



PORT WORK

Development Project

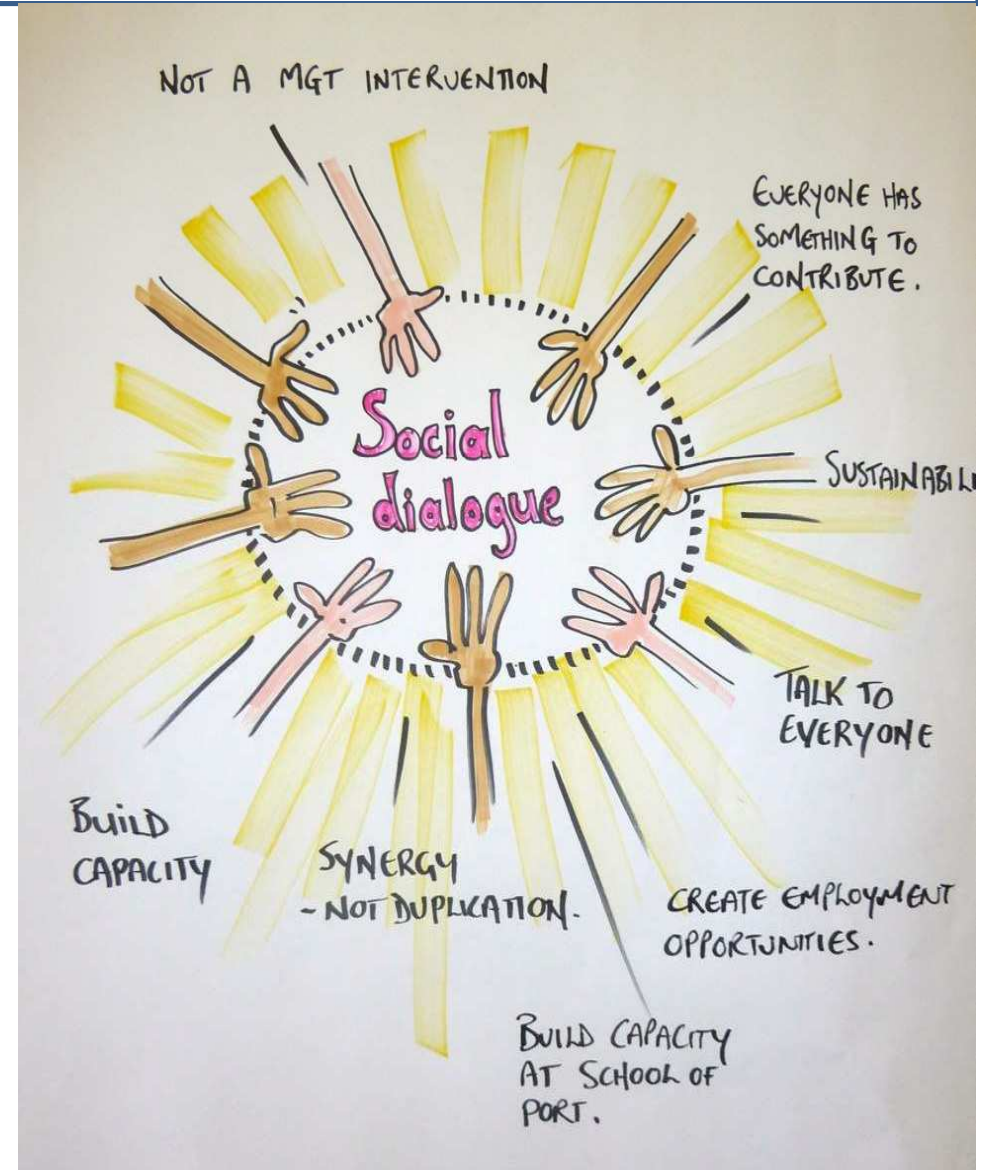
PORT WORK DEVELOPMENT PROJECT

- ❑ Port Work Development Project Commenced in June 2011
- ❑ **Four immediate objectives:**
 - I. Promote a more dialogue-driven mediation of stakeholders interests in the Port of Durban (Durban Container Terminal –DCT)
 - II. To create a more conducive policy and regulatory framework for “doing business” – DCT with emphasis on Human Resources Development (HRD)
 - III. To strengthen the capacity of the School of Port Operations – to provide DCT with a range of workforce centred training and advisory services
 - IV. TO boost the capacity of all Port stakeholders to fully unlock the benefits of the HRD effort



