

# Skills Strategy

## **Our Vision**

is that we have every role filled by someone effective, led in such a way that the UK's maritime industry prospers, and grows its share of the world market





## Vision Statement

We have every role filled by someone effective, and led in such a way that the UK's maritime industry prospers, and grows its share of the world market



## Mission Statement

It is the mission of Maritime UK to drive the action needed to support this ambition



## Strategic Objectives

- we recruit enough talented people, both at the start of their careers and at later stages, to fill every job and every career opportunity
- we train all our people so that they are good at their jobs
- we retain enough of our recruits to keep the costs of turnover low, and to fill jobs later on which need their experience
- we manage all our people so that they contribute from the full range of their knowledge, skills and competence towards the effectiveness of their employer, and therefore towards greater prosperity for the UK



## Values

- we want all our people to be safe and healthy
- we want a well-balanced workforce which draws on talent from all parts of our society
- we respect each other for the contributions we all make to a safe and successful maritime sector

## Introduction

**Our starting-point was Recommendation 8 from the Maritime Growth Study:**

**For the promotional body recommended in this report to identify and prioritise the key skills issues facing the UK maritime sector by assessing the current and future need for wider skills and qualifications across the UK maritime sector as a whole and developing a 'skills strategy' with focused objectives for addressing these concerns**

Maritime UK's National Council was keen to understand this as a more all-embracing 'people' strategy – ie where the word 'skills' refers to every aspect of recruiting, retaining and nurturing the skilled and talented people we need for future success, rather than a narrower focus on training alone. Our focus has fallen very much on recruitment: attracting talented people to work in the maritime sector, recognising that many other sectors are also working hard to attract those same talented people.

Maritime UK's contribution to the Skills Strategy is coordinated by its People and Skills Forum, and its constituent groups: the Skills Strategy Task Group, the Careers Promotion Forum, and the Women in Maritime Task Force.

The People and Skills Forum undertook some initial research, both to identify what is already known and understood in different parts of the maritime sector, and also to identify the main issues in different parts of the sector. That survey went to all members of Maritime UK, and also all members of the Maritime Skills Alliance. The resulting report went back to all members of both organisations, and is in Appendix A.

In this strategy we set some high level ambitions for the workforce we want to see in 2025, which is near enough at hand to focus everyone's attention, yet far enough away that we avoid getting bogged-down in today's problems.

We have thought about the 2025 end point as being the norm, for all parts of the sector, and all sizes of employer, and one – crucially – which works during the downturns as well as in the good times. Those are ambitious criteria.

We have set the following principles (4 'A's) for the Skills Strategy to underpin our approach:

- **Authoritative:** we should say how things really are, and nail myths
- **Add value:** and be careful neither to duplicate, nor get in the way of, what others are already doing
- **Address problems:** not just describe a problem or opportunity, but do something about it
- **Focus on Action:** no fat reports; no huge steering group (but open communication)

We are also clear that this strategy needs to work for all parties: employers, employees and Government.

Now that we are clear where we want to be, we will establish where we are against each ambition, agree what needs to happen – more specifically, who needs to do what – to close the gap between here and there, and (where we can) set targets and performance indicators.

**Maritime UK September 2018**



## Executive Summary

This strategy is based upon the results of skills survey of the maritime sector and how common issues the sector faces can be addressed through a collaborative whole sector approach.

“Every organisation in this sector relies on talented people for their success. In preparing this strategy, Maritime UK’s People and Skills Forum has identified a good deal of common ground right across the board, particularly at recruitment stage. That reinforces the value of working together through Maritime UK, and with our partners in Government, something we will continue to do as we set targets for the actions in the strategy, and monitor progress against them.”

**BILL WALWORTH CBE MNM**

Chairman, Maritime UK People & Skills Forum

Chairman, Maritime Skills Alliance

In bring together the maritime sector to formulate this strategy it has enhanced the understanding of the skills flow of the sector and how to capitalise on this information by retaining our skills within the sector.

“This strategy will help the MSA to focus our work more effectively, tackling problems and grabbing opportunities. Collaborating with colleagues across Maritime UK will help us to do more faster.”

**IAIN MACKINNON**

Secretary, Maritime Skills Alliance



1.

