



Report on the Attendance: Portworker Development Programme (PDP)

Chief Instructors

19th March 2012 – 30 March 2012

ITC ILO Turin

DRAFTED BY:

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1. INTRODUCTION

1.1 Background

This report summarises the participants attendance of the Portworker Development Programme (PDP) Chief Instructor training held at the International Training Centre of the International Labour Organisation (ITC ILO) in Turin from 19th to 30th March 2012 for from the School of Port Operations facilitated by the ILO's Port Work Development Project. The project aims at boosting the industry competitiveness of a key industry player Transnet (Durban Container Terminal -DCT) through a combination of interventions determined by way of social dialogue and ranging from workplace improvement measures to functional and technical/vocational skills training.

The objective of the attending the programme was to provide participants with organizational, technical and pedagogical competencies to ensure an appropriate implementation of the Portworker Development Programme. This objective is in line with immediate outcome three (3) of the project, i.e. the School of Port Operations have sustainable in-house capacity to develop the human resources of DCT. Specifically output 3.1 i.e. training and advisory service products tailored to the needs of Port workers (DCT) and 3.2 i.e. local providers (School of Port Operations) competent in the delivery of these services. A detailed brochure on the course contents is annexed hereto.

This report provides for the participants evaluations and after action review of attendance at the training.

1.2. Study tour participants

The study group comprised of three (3) participants from Transnet – Durban Container Terminal (DCT) School of Port Operations and the Chief Technical Advisor. **Table 1** provides a list of the participants.

Table 1: List of Portworker Development Programme (PDP) Chief Instructors training programme participants

No	NAME	SURNAME	JOB TITLE	ORGANISATION	E-MAIL ADDRESS
1.	Neeran	Ramjuthan	Chief Technical Advisor	International Labour Organization	ramjuthan@ilo.org
2.	Jan	Wepener	Port Management Training Manager	School of Port Operations	Jan.Wepener@transnet.net
3.	Nondumiso	Xulu	Training Facilitator - Port Management	School of Port Operations	Nondumiso.Xulu@transnet.net
4.	Thamsanqa	Makhathini	Training Facilitator - Port Management	School of Port Operations	Thamsanqa.Makhathini@transnet.net

2. PARTICIPANT EVALUATION AND REPORT BACK

This section details the participant's individual evaluation; and after action review (conducted by means of a focus group) of attending the training programme. The purpose of the after action review was to reflect on the participant's experiences and record outcomes and the way forward post training.

The participants evaluation and after action review questionnaires is annexed hereto.

2.1. Participant evaluation

The participant evaluation questionnaire consisted of eight (8) questions.

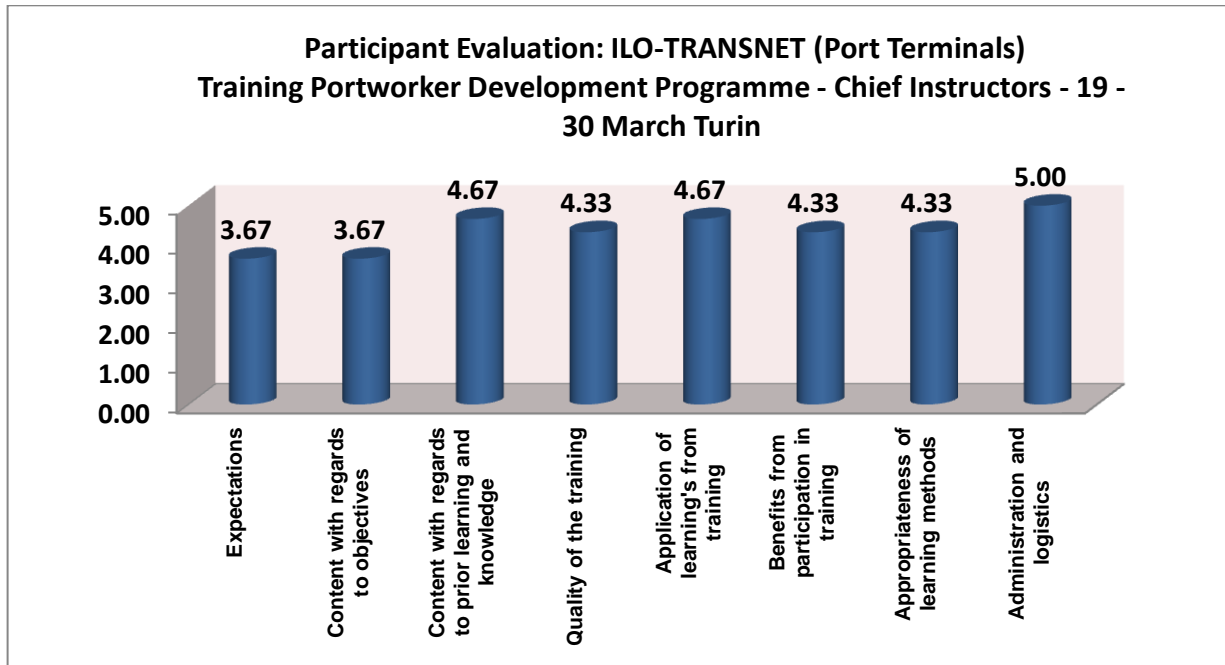
Table 2 provides a list of the eight (8) areas that were measured together with the rating scale used for the measurement of each area.