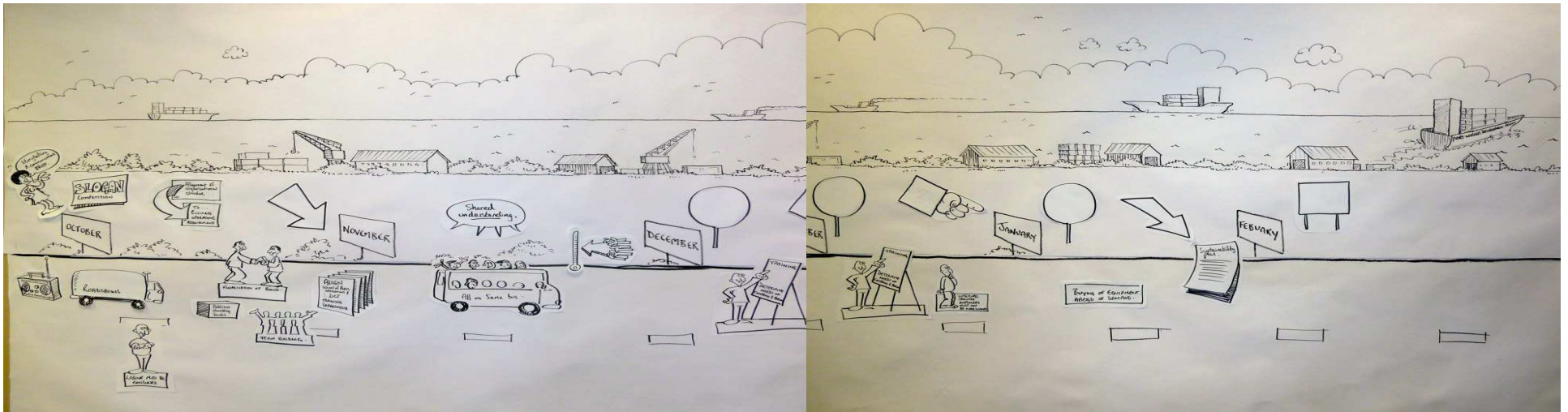
PROJECT HIGHLIGHTS TO DATE

- ❑ Consolidated event in August 2011 – with DCT Management; Labour and Donors
- ❑ Key aspects of the project agreed upon



PROJECT HIGHLIGHTS TO DATE

- ❑ **Study tour** 16 delegates (Durban Container Terminal Management, Labour and ILO Project) offices APEC, Antwerp, STC, Rotterdam
- ❑ The “Look and Learn” objective sharing experiences of the host countries regarding **social dialogue, port training facilities and operational exposure** issues that may be relevant for our South African context.
- ❑ Recommendations in the following areas: **People, Safety, Speed, Quality and Cost**



PROJECT HIGHLIGHTS TO DATE

- ❑ Project sponsored 3 delegates from the School of Port Operations to attend the Port Work Development (PDP) Chief Instructor course in Turin Italy
- ❑ Collaboration potential of Chief Instructors throughout ILO member states
- ❑ Strong showing by the South African delegation raised profile of School of Port Operations as a regional source of support

