



THE CONTRIBUTION OF COMPETENCY-BASED TRAINING (CBT) TO IMPROVING OPERATIONAL EXCELLENCE

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Definition of Competency Based Training (CBT)

The development of required knowledge, skills, and attitudes based upon the training and *assessment* of employees to *competently perform* job functions to *agreed occupational standards*.

Overview of Our Industry

- Maritime industry environment, providing marine, cargo, and passenger handling services to both local and international clientele.
- Highly capital intensive and competitive, and the provision of services is governed by internationally established conventions and best practice standards, as well as local legislation and regulations.

Overview of Our Industry - Cont'd

- In a competitive environment, where type of services are basically the same, adjustment to tariffs are restricted, and expenses have been controlled, it is only quality, achieved through effective operational and training systems, that will provide the competitive advantage.

Why CBT?

- Significant risk of personal injury and damage to cargo requires that personnel be effectively trained and certified.
- Physical nature of dock work is naturally compatible with the pragmatic approach provided by CBT.

Why CBT? - Cont'd

- Flexibility of CBT takes into account the varying learning abilities (and constraints) of candidates, as well as technical specialization of assessors, in the practical application of the required skills.
- Occupational standards, upon which CBT is based, provides assurance to stakeholders regarding the quality, safety and reliability of services.

Management Buy-in

Based upon strategic objectives to:

- reduce the level of personal accidents and resultant injury leave, as well as cargo claims and high insurance cost.

- provide efficient and cost effective delivery of quality service while in compliance with health and safety, and environmental regulatory requirements.

Training Provider Selection

- Regional institution designated to provide Caribbean Vocational Qualifications (CVQ) certified training i.e. Caribbean Maritime Institute (Jamaica).
- BPI therefore partnered with CMI, with which there was an already established training relationship, to deliver relevant training at an affordable cost, while certification was awarded by the Barbados TVET Council.

Implementation Process

- Consultation between employers (BPI and Shipping Association of Barbados) and workers representatives (Barbados Workers Union) established the need for formal training and certification of dock workers.
- Technical assistance was sought from the Ministry of Labour, and ultimately the Technical and Vocational Education and Training (TVET) Council, the mandate of which is to plan, coordinate and establish standards and qualifications for technical and vocational education and training.

Implementation Process – Cont'd

- Compatible CVQ standards previously developed by the Jamaica TVET Council, were validated and adopted.
- BPI was required to attain N/CVQ Centre designation as certified by the TVET Council in order to conduct competency based training and assessment.
- Centre Coordinator, Assessor and Internal Verifier training and certification was conducted by the TVET Council.

Balancing Employee Work / Training Schedule

- Training is conducted by CMI during regular working hours at the BPI facilities.
- Schedules are formulated based upon low activity period during May – October (off peak cruise season).
- Consultation with departmental management to have required persons released according to training and work schedules.

Overall Challenges

- Funding
- Coordination of delivery of technical training by overseas provider
- Training a sufficient number of supervisors in the relevant technical areas as Assessors
- Stringent documentation requirements

Lessons Learned

Effective CBT requires:

- identification of adequate resources including financial, physical, and personnel
- efficient planning and communication
- rigid quality assurance systems i.e. internal and external verification
- established recording (documentation) systems.

CBT must be supported by documented, standardized operating procedures and job descriptions, compatible with the occupational standards.

Benefits / Outcomes

- Employer

- CBT supplements the existing employee appraisal system by provision of systematic documentation of performance assessment.
- Required internal and external verification procedures ensure that quality assurance is effectively maintained in accordance with the occupational standards.
- Competent and certified dock workers will provide higher productivity, reduced costs (injury leave, damaged cargo claims, insurance) and ultimately a greater competitive advantage.

Benefits / Outcomes

- Employee

- Certified qualification (CVQ) provides a means of recognition, and improves employee confidence, self-esteem, and motivation.
- CBT requires greater employee engagement resulting in ownership of procedures and subsequently, to improved work processes, and greater quality, and health and safety awareness.

Benefits / Outcomes- Employee (Cont'd)

- Demonstrated competency in occupational standards relevant to core skills such as “Plan to Undertake a Routine Task, Undertake Interactive Workplace Communication, Work Effectively with Others” promotes a more organized and systematic approach to tasks, improved communication, and teamwork.

Future Training Goals

- CVQ training and certification of equipment operators in Stevedoring Foundation Skills Level 2
- CVQ training and certification of Cargo Supervisors in Stevedoring Foundation Skills Level 3
- N/CVQ training and certification of relevant personnel in Customer Service
- Training of additional persons to conduct annual appraisals, using modified CBT assessment and internal verification procedures, to ensure maintenance of quality standards.

The End