Mentoring in the 21st Century

- What is mentoring and what does it seek to achieve?
- How does mentoring benefit the seafarer?
- Is there evidence that it achieves its objectives?
- What is the future?
Who are Northern Marine?

- A Shipowner’s Ship Manager
- 11 Worldwide offices, HQ in Glasgow
- Over 400 staff – >230 in UK
- Managing over 140 Ships
- >9000 Seafarers, multicultural manning
- High Investment in Training
- Strong Cadet programme (100 UK Cadets)
- Established 30 years ago – long term focus
What is mentoring and what does it seek to achieve?

"Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop their skills, improve their performance and become the person they want to be."

- *protégé* (male), a *protégée* (female), an *apprentice* or, in recent years, a *mentee*.

Mentoring has been an essential element of sea-going lore for centuries

The original Mentor was a Ship’s Captain
The Maritime Industry

Built up on the practice of mentoring;

- Industry Newcomers
- Cadets, Trainees & ratings apprentices
- Transfer of experiential skills – between all ranks
- Promotion - in all ranks.
Increased need for mentoring

- Faster promotions
- Increased demands on working time
- Shorter periods for sea time requirements for a COC
- Demands of modern QA systems
- Increasing vital role in providing our seafarers with the necessary skillsets for advancement, both in knowledge, management and practical skills.
Modern day mentoring

Developed into more than that personal relationship between two persons

Organisations must facilitate employees to impart wisdom to and share knowledge with a less experienced colleague.

Mentoring should be both formal and informal
Types of Mentoring

- Individual Mentoring
- Company Mentoring
- Industry Mentoring
Individual Mentoring

- One on one mentoring between two paired individuals is seldom achievable
- Increasingly passed from one senior to another
- Incorporated into company management system
- Appraisals built around a mentoring model
- Formal evidence of competency training
- Simulators increasingly used to pass on knowledge by Instructors - there to mentor and not to judge.
Company Mentoring

Company provides the framework and structure to allow mentoring culture.

Culture must encourage and allow mentoring to take place as a matter of routine and not of chance.
Industry Mentoring

• The Nautical Institute
• The MNTB Ambassadors at Sea programme
• The Offshore Industry Competency Schemes

• Key to mentoring is communication.
• Key to communication is cultural awareness and the removal of cultural barriers.
Stena Association of Maritime Institutes

An association created to share knowledge amongst nine maritime Institutes representing major seafaring Nations.

- Cultural understanding - the All Aboard Booklet
- Student & Lecturer Exchange
- Common courses sharing best practice
- Standardised Simulator Training
- Angola Campus

Interacting to share knowledge and experience in delivery of high standard training to seafarers – sharing of best practice, curriculums, Personal Development Programmes, all these are practised by STAMI and can be considered to be a form of mentoring.
A two way street

- Mentee must take responsibility
- Format questions
- Identify own areas of weakness
- Observe own situation
- Put the knowledge into practice.
- Understand the knowledge, seek clarification
How does mentoring benefit the seafarer?

Mentoring, individual, corporate or industry;

• ‘Fast track ‘to practical knowledge
• Fosters remembrance of good practice
• Role model - model mentor?
• Benefit for the Mentors
• Mentoring benefits all onboard
• Social mentoring – setting an example
• Bridge the gap between the university of life and theoretical knowledge
• Bridge the Cultural Gap.
Is there evidence that it achieves its objectives?

Direct evidence is difficult to pinpoint with outcomes rarely formally assessed.

Companies that encourage and facilitate mentoring inevitably have well run ships as evidenced by;

- Higher than average safety records achieved by involving all onboard,
- Lower than average LTI record,
- Lower staff turnover, high officer retention,
- High Oil Major Rating (High TMSA level, good OCIMF vetting record),
- Properly conducted and recorded appraisals,
- More internal promotions,
- Master with Chief Officer on the Bridge during manoeuvring,
- Officers involved in administration,
- Cadet Training Officers properly appointed.
What is the future?

The 21\textsuperscript{st} century brings significant challenges in increased and more concentrated workload, more sophisticated automation with more single operator functioning, less sea time for gaining certificates of competency and less time available for on the job training.

However it also brings us valuable tools which can be used. Modern computer systems, greatly improved simulators and instant communication to a standard which in the last century would have only been dreamt about. We must be able to use these 21\textsuperscript{st} Century tools by creating and constructing a culture and framework to facilitate mentoring.
How do we do it?

**Mentoring must:**
- Be built into the SMS of a Company
- Be part of Appraisal system
- Recognise the increasing role of simulators – e.g. Ship Handling skills.
- Be part of the transition from newly qualified cadet to competent Watchkeeper.

**We need to ensure:**
- HELM training provided for present generation of senior officers
- We mentor cadets with ex Master or Chief Engineer
- We carry out personal debriefs after every trip
- Have Ship Superintendents ride ships, observe, guide and mentor.
Grow your Own

• Set Structure or framework to allow mentoring can take place

• Remove borders by encouraging behavioural programmes such as BBS

• Use the English language

• Establish policies where mentoring can grow, cultural awareness so mentoring can flourish and allow smooth flow of communication between individuals.

• Do not forget the shore staff!!
Mentoring works!

- We need to grow competent and confident people, which like plants will grow on their own, but will **flourish** when nurtured.

THANK YOU