

Research title (a concise sub-title is available if needed)

A CSR awareness program to enhance capacity building in good governance of multi-cultural employees and safe operations – Good Governance of Multi-cultural Safety (PGMS)

Research objectives (describe the relationship with the desirable goals in about 300 words)

This research project embraces the "Corporate Social Responsibility (CSR)" basics which denote the continuing commitment by business to behave ethically for economic development and improvement of the quality of life of the workforce [Holme and Watts, 2000]. CSR components are widespread and as such, a focus of CSR is to amalgamate ISM and the cultural aspect of shipping [Coady and Strandberg, 2012]. Hence, the project adheres to promoting CSR in the maritime field by considering the challenges connected to IMO's top agenda [IMO official webpage, IMO Model Courses]. The status quo is that seafarers from developing countries are more likely to accept relatively basic living and working conditions [Progoulaki and Roe, 2011]. India, The Phillipines and Indonesia are major crew providing countries for the EU [Study on EU seafarers: Final Report, 2011] by manning agents who are intermediaries between seafarers and shipping companies [(Papademetriou et.al, 2005]. They are involved in the recruitment of competitive seafaring labour of questionable qualifications from developing countries [BIMCO/ISF, 1995; Cooper ,2000] to help ship owners reduce the cost of operation via flagging out [Progoulaki and Roe, 2011]. The manning scales have not looked deeply enough at the multi-cultural aspect and on the consequences for watchkeeping and safety standards on board [Leander, 2010]. This can create a working environment which promotes insecurity, stress and poor motivation among seafarers and is a clear violation of Article 6 of the ISM Code [Resources and Personnel]. Moreover, the need for cultural awareness training became apparent in past IAMU projects (Parsons et al., 2010; 2011) as well as in the frames of the present proposed analysis, while it is one of the basic proposals for CSR in shipping companies [DNV, 2004]. The rationale is that a skilled and multi-cultural conscious crew working under a verified safety-management system [ISM Code, 1.4] helps a company to provide safe and efficient services and eventually reduces modern shipping challenges. It is important to note that the Maritime Labour Convention [ILO, 2006] refers to the important role of manning agents and crewing companies, while it clearly states that a crew's welfare, health, accommodation and recreational facilities should "take into account the different cultural and religious backgrounds". However, this aspect has not been addressed sufficiently owing to the fact that MLC, which is due on August 20, 2013, focuses more on the working and living conditions onboard and seafarers' rights, and less on the relation between CSR and multicultural safety.

Every shipping company can manage its culturally diverse human resources in a socially responsible manner by monitoring the services offered by its manning agents. The target groups for this project are selected manning agencies of India, Indonesia and The Phillipines; seafarers, ship's officers and shore based personnel. The project objective is to extend knowledge and promote "CSR governance" to a team of trainees by creating a standardized Undergraduate curricula for a Leadership and Multi-cultural Crew Management Awareness program. In this regard, PGMS is dedicated to motivate the team via simulation based trainings (CBT) to change its behaviour to good governance practices during everyday operations. This includes understanding of the importance of good management and teamwork and the willingness to develop management frameworks to cope with modern shipping challenges. The foundation of this project is laid on the planning of CSR strategies and shipping practice in the maritime industry.

Description of work (possibly broken down into tasks, and role of partners in about 500 words)

PGMS shall commence with analysis of relevant International Conventions i.e. ISM Code and ways to channel these in CSR strategies regarding multi-cultural leadership. In this regard, PGMS aims to review pertinent CSR studies dealing with multicultural human resources in the maritime industry. A vital focus of PGMS is centered on promotion and awareness of CSR governance and multi-cultural leadership based on the initial findings/analysis and investigations conducted via qualitative methodology which entails;

- a) A survey among crew managers & manning agents. Research method will comprise a questionnaire.
- b) Qualitative follow-up interviews of seafarers, crew managers and manning agents.

This data shall reflect how the ship-owners and operators are taking steps to improve their performance through the implementation of formal safety and quality management systems and move towards a more socially responsible behavior i.e. envisage current CSR practices of selected companies. The "Leadership and Multi-cultural Crew Management Awareness" is an endeavor to optimize the trainee's efficiency and productiveness in the practice of their profession. To achieve the optimum goal PGMS aims to train and work with the two ends of the shipping industry; the sharp end which comprises of frontline operators of developing countries i.e. seafarers, crew members and ship's officers and the blunt end is the conglomeration of manning agencies and shore based personnel's who form a part of human resources. They shall be selected in mutual consultation amongst the "project partners" and short listed on the basis of response. For training data and material preparatory work PGMS shall bring together two already existing research groups at WMU i.e. "MaRiSa" and "CSR Maritime" (see annex 1). It can also be mentioned that this project is in line with WMU internal goals of developing e-learning and knowledge platforms and the prominent ambitions of IAMU to produce knowledge platforms collaborations within the IAMU organisation.

The objective of the program is to focus on practical provisions of MLC 2006 as regards to safety and multicultural issues, the ISM Code and the STCW amendments.

