practicable, the employee shall be medically examined and a certificate

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issued before the attestation of the contract. Draft section 72 states: II of , subsequently amended in , and The Act applies to any town and to any other area to which the Minister applies all or part of the provisions of the Act by notification in the Gazette. Sale of liquor by a hotel publican to hotel guests is excluded from this Act. Shops can fix different days for different shop assistants, but only if the shop is exempted from closing under the provisions of the Act. The maximum work hours per day is 10, excluding meal intervals. On these days, the daily hours of work could be extended to the closing time of the shop. Shop workers are to be allowed not less than minute interval for meals for persons who are employed between the hours from For those who take their meals outside the shops, the meal interval is one hour. This interval is to be within the For workers employed in the sale of refreshments or intoxicating liquor, the meal interval is to be outside these hours. In any case no person is to be employed for more than six hours without an interval of at least twenty minutes being allowed during the course thereof. The law disallows any shop to be open on Sundays and public holidays 13 public holiday days are listed under the Public Holidays Act. However, the local authority may grant exemptions to this requirement as it may consider appropriate. Leaves Section 1 r of the Employment Act empowers the making of regulations on entitlements to holidays with pay. The Employment Regulations issued under this section in , and amended in , Part IV, prescribe annual holidays with pay in the following terms. The annual leave may be taken in one unbroken period or, at the request of the employee, in two or more periods one of which must be a continuous period of one week. Regulation 15 requires the annual leave to be taken not later than six months after the completion of the year in which it was earned. Regulation 18 1 annuls any agreement by an employee to forego the paid annual leave, even in return for compensation. Regulation 18 2 , however, permits an employer with the written approval of the CEO for Labour to negotiate and agree in writing with all or any of its staff to defer and accumulate the paid annual holidays over a period not exceeding four years. Draft section 59 of the Employment Relations Bill will retain most of the above system. Section 17 2 defines sexual harassment as a prohibited ground of discrimination, punishable under section 4 of the Penal Code as indecently insulting or annoying females. Section 17 3 lists the carious areas related to employment where direct or indirect adverse discrimination or harassment are banned. Section 18 of the Act recognizes that genuine occupational qualifications are not discrimination for the purposes of the statutory protection. Part 3 contains provisions regarding unfair discrimination in employment and prohibits sexual harassment, discrimination in employment applications, and victimization of persons because of their actions on behalf of their rights under the Bill of Rights. Section 7 1 empowers the Commission to investigate alleged contraventions of human rights and unfair discrimination, of its own motion or on complaint by individuals, groups or institutions on their own behalf or on behalf of others, and to resolve complaints by conciliation or refer unresolved complaints to the courts for decision. In , there had been 19 valid labour-related complaints relating top unfair labour practices, dismissals and terminations lodges with the Commission. Section 65 of the Act was amended in to permit the Minister, in consultation with the Labour Advisory Board, to issue an order prescribing the conditions of employment of women and young persons on night work in any industrial undertaking. The Employment Act makes no specific provisions for workers with disabilities, but the Employment Relations Bill, if adopted, will. The Fiji Bureau of Statistics estimates that in the population stood at , In the Government upgraded the department of Women and Culture into a ministry; gender focal points have been appointed in all Government Ministries to promote the development of gender sensitive policies and programmes and to implement the National Plan of Action. In an Inter-Ministerial Committee in Women was established.

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## Chapter 4 : National Labour Law Profile: Fiji

*The author has struck a useful balance, developing the subject, through its background, up to the present day situation, and including a section on industrial relations in the shipping industry.*

Infographics , Supply Chain History of Supply Chain Management Over the last plus years of the history of supply chain management has evolved from an initial focus on improving relatively simple, but very labor-intensive processes to the present day engineering and managing of extraordinarily complex global networks. We will take you through the last 60 plus years below and end the post with an amazing infographic. History of Supply Chain Management: Roots Both industrial engineering and operations research have their roots in logistics. Fredrick Taylor, who wrote *The Principles of Scientific Management* in and is considered the father of industrial engineering, focused his early research on how to improve manual loading processes. Operations Research began when scientists demonstrated the value of analytics in the study of military logistics problems in the s as a result of the complex requirements of World War II. While Industrial Engineering and Operations Research have each tried to maintain separate identities, many of their biggest successes have occurred when used in an integrated framework to address supply chain and logistics issues. The Early Years In the s and s, the focus of logistics research was on how to use mechanization e. This was a prerequisite for the supply chain globalization that was to come much later. Academic research and education followed this trend to satisfy the growing industry recognition of the needs in this area. This area gained much wider recognition in both industry and academia due in large part to the fundamental paradigm change that occurred during the s and s with regard to computers. Prior to the s, virtually all transactions and record keeping were done manually. The technologies, particularly those from Operations Research, that researchers had to this point only been able to examine in theoretical models had now become much closer to reality. However, there were still many difficult research issues to resolve in the transition from theory to practice. Each of these centers was focused on a different aspect of what this new computer technology made possible. Logistics Comes of Age The s marked the beginning of a sea-change in logistics in the history of supply chain management. The emergence of personal computers in the early s provided tremendously better computer access to planners and a new graphical environment for planning. This spawned a flood of new technology including flexible spreadsheets and map-based interfaces which enabled huge improvements in logistics planning and execution technology. The Production and Distribution Research Center was the early innovation leader in combining map interfaces with optimization models for supply chain design and distribution planning. The Material Handling Research Center provided leadership in developing new control technology for material handling automation. The Computational Optimization Center developed new large scale optimization algorithms that enabled solution of previously intractable airline scheduling problems. Much of the methodology developed in these centers rapidly began to find its way into commercial technology. Perhaps the most important trend for logistics in the s was that it had begun to get tremendous recognition in industry as being very expensive, very important, and very complex. Company executives became aware of logistics as an area where they had the opportunity to significantly improve the bottom line if they were willing to invest in trained professionals and new technology. These systems were motivated in part by the successes achieved by Material Requirements Planning systems developed in the s and s, in part by the desire to integrate the multiple databases that existed in almost all companies and seldom talked to each other, and in part by concerns that existing systems might have catastrophic failures as a result of not being able to handle the year date. In spite of some significant problems in getting the ERP systems installed and working, by most large companies had installed ERP systems. The result of this change to ERP systems was a tremendous improvement in data availability and accuracy. The new ERP software also dramatically increased recognition of the need for better planning and integration among logistics components. The focus on globalization accented the need for logistics strategies to deal with complex networks including multiple entities spanning