Table 2: Areas used in the participant evaluation together with rating scale

No	Question	Rating Scale				
		1	2	3	4	5
1	To what extent were your expectations met	Not at all	Not really	To some extent	Yes	Absolutely
2	Given the training objectives, how appropriate was the content	Totally inappropriate	Not appropriate	Partially appropriate	Appropriate	Very appropriate
3	Given your level of prior learning and knowledge, how appropriate was the content	Totally inappropriate	Not appropriate	Partially appropriate	Appropriate	Very appropriate
4	Are you satisfied with the quality of the training	Not at all	Not really	To some extent	Yes	Absolutely
5	How likely is it that you will apply some of what you learned from the training	Very unlikely	Unlikely	Not sure	Likely	Certain
6	How likely is it that your institution / employer will benefit from your participation in this training	Very unlikely	Unlikely	Not sure	Likely	Certain
7	Were the learning methods used appropriate	Not at all	Not really	To some extent	Yes	Absolutely
8	How well was the administration and logistics handled by the project secretariat	Not at all	Not really	To some extent	Yes	Absolutely

Figure 1 below provides a graphical representation of the evaluation.

Figure 1: Participant evaluation of PDP Chief Instructors Training



2.2. After action review

The Chief Technical Advisor together with the DCT School of Port Operations delegate's conducted a brief After Action Review (AAR), on return from the training in Turin. The 60 minutes long brainstorming was guided by the following six questions:

- i. What did you expect to happen at the training? (stated and unstated objectives)
- ii. How would you rate the extent to which these expectations were met?
- iii. What were your highlights, what worked well in your opinion?
- iv. What did not work so well?
- v. List and explain in detail at least three (3) ideas gained from the programme that can be utilized in your work at Durban Container Terminal (School of Port Operations)?
- vi. Outcomes and the way forward (learning implementation)

I. Participant Expectations

These are the expectations that were collected at the AAR brainstorming:

- *Experienced training facilitators at the training sharing experiences / ideas on PDP especially customization of material,*
- *Exposure to real life international best practice at the Port of Genoa in terms of the application of PDP in operations,*
- *Easier integration of PDP material into in-house training material,*
- *The provision (in editable format) of updated PDP material content, including current examples, updated and more relevant statistics, latest vessel designs, latest operational activities as well as slides,*
- *The sharing of ideas, successes, frustrations, different training strategies, etc.*

II. Participant Perception of Workshop

This is how the AAR brainstorming group members rated their expectations being met:

- *Integration will be much easier, especially with the availability of the editable PDP version.*
- *Besides converting the previous PDP version to editable PowerPoint, Word and PDF, the ILO unfortunately did not have the funds to conduct any exercise on updating the actual content, examples or slides. It would also appear as if this is not been planned in the foreseeable future.*
- *Although one did not come away with many new ideas (from fellow participants) as to how to utilize PDP and / or train Portworkers differently, it confirmed that what we at Transnet Port Terminals are doing, is in line with the ILO's vision as well as the original intent of Dr. Brian Thomas, the Programme developer*

III. Highlights and What Worked Well

In the AAR participants' view these were the highlights and things that worked particularly well:

