



**Subject Area no. 7 HR management and recruitment (office)**

**Principle:** The company establishes an organisation that allows it to deliver its objectives effectively through the deployment of competent people and adequate resources ashore.

Level	Expectations	Targets	Suggested objective evidence
Basic	<p>The company has formal processes that address HR matters e.g., recruitment, appraisals, etc.</p> <p>The company has an organisation chart.</p> <p>All positions are identified with supporting documentation for key positions i.e., job descriptions with roles, responsibilities, and minimum qualifications for each role.</p>	<p>There are processes for management and recruitment of personnel.</p> <p>An organization chart is in place with appropriate lines of reporting.</p> <p>Organisation chart shows DPA, CSO and other key staff.</p> <p>Job description, roles responsibilities, and minimum qualifications for key positions on the office are documented.</p>	<p>HR policies and procedures.</p> <p>Organisation chart for office. Job descriptions, roles, responsibilities, and minimum qualifications.</p>



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Intermediate	<p>The company has HR processes for:</p> <ul style="list-style-type: none"> <li>- Role specific recruitment for key shore-based staff with appropriate levels of approvals</li> <li>- appraisal process with performance feedback and skill set gap analysis.</li> <li>- personal development plans</li> </ul> <p>The company monitors the retention rate of key shore-based staff</p>	<p>There is a documented process for:</p> <ul style="list-style-type: none"> <li>- selection process which shall include but not be limited to needs, qualifications, competence, training, health fitness to work, background checks, document authenticity checks, interviews, etc.</li> <li>- for obtaining approvals at the appropriate levels of organization during the recruitment process</li> </ul> <p>There is an appraisal process for personnel where appraisals are carried out at least annually.</p> <p>The company has a target retention rate for key shore-based staff</p>	<p>HR procedures</p> <p>Documented interview notes.</p> <p>background/qualification checks</p> <p>documented sign off for approval of hires.</p> <p>appraisal procedures &amp; forms</p> <p>personal development plans</p> <p>Retention rate target for key shore- based personnel.</p>



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Advanced	<p>The recruitment process includes a requirement for shipboard experience for certain shore positions.</p> <p>The appraisal process includes annual target setting and evaluation.</p> <p>The company has an organisational chart to display the relationships between internal (office, ship and support) including all HSSE functions. External (flag, class, charterers, etc.) communications responsibilities are documented in SMS.</p>	<p>The company has identified key positions ashore with a minimum management level experience aboard vessel, to understand shipboard operations.</p> <p>Annual target setting and evaluation.</p> <p>HSSE representation at executive level reporting directly to the CEO Interface document available defining reporting and communication lines between stakeholder or adequately documented in job descriptions, procedures, etc.</p>	<p>Experience matrix with shipboard management level service.</p> <p>Annual performance reviews</p> <p>Interface document.</p> <p>Org chart with HSSE position that reports to the CEO</p>



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Excellence	<p>The recruitment process includes tests aptitude, personality and/or skills.</p> <p>Annual performance evaluation includes a mid-year review.</p> <p>Organisation chart is reviewed periodically with senior management reviewing staffing levels and competencies.</p> <p>Roles, responsibilities, and job descriptions are reviewed on a periodic basis.</p> <p>Current /future manning needs form part of company's annual review</p>	<p>Aptitude, personality, skills - psychometric evaluation, etc.</p> <p>Annual performance evaluation includes a mid-year review.</p> <p>Organisation chart is reviewed periodically by senior management.</p> <p>Periodic reviews of job descriptions.</p> <p>Staffing levels form part of the management review.</p> <p>Lessons learnt from exit interviews with personnel are used to enhance retention.</p>	<p>Performance reviews with mid-year reviews.</p> <p>Review of organisation chart by senior management.</p> <p>Minutes of management review include staffing levels.</p> <p>People resourcing strategy.</p> <p>Exit interviews records.</p>