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multiple countries with diverse control. There has been an increasing trend to use the term supply chain management to refer to strategic issues and logistics to refer to tactical and operational issues. The Future of Supply Chain and Logistics Since the s, computer technology has advanced at such a phenomenal rate that it is currently far ahead of the ability of the supply and logistics field to adequately utilize the new technologies. The communication capabilities have fundamentally changed the way we think about communications and information sharing. However, supply chain and logistics planning is still primarily based on the distributed models that came as the result of personal computers. There is no question that academic research can enable a new generation of supply chain and logistics planning technology based on centralized planning with distributed collaboration. These technology advances can provide tremendous value in addressing traditional supply chain and logistics areas such as warehousing and distribution, transportation, and manufacturing logistics. However, there are also many non-traditional areas such as health care logistics and humanitarian logistics which can get great value from building on the concepts and technologies that have already proven successful in the traditional supply chain and logistics areas. Finally, there are extremely valuable insights to be gained by systematically studying the supply chain and logistics performance of companies across multiple industries and countries. The Evolution and History of Supply Chain Management Adam Robinson Adam Robinson oversees the overall marketing strategy for Cerasis including website development, social media and content marketing, trade show marketing, email campaigns, and webinar marketing. Robinson works with the business development department to create messaging that attracts the right decision makers, gaining inbound leads and increasing brand awareness all while shortening sales cycles, the time it takes to gain sales appointments and set proper sales and execution expectations.

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## Chapter 5 : The Evolution and History of Supply Chain Management

*Several ship's logs for the Royal Mail steamers Nile and Oruba for survive in the Public Record Office at Kew. Though no more than a basic note by busy officers, they provide a rather blunter take on life at sea than the pictures of leisure and pleasure painted by the passengers and the shipping company guides.*

While the slowdown in investment and consumption also affected maritime cargo, the sector is bound to bounce back once the overall economy brightens up again, buoyed by strong freight demand in the ASEAN region. Construction of new port facilities will eventually alleviate congestion at major terminals, which has been one of the greatest constraints on growth in the industry. Indonesia has more than commercial ports, but many of them cater to fairly small vessels on domestic runs, and only few have container facilities. The shortage of large ports capable of receiving trans-oceanic vessels has given rise to an inefficient system. It is still unable to accommodate very large container ships, though its long-term expansion is set to enable it to handle vessels with a capacity of up to 18, TEU twenty-foot equivalent units. Increasing demand, particularly for domestic shipping, has sparked a vast increase in the Indonesian commercial fleet: The rising number of vessels tripled total volume capacity from a gross tonnage GT of 5. National shipping lines benefit from the cabotage principle enshrined in Law No. Activities foreign firms can provide, as long as no Indonesian company is available, are oil and gas surveying, offshore construction and support for offshore operations, as well as dredging and salvage and underwater work. Ideally, shipyard capacity would grow hand in hand with the shipping business, but that has not been the case in Indonesia. Some shipyards in the country have a combined annual new-building capacity of around , dead weight tonnes DWT and maintenance capacity of 10 million DWT. While those figures represent significant increases over the past years, they fail to accommodate the needs of the growing national fleet, not least because many local yards are incapable of putting out large ships. The Batam-Bintan-Karimun Free Trade Zone FTZ is developing into a shipbuilding centre, capitalizing on its proximity to the financial hub of Singapore, where most of the investment comes from. While the success of the project has been the topic of debate, the FTZ does grant industries operating within its borders significant benefits in terms of taxation and duties. The Shipping Law The Shipping Law simplifies rules on business licensing and port management with the aim of boosting competition and inviting more private investment. To this end, the law also does away with the monopoly in port services enjoyed by state-owned port operator Pelindo or more precisely, Pelindo I, II, III and IV, each of which operate in different regions. Yet competitiveness of the industry is still left wanting, with importing and exporting companies lamenting congestion and poor services at Indonesian ports. The government is committed to boosting maritime transportation through public-private investment into port facilities, especially in under-developed eastern regions. Chief developer Pelindo IV is considering cooperating with private or other state-controlled companies on the project, which is somewhat behind schedule. Construction work is expected to commence in Other projects for new or expanded ports are underway around the country, notably in Jakarta, where impeded port access and congestion often delay charging or discharging of cargo and in some cases mean ships leave Tanjung Priok port before they are fully loaded in order to keep to their published schedules. Challenges Insurers tend to charge premiums on Indonesian shipping operations to offset a number of specific risk factors, including piracy and labour disputes. A report by the International Maritime Bureau IMB ranks Indonesia as one of the worst affected countries for piracy, in stark contrast to the global trend of piracy easing off. The industrial centre of Batam, which also harbours a lot of foreign-owned shipbuilding operations, has experienced tenacious strikes and some violent protests in recent years, despite wages there already exceeding typical national levels. There have been indications that some of the protests since were politically instigated, giving rise to hope that industrial relations may improve after the general elections. The easiest way for foreign players to engage in the sector is through collaboration with local companies, be it in shipping, shipbuilding, port development or port management. Experienced global companies can offer funding and