- *The combination of Chief Instructors from other parts of the world. The fact that most of us were from third-world countries (where we share similar situations), also helped in building stronger bonds,*
- *Visit to the training centre (Genoa), marketing the Port of Genoa as a career option,*
- *The certificate ceremony on the last day, the ITC ILO training centre was very well organized and planned in this regard,*
- *The strong showing by the South African delegation has raised our profile and introduced Transnet Port Terminals as a regional source of support, as well as leadership in rolling out of the PDP. This also supports the organisation's Africa strategy and our possible active participation in this,*
- *The ITC ILO Centre being used as a central base, with all services being provided most professionally on campus, greatly contributed to the success of the training. Time and effort was not wasted on issues such as accommodation, commuting to and from the venue, meals, laundry, internet facilities, etc.*

IV. What Did Not Work Well and What Could Be Improved

Participants identified the following as areas for improvement:

- *The pre-selection of participants might have contributed to more meaningful participation by some delegates,*
- *Ensure participants selected for any programme meet the basic entry level requirements into the programme, especially focusing on language as a selection criteria,*
- *More interaction between the ILO and the PDP license holders, this could add value to the ILO's monitoring and evaluation of PDP*
- *The biggest concern remains the fact that some of the participants left ITC ILO without having mastered the use of PDP content.*

V. New ideas gained from the programme that can be utilized in your work or at Durban Container Terminal (School of Port Operations)

Participants identified the following as areas that can be implemented:

- *The use of more regular classroom assessments / evaluations during training to confirm knowledge*
- *Target group (selection of training participants in terms of training needs) ensure that trainees meet pre selection requirements / criteria,*
- *The use of short term programmes for very specific focus,*
- *The greater use of Subject Matter Specialists (SME's) during training, including the identification of SME's to explain technical concepts,*
- *More interaction with the Human Resources Manager and Training Manager at the Terminals to assist with the selection of correct target groups for training, based on needs assessments,*
- *Identify individuals at Terminal level to capacitate them as PDP instructors,*
- *Mentoring of SME's*
- *The re-visiting of all training material to ensure that examples / slides / documents used are not outdated,*
- *Revisit all PDP training material at the School of Port Operations to check for currency of material,*
- *The continued integration of the in-house training courses, PDP and new programmes such as Mission Directed Workteams (MDW)*

VI. Outcomes and the way forward (learning implementation)

Participants identified the following as outcomes and the way forward:

- *That there is sufficient support for and buy in for the PDP programme internally i.e. at the School of Port Operations*
- *The National Coordinator for PDP creates sufficient buy in to the PDP programme, especially from the Terminal Managers,*
- *That there is a marketing drive including road shows for the PDP programme*
- *That the content of PDP is strategically aligned to the business*

3. SUMMARY

This section deals with the summary from looking at the findings of the participants evaluations and after action review.

1. For the South African delegation the training was particularly useful, especially in terms of reaffirming the use and application of PDP by the School of Port Operations at the various South African terminals,
2. There are several new ideas gained from the training programme that can be utilized by the School of Port Operations,
3. In terms of the way forward, for the success of PDP at the School of Port Operations it is crucial that the outcomes identified in question 6 of the after action review is closely followed up on.

4. ANNEXES

4.1. Training of PDP (Portworker Development Programme) Chief Instructors Brochure



Training of PDP (Portworker
Development Programme)
Chief Instructors
ITC/ILO, Turin (Italy)
19 - 30 March 2012

Training of PDP (Portworker Development Programme)

BACKGROUND

The initial implementation phases of the ILO Portworker Development Programme (PDP) have been completed and the ILO now wishes to proceed to build on the successes of the past decade. Presently around 80 PDP licensees in about 50 developed and developing countries use the PDP. The PDP original English version has been translated into Arabic, Chinese, Greek, Indonesian, Korean, Portuguese, Russian, Spanish and Turkish.

Many participating ports and terminals and other PDP licensees have expressed their desire to add to their PDP teams new qualified PDP Chief Instructors as a means to strengthening their corps of local instructors and expanding the range of courses delivered.

The new PDP implementation phase will aim at supporting the expansion of the network of participating countries, ports and terminals, trade unions, training institutions and other private or public enterprises in the port industry and strengthening the training capability of existing licensees.

The ILO is to launch a revised version of the PDP (revision 3, 2011 edition), which incorporates a more user-friendly electronic format and layout based on a more recent IT technology that provides additional advantages to PDP users / PDP Chief instructors. The new PDP version (revision 3, 2011 edition) will be used in an international PDP Chief Instructors Workshop, which will be organized by the Sectoral Activities Department of the ILO, jointly with the International Training Centre of the ILO in Turin, Italy on 19 - 30 March 2012.