The awareness program will contain a short CBT (computer based training) based on the collected data, good management practices and authentic case studies related to multi-cultural issues and safety. A "follow-up study" could be conducted to observe the responses and can be published in the form of a handbook that supports the CBT program.

The progress and the results of the research will be presented to IAMU AGA 2014.

The research work is planned for 10 months starting from May 2014 and finalized by May 2015 (see Annex 1; Gantt chart). The research is deemed to cover the following work packages (WP);

- WP1: Analysis of relevant International Conventions- hereunder the ISM code and how this can be reflected in CSR strategies regarding multi-cultural leadership. (WMU) [May - July 2014]
- WP 2: Conduct review of relevant CSR issues and studies dealing with multicultural human resources in the maritime industry. (WMU and Dr. Maria Progoulaki- Maritime expert) [June- August 2014]
- WP 3: Collect and analyse data from questionnaire survey from seafarers, manning agents and shore-based personnel. (WMU and BREMEN)[September- December 2014]
- WP 4: The development of a CBT program "Leadership and multi-cultural crew management awareness" (WMU and BREMEN)[December 2014 - February 2015]
- WP 5: Review and test the CBT program. (WMU, BREMEN and Dr. Maria Progoulaki - Maritime expert) [March 2015]
- WP 6: Write up report (WMU and Dr. Maria Progoulaki - Maritime expert) [April- May 2015]


<p>Deliverables (brief description in about 200 words)</p> <p>The are two main deliverables of the project. D1: is the CBT program. D2: is the final report comprising documentation of the performed studies, gained results and recommendations. These deliverables shall be the project milestones of PGMS and the building-blocks in studying CSR issues within IAMU and between IAMU member institutions and maritime experts. The project shall be presented at the Australian Maritime College in October 2014 and depending on the work-progress, it is within the intention of the "project-partners" to prepare a common publication in a peer reviewed international journal. The main results shall be disseminated to interested IAMU member institutions and relevant shipping companies. Finally, the results can be forwarded to IMO as a contribution to the on-going development of "IMO Model Courses".</p>
<p>Research partners</p> <p>Name and position: Dr. Thomas Pawlik, Ph.D. Prof., Dean of Maritime studies</p> <p>Specializations: Maritime Business Management, CSR</p> <p>Affiliation: Bremen University of Applied Sciences, Centre of Maritime Studies</p> <p>Responsible task(s): WP: 3,4,5 Research and Analysis</p> <p>Phone, Fax and e-mail: (Phone): +49 421 5905 4420 (Fax): +49 421 5905 4421 (E-mail): Thomas.Pawlik@hs-bremen.de</p>
<p>Name and position: Dr. Michael Baldauf, Ph.D., Associate Professor</p> <p>Specializations: Maritime Risk, Environment Safety, Transport eng., Simulation, E-navigation</p> <p>Affiliation: WMU, Research group MaRiSa</p> <p>Responsible task(s): WP: 1,4,5 CBT and safety issues</p> <p>Phone, Fax and e-mail: (Phone): +46 40356390 (Fax): + 40128442 (E-mail): mbf@wmu.se</p>
<p>Name and position: Dr. Maria Progoulaki, Maritime Expert</p> <p>Specializations: Maritime HR and Crew Management, Crosscultural MET, CSR, MLC</p> <p>Affiliation: Independent Maritime HR Consultant, Maritime Expert</p> <p>Responsible task(s): WP: 2,5,6 Research, data analysis, review.</p> <p>Phone, Fax and e-mail: (Phone): 0030 6974 967249 (Fax): n/a (E-mail): m.progoulaki@aegean.gr</p>

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<p>Name and position:Dr. Lisa Loloma Froholdt</p> <p>Specializations:MET, Human Factors, CSR, Cross-cultural issues</p> <p>Affiliation:WMU</p> <p>Responsible task(s):WP: 1-6 Project management, data & research analysis, CBT</p> <p>Phone, Fax and e-mail: (Phone): + 46 40356375 (Fax):+ 40128442 (E-mail): lf@wmu.se</p>
<p>Name and position:a Research Assistant will be employed</p> <p>Specializations:Maritime Law</p> <p>Affiliation:WMU</p> <p>Responsible task(s):WP. 1 Analysis of relevant International Conventions</p> <p>Phone, Fax and e-mail: (Phone): (Fax): (E-mail):</p>

Please extend this table if there are more than 5 partners to your project.

Research schedule (as per the attached Gantt Chart)
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Work packages	FY 2014						FY 2015						
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1 Analysis of relevant International Conventions													
2 Review of CSR issues and studies													
3 Collect data													
4 Develop PGMS awareness program													
5 Review and test PGMS awareness program													
6 Write conclusions, report and follow-up study suggestions.													



Start of research work



Presentation Interim report at AMC 2014



Submission of Summary Report (end of March 15)



Review and test CBT program



Submission of Final Report (End May 2015)

Annex 2:

References

Coady L. and Strandberg O., *'Corporate Social Responsibility and the Shipping Industry: A Global Perspective'*, April 2012,

Cooper A., *Implications of Maritime Globalisation for the crews of merchant ships*, (2004), Journal of Maritime Research, February, DNV.