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knowhow to help local firms upscale and modernize their operations in preparation for intensifying competition in the ASEAN region. Global Business Guide Indonesia -

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## Chapter 6 : industrial relations | Lost at sea

*Traditionally, the term industrial relations is used to cover such aspects of industrial life as trade unionism, collective bargaining, workers' participation in management, discipline and grievance handling, industrial disputes and interpretation of labor laws and rules and code of conduct.*

Once the system receives labour demand notices from the port, it appropriately assigns qualified workers. Specifically, the system accurately assigns and deploys more than port workers across three shifts on a daily basis, such that there is less down time and a ready supply of labour to fulfil the requirements of the ports. E-Labour capitalises on both the use of technology which minimises the input of a heavily staffed human resources management framework, and the up-skilling of workers. The reporting capabilities of the system are vital to operational efficiency at the ports. Workshops and lunch and learn seminars expose members to best practices and cutting-edge industry-relevant skills. Our seminars have been an important avenue for key national interests to interact with our members and the wider community in order to foster better business relationships. It is also a key avenue for shipping interests to gain information on crucial international development. Port workers benefit from broad exposure to internationally aligned and accredited training at the classroom level and on the job. This training is geared at equipping port workers with modern stevedore skills that benchmark global standards. Each worker now possesses more than one skill and is therefore, able to offer immediate solutions to complex jobs. For example, lashers are able to operate cranes or work in other specialised areas. Importantly, this training programme has created a new culture and attitude among port workers that is outcome-focused, resulting in a significant reduction of major disciplinary offences. In other words, the SAJ workforce has developed a professional identity that is committed to efficient operations at the ports. The SAJ also offers training to the wider business community. This was initiated by the needs of the shipping industry but is an inclusive offering and serves as a networking and business enrichment platform. Industrial Relations The SAJ plays a bench-marking role in collective bargaining agreements in the Jamaican maritime industry, such that the outcomes of negotiations are cascaded throughout the system and implemented by other ports. As a leader in the industry, SAJ substantially affects the tone of industrial relations and consequently has been pivotal in creating a stable workforce. Importantly, the SAJ has been able to balance the interests of all stakeholders – ship owners, terminals, employers and stevedore workers, gaining the respect of all and becoming an institutionalised part of the industry. Ongoing engagement with workers through small group sessions and an intensive focus on human resource development has also augured well for the current industrial relations climate. The service is approved by the Ministry of National Security and Justice, and the personnel and dogs, after an initial training exercise, are required to participate in annual refresher courses, conducted by the Jamaica Constabulary Force Canine Division. Public Relations and Communications The SAJ continues to project a strong and positive image of the industry through a dynamic communications programme. This is aided through activities such as:

## Chapter 7 : Discipline at sea and industrial relations in the shipping industry (Book, ) [blog.quintoapp.com]

*The paper examines industrial relations in the shipping industries of Australia and the United States. The two countries have to a considerable extent demonstrated polar approaches to the issue of reform in the context of 'globalisation' pressures.*

## Chapter 8 : Managing Human Resources in the Shipping Industry: 1st Edition (Paperback) - Routledge

*Industry in the Late Nineteenth Century with Particular Reference to the Period " (unpublished blog.quintoapp.com, thesis, University of Hull, ); J. McConville, "Industrial Relations in the UK Shipping Industry Since the.*

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Chapter 9 : Discipline at Sea: Jack Sadler: [blog.quintoapp.com](http://blog.quintoapp.com): Books

*If these industrial relations escalate into conflict, there could be a significant disruption to service delivery. We only have to look back to the West Coast dispute of / to realize the potential damage to the industry as a whole.*