The workshop will be based on the PDP Chief Instructors Manual (2004 edition), which has been developed by the Sectoral Activities Department of the ILO capitalizing on the extensive experience gained on this topic since the late 90's.

The workshop will enable instructors to deliver port-related training using the new revised PDP materials. New or potential PDP licensees will be able to train suitable candidates as PDP Chief Instructors.

This PDP Chief Instructors Workshop has been designed in a way that it will not only meet the requirements of new PDP users, but it will also benefit existing PDP licensees. It is therefore

highly recommended that existing PDP licensees participate in this workshop with at least one of their PDP Chief Instructors, who will then be able to update their fellow PDP instructors and effectively introduce the new PDP materials (revision 3, 2011 edition), in their respective organizations.

The workshop will provide an excellent opportunity for participants to exchange views and experiences on training schemes and courses using the PDP materials and undergo instructor training under the guidance of ILO senior port specialists and experienced PDP instructors. It will also provide an opportunity to participants to receive first-hand briefing by ILO Officials on new ILO port-related initiatives such as the ILO Guidelines on training in the port sector.

PORTWORKER DEVELOPMENT PROGRAMME (PDP)

The PDP is based on centrally prepared training materials for container terminal workers and their supervisors, properly tested and validated, for presentation and use by a corps of specially trained instructors working within a carefully established organisational framework, extending from national to port level. The development objective of the PDP is to enable governments, port authorities, terminal operators and other private or public enterprises in the port industry to establish effective and systematic Portworker training schemes, designed to improve cargo handling performance, working conditions and practices, safety and the status and welfare of Portworkers.

The training materials were developed as an open ended series of self contained but inter related "Units" of instruction", designed for classroom-based instruction and highly interactive teaching. The PDP comprises a total of 30 Learning Units, Instructors' Guidelines and a Glossary of technical terms based on best international practice and covering a wide variety of topics (list of PDP Units below).

List of PDP Units

- C.1.1: Container terminal operations
- C.1.2: Container ship loading and discharging operations
- C.1.3: The container terminal quay transfer operation
- C.1.4: The container yard: the storage operation
- C.1.5: The container terminal receipt/delivery operation
- C.1.6: Container freight station operations
- C.2.1: Container ship construction

- C.2.2: Container ship stowage plans
- C.2.3: Container securing systems
- C.2.4: Container ship loading discharge lists and workplans
- C.3.1: Container construction
- C.3.2: Container numbering and marking
- C.3.3: Container inspection
- C.3.4: Packing of goods in containers: 1. Principles and planning
- C.3.5: Packing of goods in containers: 2. Working practices
- C.4.1: Safe working on containers terminals
- C.4.2: Safe working aboard container vessels
- C.6.1: The container terminal and international trade
- C.6.2: Measuring container terminal performance
- C.6.3: Analysis and review of container terminal performance
- P.3.1: Handling dangerous cargoes in ports
- S.1.1: The port supervisor: organisational status
- S.1.2: The port supervisor: tasks and duties
- S.1.3: The port supervisor: supervisory skills
- S.1.4: The port supervisor: personal attributes
- S.2.1: Supervision of container ship discharge and loading
- S.2.2: Supervision of container terminal quay side transfer operation
- S.2.3: Supervision of the container yard operations
- S.2.4: Supervision of the container terminal receipt/ delivery operation
- S.2.5: Supervision of container freight stations

Each Unit includes an instructor's text, a set of about 50 colour slides, worksheets for class exercises and question sheets for the post Unit test. Throughout the PDP, the intention is to provide not just a series of "how to do it" checklists but simple explanations and descriptions of the reasons for processes, procedures and practices the "why do it". The aim is to create the right motivation to adopt best practices through understanding, with benefits to organisational efficiency and personal safety.

OBJECTIVES

The general objective of the workshop is to provide participants with the organisational, technical and pedagogical competencies to ensure an appropriate implementation of the Portworker Development Programme.

Upon completion of this workshop, participants will be able to:

- Identify and refer to the ILO port-related standards and guidelines;
- Analyse the advisable institutional and organisational arrangements for the implementation of the PDP in a port or country;
- Evaluate the philosophy, nature, form and structure of the PDP materials;

- Plan, schedule, prepare, present, assess and evaluate PDP instructional sessions;
- Adapt the contents and select the PDP units into an appropriate scheme of training for particular groups of trainees;
- Deliver port-related training using the PDP materials;
- Train other instructors using the new PDP Chief Instructors Manual (2004 edition) and the revised PDP materials (revision 3, 2011 edition).