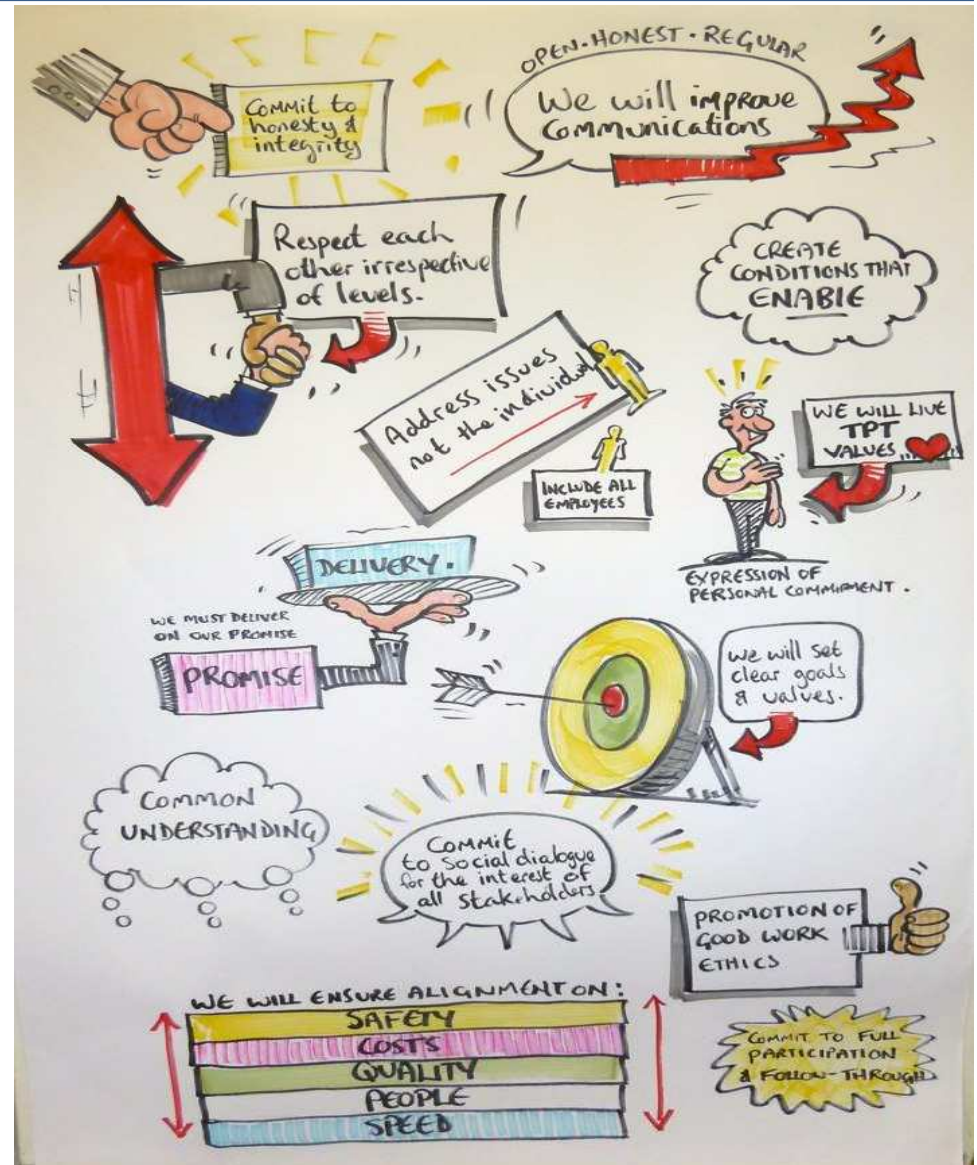


UPCOMING PROJECT ACTIVITES

- Container Terminal Management Programme for Managers in Antwerp – APEC (11th – 22nd June 2012 – 5 DCT delegates) as part of the project
- Container Terminal Management Programme for Supervisory staff in Durban presented by APEC (2nd – 6th July 2012 – 60 delegates)
- Planner training discussion with STC (Rotterdam / South Africa) – August 2012
- Principles of Social Dialogue and Negotiations skills with the ILO for Management and Labour
- Discussions with SERV and FVN for further interaction / capacity building programmes for Labour