**WE RECRUIT** enough talented people, both at the start of their careers and at later stages, to fill every job and every career opportunity

Objectives



### Initial Career Entry

**attractive career routes across the sector draw in enough of the talented people we want**

This includes Merchant Navy & Royal Navy officer training programmes, apprenticeships and graduate programmes



### Second Careers

**attractive second career pathways draw in enough of the talented people we want**

This includes seafarers coming ashore, former Royal Navy personnel taking-up roles in the wider maritime sector, and experienced personnel joining from other sectors



### Other Recruitment

**attractive employment opportunities draw in enough of the talented people we want**

Current position

- MN cadets: SMaT Plus should increase recruitment from the current c750pa to the target of 1,200pa by 2025 Royal Navy: despite excellent programmes, significant shortages remain
- Apprenticeships: some work needed yet to get a full range, & to promote them
- Graduate programmes: information is lacking

- Coming ashore: post-Project Ulysses action plan agreed, but funding has yet to be found; work is in hand to design higher level apprenticeships
- Royal Navy: many actions are in place, but the transfer rate to civilian work remains low at 12%
- Experienced transfers: no reported difficulties

- There are hard-to-fill vacancies in parts of the sector, resulting in lost business and excessive overtime. Many companies cope by recruiting overseas. But precise, usable, labour market information is lacking, and that lack hinders effective action to address problems
- Companies find it difficult to get visas for highly-qualified employees from overseas

## Other Actions

- Coordination by Maritime UK's Careers Promotion Forum
- Creation of well-used careers pages on Maritime UK website, and an associated publication "Careers in the maritime sector"
- Coordination of a central 'maritime' presence at selected careers events
- Work to create the Women in Maritime Task Force's Charter, starting with the Pledge launched in July 2018
- Creation of a working group on "recruitment" within the Women in Maritime Task Force – ie focusing attention on diversity in recruitment
- Some sectors / clusters support employers considering employing apprentices (eg MNTB, Shipwrights, Cornwall Marine Network)
- Creation of maritime qualifications for schools, in both England and Scotland

## Next steps

1. Provide better central support for the many activities at local level which attract young people to the sector
2. Embed a commitment to the philosophy of "No Wrong Door" throughout the sector so we keep interest once it has been generated
3. Raise the profile, and image, of the maritime sector
4. Promote to civilian employers the talents of personnel leaving the Royal Navy, and to those personnel, the opportunities open to them
5. Increase the scale of ambassador programmes
6. Publicise the wide range of industry-specific and economy-wide activities through which employers can work with schools
7. Complete the work to create dedicated maritime schools qualifications, and encourage large-scale take-up
8. Increase the take-up of apprenticeships across the sector
9. Develop the apprenticeship support offer to cover more employers
10. Undertake focused labour market research to get a more detailed understanding of what skills constraints there are
11. Continue to lobby central Government for a more appropriate visa regime

## WE TRAIN people so they are good at their jobs

### Objectives



#### Career Paths

We have well-designed career paths, based on standards, and where employers have choices they choose those who have done their training in the UK



#### Training Facilities

We have high quality, well-staffed, well-equipped, and accessible training facilities across the sector



#### Training Programmes

We have well-designed post-experience training programmes, based on standards, available across the sector

### Current position

- graduate programmes: central information about them is poor
- there is an appetite to review Merchant Navy cadet programmes to meet new needs/ opportunities (eg digital technology) not well-enough covered by statutory requirements
- the apprenticeship reform programme is onerous and time-consuming, but outcomes are likely to be good

- there are excellent facilities across the country, but no up-to-date, objective, assessment of the UK's existing capability, or what could be done to enhance it to best-in-class levels everywhere
- take-up of modern methods of learning, including simulation and virtual reality, is still modest

- there are excellent programmes, but we have no objective assessment of how well they meet employers' needs

### Next steps

1. review Merchant Navy cadet programmes in light of strong interest by employers and providers to push beyond statutory requirements
2. identify whether employers are satisfied with current efforts to attract talented graduates to the industry

3. complete the review of existing apprenticeships, and current programme to fill gaps
4. complete a stock-take of available facilities and staffing, to define appropriate action

5. identify whether employers are satisfied with current training programmes for existing employees



**WE RETAIN** enough of our recruits to keep the costs of turnover low, and to fill jobs later on which need their experience

## Objectives



### Good Pay & Conditions Are The Norm

Employers offer good pay and conditions in return for high levels of productivity