Det Norske Veritas (DNV), *Corporate social responsibility in shipping- guidance for shipping companies*, Technical Report No. 2001-1536, Revision No. 1, 2004.

Holme R. and Phil Watts, (2000), *Corporate Social Responsibility: Making Good Business Sense*, 2000, Geneva, Switzerland: World Business Report for Sustainable Development.

ISM Code and Guidelines on Implementation of the ISM Code 2010, Resolution A.741(18) as amended by MSC.104(73), MSC.179(79), MSC.195(80) and MSC.273(85).

Leander T., *Seafarers in short supply*, May 20, 2010, BIMCO official website, available at https://www.bimco.org/en/About/Press/BIMCO_in_the_Press/2010-05-20_Seafarers_in_short_supply.aspx

Parsons, J., Potoker, E., and M. Progoulaki (2011), Cross-cultural competency development for maritime professionals through education and training- Phase II, Research project awarded by The Nippon Foundation through International Association of Maritime Universities, Memorial University, Marine and Fisheries Institute, St. John's, Newfoundland, Canada, December.

Parsons, J., Potoker, E., Progoulaki, M. and B.P. Batiduan (2010), Cross-cultural competency development for maritime professionals through education and training- Phase I, Research project awarded by The Nippon Foundation through International Association of Maritime Universities, Memorial University, Marine and Fisheries Institute, St. John's, Newfoundland, Canada, December.

Papademetriou G., Progoulaki M., and I. Theotokas (2005), *Manning Strategies in Greek Owned Shipping and the Role of Outsourcing*, *Proceedings of 12th International Association of Maritime Economists Conference*, Limassol, Cyprus, June 23-25.

Progoulaki M. and Roe M., (2011), *Dealing with multicultural human resources in a socially responsible manner: a focus on maritime industry*, WMU Journal of Maritime Affairs, 10:7-23, p. 11, para. 1.

Speech by Koji Sekimizu (Secretary General of IMO), *Seminar on CSR Activities in the Shipping Industry*, April 26 2012, Singapore.

Study on EU seafarers: Final report, (2011), European Commission Directorate-General for mobility and transport, Directorate C – Maritime transport, MOVE/C1/2010/148/SI2.588190, May 2011, p. 31.



Basis for calculation of Budget FY2014

(Unit:US\$)

Research Title	Good Governance of Multi-cultural Safety - PGMS			Amount by Item
Sub title (if any)	NOTE: This budget is prepared to cover part of the intended efforts undertaken in the project, but are calculated so that they fall within the IAMU stipulations for a proposal budget.			
Amount	Basis for calculation			Amount by Item
(US\$11,700)	1) Air Travel Expenses			
	Partner meeting Bremen	\$425 x 4 Ps	x 1 Times	= \$1,700
	Participation AGA 2014	\$2,000 x 2 Ps	x 1 Times	= \$4,000
	Data collection trip Manilla + other	\$1,500 x 2 Ps	x 2 Times	= \$6,000
(US\$6,410)	2) Accommodation cost			
	Australia	\$211 x 2 Ps	x 5 Nights x 1 Times	= \$2,110
	Manilla	\$175 x 2 Ps	x 5 Nights x 2 Times	= \$3,500
	Bremen	\$200 x 4 Ps	x 1 Night x 1 Time	= \$800
(US\$850)	3) Local Transportation cost etc.			
	Australia	\$50 x 2 Ps	x 5 Days x 1 Times	= \$500
	Manilla	\$25 x 2 Ps	x 3 Days x 1 Times	= \$150
	Bremen	\$25 x 4 Ps	x 2 Days x 1 Time	= \$200
(US\$30,000)	4) Personnel expenses: Salary cost for researcher, part-time employment etc (No more than 50% of Total Amount)			
	WMU WP 1-6	\$5,250 x 3 Persons	x 1 Times	= \$15,750
	BREMEN WP 3,4,5	\$9,000 x 1 Persons	x 1 Times	= \$9,000
	MP WP 2,5,6	\$5,000 x 1 Persons	x 1 Times	= \$5,000
	WMU WPI-6	\$25 x 1 person	x 10 Times project management	= \$250
(US\$10,500)	5) Research cost (Including costs for communication, Data, Meeting etc.)			
	Project meeting	\$100 x 5 Persons	x 1 Times	= \$500
	Data compilation	\$1,250 x 2 Set	x 2 Times	= \$5,000
	Knowledge platform development	\$5,000 x 1 Piece	x 1 Times	= \$5,000
(US\$200)	6) Miscellaneous (Consumables, Office supplies etc.)			
	Stationary & report exp.	\$200 x 1 Pieces	1 Times	= \$200
US\$59,660	Total Amount			

Note:

- 1 Consignment Contract : The Contractor/Research Coordinator should achieve the tangible results within the contracted amount.
- 2 Payment condition : A maximum 60% of the total budget amount will be paid upon receipt of the invoice from the contractor within thirty days following the completion of the contract. The remainder of the payment (40%) will be paid upon receipt of the invoice from the contractor on the premise that IAMU's IEB approves the results of the project.