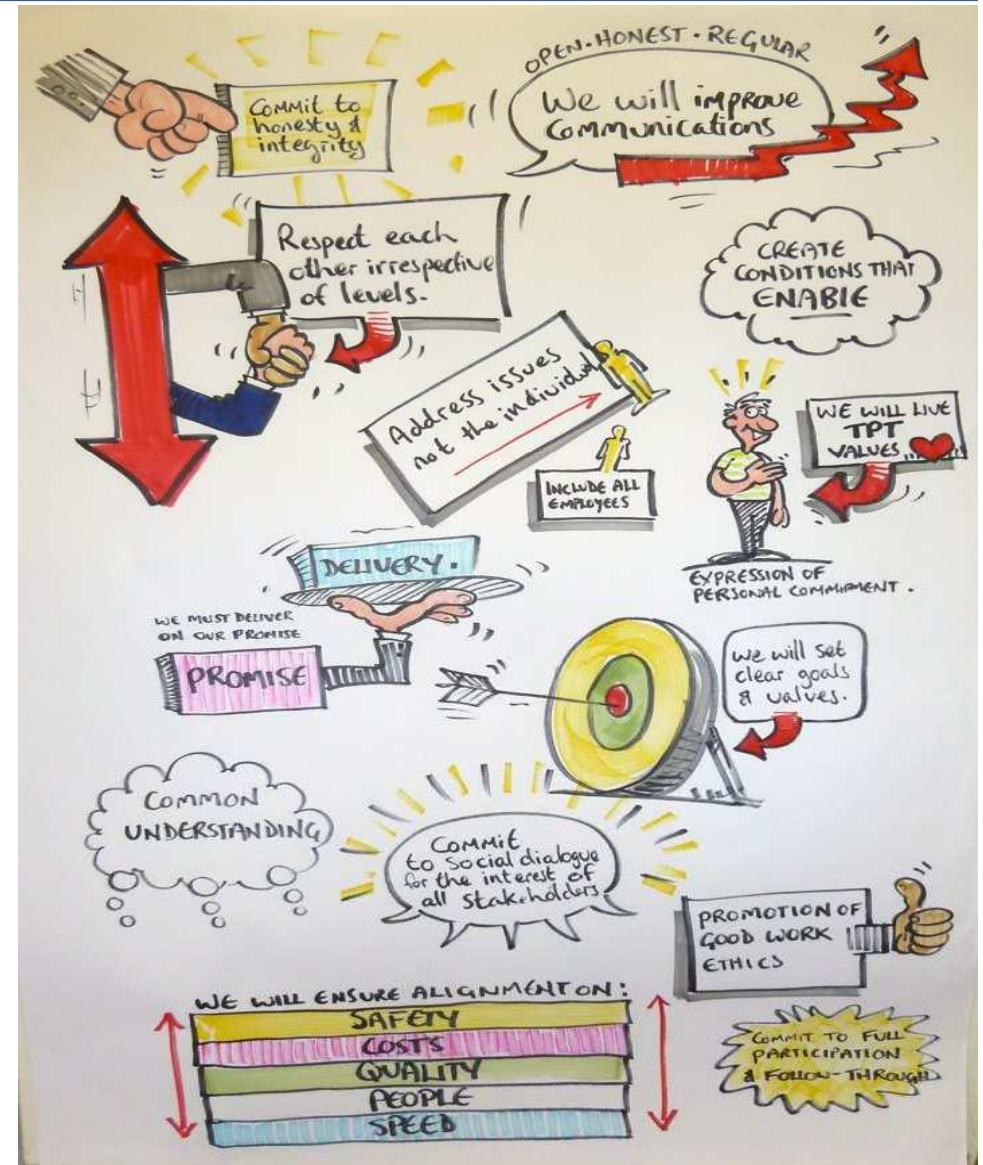
MISSION DIRECTED WORK TEAMS (MDWT's)