### Remove Barriers To Retention

High levels of retention of skilled employees are the norm



### Eradicate Unfair Competition

Employees can sustain long careers without being undercut by unfair competition

## Current position

- average pay in the industry is well above the average for the wider economy
- but a substantial minority of employers do not offer good pay and conditions
- too few employers adopt flexible working practices, which causes barriers for women employees in particular. The Women in Maritime Task Force has a 'retention' working group
- many ships do not offer internet access to crew. Inmarsat (and others) push the possibilities, but there is no agreed plan
- in parts of the sector use of cheap foreign labour undermines work to provide sustainable, high productivity, jobs and careers, with good pay and conditions

## Next steps

1. promote an industry-wide commitment to good pay and conditions in return for high levels of productivity
2. review the outcomes of the Women in Maritime Task Force's working group on retention
3. establish a shared position on access to the internet at sea
4. work with Government to ensure that there is a genuine level playing field for UK-based employees

**WE MANAGE** people so that they contribute from the full range of their knowledge, skills and competence towards the effectiveness of their employer, and therefore towards greater prosperity for the UK.

## Objectives



### Promote Good Management Practice

We identify and share good practice on effective approaches to people management



### Promote Balanced Use Of Technology

We employ skilled people who use technology to its fullest extent, for greater effectiveness and efficiency (including safety)



### Promote Skilled Leadership

We employ skilled, effective, leaders across the industry, who drive success.

## Current position

- there is no coordinated effort to promote good practice to employers

- there is a lot of interest in the skills implications of automation, but much uncertainty, some distrust – & extensive continuing use of older technologies
- the LR / QinetiQ / Southampton University collaboration includes some coverage of the people implications
- the DfT Automation Lab project includes 'skills' as a major component worthy of full attention

- there is no coordinated effort to promote better leadership in the sector

## Next steps

1. Maritime UK will encourage companies to focus on adding value through their employees, eg by promoting good practice

2. Maritime UK will publish an "Automation and Skills" report, a review of what we know so far about the skills implications of autonomous vessels, challenging myths and setting-out the opportunities and threats

3. Maritime UK will explore the possibility of creating an industry-wide leadership programme







# Skills Strategy

This paper reports the results of the Skills Strategy survey, with a brief commentary, and sets out next steps.

## The Survey

The short survey went to all members of Maritime UK and all members of the Maritime Skills Alliance in November. With just three responses initially, the survey was re-circulated to all members of both groups prompting a further nine organisations to respond, making a total of 12 – a good response, with some useful detail in the comments – namely:

Business Services	Institute of Chartered Shipbrokers, Maritime London, Seafarers UK [their own self-identification from the choices offered]
Clusters	Solent LEP
Marine engineering	Society of Maritime Industries
Marine leisure	British Marine
Ports	British Ports Association, Port Skills and Safety Port of Shoreham
Shipping	Merchant Navy Training Board, Nautilus International MYBA, the Worldwide Yachting Association

Eight of the 12 are members of Maritime UK; five members of the MSA.

The covering message said this by way of explanation of the approach:

This survey is a first step to ensuring that what we say is authoritative. In some parts of the maritime sector there are repeated messages about ‘shortages’ but remarkable little analysis of exactly what the problem is, or the impact, much less what businesses are doing as a result.

- Are they importing skilled people when they could be training instead? Are they foregoing commercial opportunities?
- Are they taking longer to fulfil orders and thereby damaging their reputation?
- Do they need to offer better terms and conditions to attract the right people?
- Or are they using someone who may be less skilled than their predecessor, but who is competent nonetheless, with no negative implications, in fact, for the business?

We need to understand the answers to questions like that if we are to prepare a strategy which is properly grounded in reality, or we will not be able to change anyone’s behaviour – in business, in Government, or elsewhere.

The survey questionnaire is at the end of this paper.

