



Subject Area no. 9: Crew management & recruitment

Principle: The company deploys competent people and adequate resources aboard vessels in its fleet.

Level	Expectations	Targets	Suggested objective evidence
Basic	<p>The company has processes that address crew matters i.e., recruitment, training requirements, appraisals, manning levels, disciplinary, code of conduct, work, and rest hours, etc.</p> <p>Recruitment of seafarers include a pre-employment medical examination.</p>	<p>There are processes for management and recruitment of personnel.</p> <p>Recruitment process includes qualifications, competence, training, fitness to work, background checks, document authenticity checks, interviews, etc.</p> <p>There is a code of conduct and a disciplinary procedure.</p> <p>Medical checks to ensure seafarers are fit for service.</p> <p>There is an appraisal process for all seafarers. Appraisals are conducted regularly, and the appraisals are reviewed and followed up, where necessary.</p>	<p>Crew policies and procedures</p> <p>Selection criteria</p> <p>Job descriptions</p> <p>disciplinary procedures</p> <p>Medical checks.</p> <p>appraisal process.</p> <p>Appraisals reviewed in office ashore.</p>



DBCE

Dry Bulk Centre of Excellence

Subject Area no. 9: Crew management & recruitment			
Level	Expectations	Targets	Suggested objective evidence
Basic (cont'd)	Where crew management, is partially or fully outsourced, the crewing agency will undergo an annual audit by the ship manager to ensure the contracting company complies with all the ship manager's requirements. The company has a policy on drug and alcohol abuse aboard its vessels consistent with local laws and industry best practices.	Annual audits of companies providing outsourced manning services. The company supports its policy by carrying out drug and alcohol screening.	Records of audits. Drug and Alcohol policy.
Intermediate	The company has HR processes for: - crew recruitment with appropriate levels of approvals, - crew appraisal process with performance feedback and identification of training needs. - crew personal development plans. - drug and alcohol testing. - disciplinary procedures.	There are procedures for obtaining approvals at the appropriate levels of the company during the recruitment process. Where applicable skill tests including language tests are conducted. Drug and alcohol policy includes testing.	Approval levels for different ranks. Standards for language testing and skill levels. Drug and alcohol test results.



Subject Area no. 9: Crew management & recruitment			
Level	Expectations	Targets	Suggested objective evidence
Advanced	<p>Management level officers undergo appraisals appropriate to their positions.</p> <p>The company has a defined promotion process and aims to promote vessel staff from within the fleet, if possible.</p> <p>Crew management is reviewed annually.</p> <p>The Company monitors the retention rate of management level officers over a 2-year period. Manning levels are reviewed at least annually to ensure they are adequate.</p> <p>The company employs officer cadets aboard its vessels.</p> <p>Medical checks include additional aspects of physical health.</p>	<p>Management level officers undergo appraisals during superintendent visits or office visits.</p> <p>Promotion procedure is defined. Career advancement is documented by the company.</p> <p>Manning levels are adjusted due to maintenance issues, changes to trading patterns and transit through high-risk security areas.</p> <p>Enhanced pre-employment medical checks to screen for underlying conditions and illnesses.</p>	<p>Appraisals carried out by visiting superintendents or during management level debriefings. Promotion procedure / requirements. Career advancement records.</p> <p>Records of additional manning Review of retention rate.</p> <p>Records of officer cadets.</p> <p>Enhanced pre-employment medical checks.</p>



Subject Area no. 9: Crew management & recruitment			
Level	Expectations	Targets	Suggested objective evidence
Excellence	<p>Current & future manning needs part of company's annual review.</p> <p>The company operates a formal cadet training program to ensure future manning needs can be met.</p>	<p>Succession and recruitment planning includes profiling of competence, experience, and retirements.</p> <p>Deck/engine cadets form part of the companies manning strategy.</p>	<p>Succession planning roadmap Review of retention rates and impact on manning needs.</p> <p>Cadet training program - KPI of cadets per ship.</p>