PARTICIPANTS' PROFILE

- Existing PDP Instructors or Chief Instructors who wish to refresh and upgrade their knowledge and skills using the revised PDP materials (revision 3, 2011 edition);
- PDP Chief instructor candidates from new or potential PDP licensees;
- Personnel with managerial and/or instructional functions in the training of Portworkers, belonging to relevant government departments or agencies, port authorities, training institutions, trade unions and private enterprises involved in port management and operations.

CONTENTS AND METHODOLOGY

An action-oriented, highly participative approach will be employed throughout the workshop. Training methods will comprise lectures, discussions and group work with particular attention paid to developing participants' training delivery skills through microteaching followed by constructive critique (self-critique, peer critique and instructor's critique).

The programme will also include a one-day field trip to a major Italian port. Its aim is to provide participants with a unique opportunity to gain exposure to some of the practical aspects in one of the important ports in the Mediterranean.

The workshop will be based on the PDP training materials developed specifically for use in an instructor-training course. Participants will be provided with the Chief Instructor's Manual (2004 edition); a CD-ROM containing PDP video presentation (but not the PDP training materials, which are subject to a license agreement); a glossary of technical terms, the instructor's guide as well as the major ILO port-related standards. Holders of a valid PDP license will also receive a DVD containing the English version of the new PDP materials (revision 3, 2011 edition)

4.2. Delegate evaluation and after action review questionnaires



SECTION A: DELEGATE EVALUATION

PORT WORK DEVELOPMENT PROJECT

Portworker Development Programme Chief Instructors Training ITC Turin (ILO), 19 – 30 March 2012

Internal Evaluation Form

Please complete the questionnaire below. This will help us to evaluate the organization, outcomes and impact of the training activity. Your feedback will also help us to continuously improve our planning and services. The questionnaire is anonymous.

For the scale questions, please give each question below a mark from 1 to 5, with 1 being the minimum and 5 the maximum. On this scale, the average is 3.

1. What were your expectations of the training?

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2. To what extent were your expectations met?

1	2	3	4	5
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1 = not at all; 2 = not really; 3 = to some extent; 4 = yes; 5 = absolutely

3. Given the training objectives, how appropriate was the content?

1	2	3	4	5
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1 = totally inappropriate; 2 = not appropriate; 3 = partially appropriate; 4 = appropriate; 5 = very appropriate

4. Given your level of prior learning and knowledge, how appropriate was the content?

1	2	3	4	5
---	---	---	---	---

1 = totally inappropriate; 2 = not appropriate; 3 = partially appropriate; 4 = appropriate; 5 = very appropriate

5. Are you satisfied with the quality of the training?

1	2	3	4	5
---	---	---	---	---

1 = not at all; 2 = not really; 3 = to some extent; 4 = yes; 5 = absolutely

6. How likely is it that you will apply some of what you learned from the training?

1	2	3	4	5
---	---	---	---	---

1 = very unlikely; 2 = likely; 3 = not sure; 4 = likely; 5 = certain

7. How likely is it that your institution / employer will benefit from your participation in this training?

1	2	3	4	5
---	---	---	---	---

1 = very unlikely; 2 = likely; 3 = not sure; 4 = likely; 5 = certain

8. Were the learning methods used appropriate?

1	2	3	4	5
---	---	---	---	---

1 = not at all; 2 = not really; 3 = to some extent; 4 = yes; 5 = absolutely

9. How well was the administration and logistics handled by the Project Secretariat?

1	2	3	4	5
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1 = not at all; 2 = not really; 3 = to some extent; 4 = yes; 5 = absolutely

10. What were some of the highlights of the training and what worked well?

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11. What did not work well and what could be improved?

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12. Please use the grid below if you wish to further comment on a particular question:

Question number	Comments

Thank you for taking the time to complete this questionnaire.

SECTION B: AFTER ACTION REVIEW FOCUS GROUP

The questions below shall be used as the guiding questions for the after action review:

1. What did you expect to happen at the training (stated and unstated objectives)
2. How would you rate the extent to which these expectations were met?
3. What were your highlights, what worked well in your opinion?
4. What did not work so well?
5. List and explain in detail at least 3 new ideas gained from the programme that can be utilized in your work or at Durban Container Terminal (School of Port Operations)
6. Outcomes and the way forward (learning implementation and setting of targets)