## Q1: Do you have a recent skills analysis or skills strategy report for your sector?

### Four organisations offered reports:

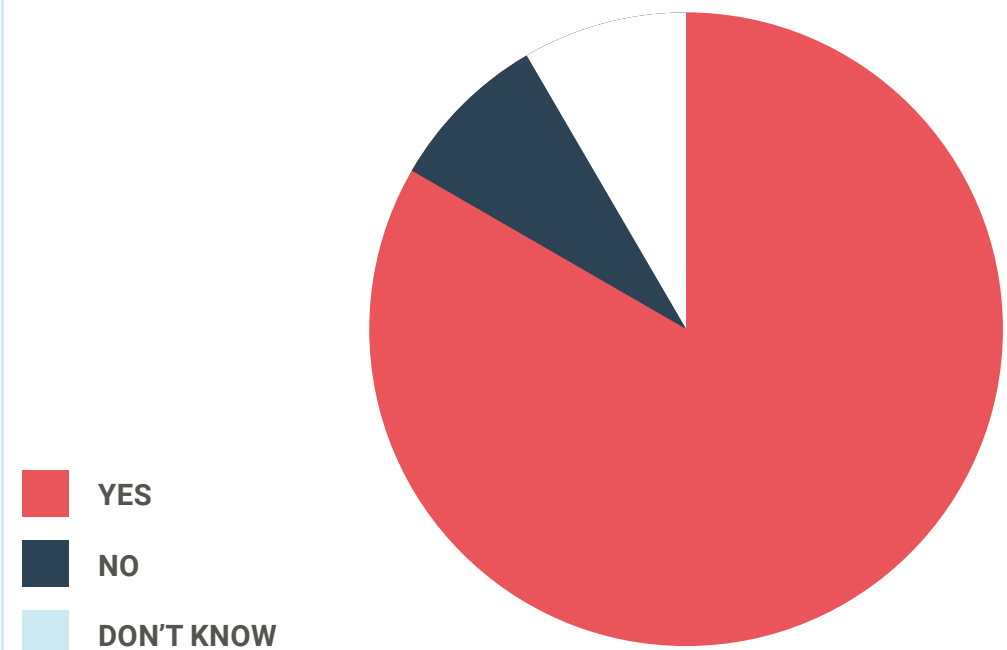
1. **MNTB**: Draft rating training and apprenticeship strategy (November 2017)
2. **MYBA**: Crew Skills Survey Initial Report (2016)
3. **Maritime London**: The UK's Global Maritime Professional Services (April 2016)
- 4 **Solent LEP**: Skills Strategy Interim Evaluation (2015)

**Comment:** there are certainly others in existence, eg Seafarer Projections Review, British Marine member surveys.

## Q2: Are there hard-to-fill vacancies in your sector?

Nine organisations said **YES**. The exceptions were the ICS (**NO**), and the MNTB (**DON'T KNOW**). (Seafarers UK said **DON'T KNOW** but is excluded from the chart as the question does not apply to them).

**Comment:** vacancies may be 'hard-to-fill' for various reasons, as the MCA found when it improved the terms and conditions offered to surveyors: it ended up with a choice from many high quality applicants, thereby removing the previous shortage.



## Q5: If so, please list them:

<b>Business Services</b>	<b>ICS</b> <b>Maritime London</b> It is more a question of quality and diversity, please see a list below where skills are an issue Arbitration, Average Adjusting, <b>Seafarers UK</b>
<b>Clusters</b>	<b>Solent LEP</b> High level technical skills at level 4 & above Digital skills across the board Leadership & management skills
<b>Marine engineering</b>	<b>SMI</b> Anecdotally: Engineers, multiple disciplines Systems technicians, especially in area of autonomy
<b>Marine leisure</b>	<b>British Marine</b> Boat Builders, including – composites (laminators, GRP and Pre Preg, plus surface finishers) Marine carpenters Marine electricians
<b>Ports</b>	<b>BPA</b> Marine professionals - Harbour Masters and their deputies, port pilots. Separately smaller port non-executive board members.

## PSS

It is not so much that there are particular disciplines, but that certain roles in regions or particular locations where there are competing job providers, eg there is high employment in East Anglia and a smaller pool therefore for say stevedores. Whereas Humber has higher unemployment and therefore lower challenges to find recruits.

## Shoreham

Pilots

Vast majority of marine roles where a high level of certification is required.

Engineering - particularly middle management civil engineering expertise.

## Shipping

## MNTB

## Nautilus

Engineers, ETOs

## MYBA

STCW qualified engineers

ETOs

Experience and trained junior deck/engineering crew (ratings)