- ❑ Value adding practice to be implemented throughout Transnet Port Terminal (TPT) – Piloted at Durban Container Terminal
- ❑ Strong focus on team work – MDWT's are mini businesses that make up TPT's overall business operation
- ❑ Each mini business will have its own team leader and team members – Managers will be trained to coach the teams
- ❑ Employees will be able to suggest new ways to tackle their tasks.
- ❑ Training and development will receive key focus. The School of Port Operations – up skill teams through train-the – trainer programmes



MISSION DIRECTED WORK TEAMS (MDWT's)

- ❑ Mini businesses will be identified according to type of work and the position they occupy in the value chain
- ❑ For example, a berth handling a specific vessel will be treated as one mini business
- ❑ Each mini business will need to focus on the following five key areas to help their business succeed:
 1. Quality
 2. Speed
 3. Cost
 4. Safety
 5. People





SUCCESSES – IMPLEMENTATION OF MODULE 1 – GOAL ALIGNMENT

1. Training

A total of 138 employees from Durban Container Terminal (DCT) from Supervisory position upwards including shop stewards trained on business goal alignment. Each employee given a project.

2. Project feedback

43% presented to date.

3. Module 1 train the trainer

31 Employees from across DCT were allocated and trained as trainers for the implementation of module 1 – Goal Alignment – to the rest of DCT.

4. Best projects

10 projects were identified and presented to TPT Executives - April 2012.

5. MDWT launch

June 2012 a number of mini businesses will be unveiled viz. Pier2: Planning, Berths 205/204, Straddles workshop and Pier1: Berths 107, 105 and Planning.

EXAMPLE OF A PROJECT

MISSION-DIRECTED WORK TEAMS

Module 8.3

Value-Driven Service

(Improved Container Unlashing Process)

EXAMPLE OF A PROJECT

Value-Driven Service (Improved Container Unlashing Process)

- Containers above deck on containerhips must be unlashed.
- Self locking cones are used to secure the corner casting between two tiers of containers.
- Stevedores use poles to unlock the cones.
- Wind & rain makes this task very difficult.
- Working on top of the container stack becomes difficult and dangerous.



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UNLASHING THE VESSEL WITH THE UNLASHING CAGE

BETTER AND
SAFER
SOLUTION



UNLASHING THE VESSEL WITH THE UNLASHING CAGE

- Commence unlashing before gangway is down.
- Safer
- It takes 2 minutes to unlash one side of the container stack



SUCCESS OF THE PROJECT

- Obtain customs agreement to determine whether the unlashing cage can be used prior to customs boarding.

Customs

- Turn vessel around faster.
- Save time and money

Shipping
Lines

- Unlash vessel sooner.
- Utilization of staff and resources better.
- Commence operations sooner.
- Quicker turn around of vessels

Transnet

- Sell idea to Stevedoring company.
- Training of stevedore.

Stevedore

KEY PERFORMANCE INDICATORS

No	Key Performance Area	Objective	Measurement
1	Volume	<ul style="list-style-type: none"> Port can do more volumes with the same equipment 	Volume increase
2	Efficiency	<ul style="list-style-type: none"> Improve operating efficiencies and effectiveness 	Unlashing cage
3	Staff	<ul style="list-style-type: none"> Better utilization of staff, less idle time 	Operations start earlier
4	Financial	<ul style="list-style-type: none"> Increase container volumes Effective cost management of staff 	Additional containers handled
5	Environmental	<ul style="list-style-type: none"> Create a safe working environment for the Stevedores 	Unlashing cage

BENEFITS OF IMPLEMENTATION

No

BENEFIT

- 1 Increase in container volumes**
- 2 Improved vessel turn around time**
- 3 Better utilization of staff and resources**
- 4 More income for the Port**
- 5 Saving on vessel costs**



Promoting
Decent
Work for Men
and Women

An exciting programme
is coming to DCT soon...
It is called Mission Directed Work Teams (MDWT)
and will help us achieve our goals!

Key Performance Indicators (KPI)



Durban
Container
Terminal





THANK YOU