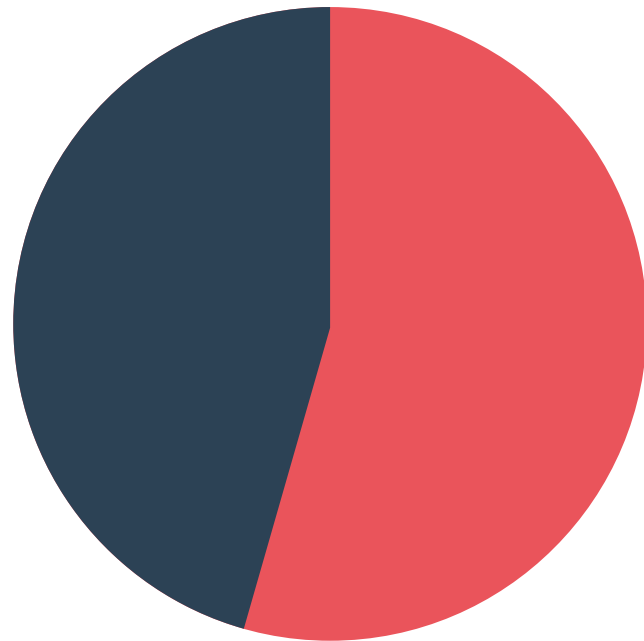


### Q6: Do some parts of your sector face greater difficulties?

Six organisations said **'YES'**.

Five **'DON'T KNOW'**.

One did not respond.



### Q7: If so, which are they?

#### Maritime London

They are the niche industries within professional services, that suffer from a lack of visibility: consultants, average adjusters, arbitrators.

#### Solent LEP

Advanced manufacturing and engineering.

#### British Marine

Boat Builders.

#### BPA

Smaller ports in remote parts.

#### Shoreham

Marine and engineering.

## Q8: Why do they have greater difficulties?

Six organisations responded:

### Maritime London

Niche nature of the roles.

### Solent LEP

characterised by an ageing workforce & lack of supply in existing and pipeline workforce with the right skills.

### British Marine

Talent being sourced further and further afield around the world.

### BPA

Pay and remoteness.

### PSS

Local/regional jobs market. Some disciplines eg marine are difficult to find in smaller, regional ports.

### Shoreham

Small number of potential applicants for us to select from. Lack of colleges locally providing qualifications for marine. Good provision of engineering course providers but it is still a challenging area to recruit in.

## Q9: What do employers in your sector do when faced with hard-to-fill vacancies?

Employ agency labour	1
Delay developing new products / services	6
Recruit overseas	5
Experience increased operating costs	7
Make do with someone more junior	1
Increase workload for other employees	8
Delay work	0
Don't know	9
Lose business	0
Other/Please comment:	10

**Solent LEP:** "all of the above".

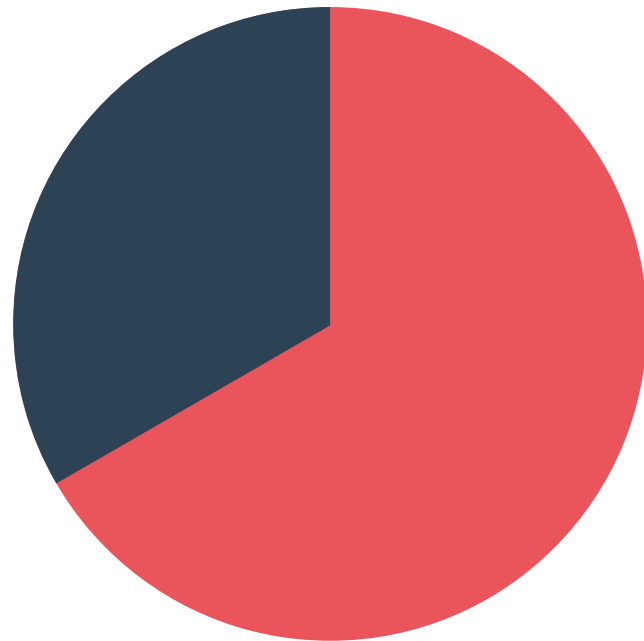
**Comment:** depending on the final settlement, Brexit may make it harder for companies to address recruitment difficulties by recruiting overseas. Unless companies have real problems executing their next-best-alternative, they are unlikely to want to invest in longer-term recruitment and training strategies.

### Q10: Are there skills gaps in your sector? ie employees who are not fully proficient in their jobs.

ICS, Solent LEP, British Marine, PSS, Nautilus and MYBA said **'YES'**.

Maritime London, BPA and Shoreham said **'NO'**.

The remainder did not answer the question.



### Q11: What are the main causes of those skills gaps?

Unable to attract fully skilled people	3
Introduction of new technology	3
Introduction of new products or services	1
Introduction of new working practices	1
They're still training	5
They've not had appropriate training	3
Don't know	2
Other/Please comment:	2

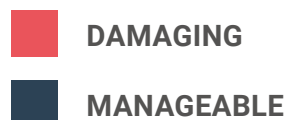
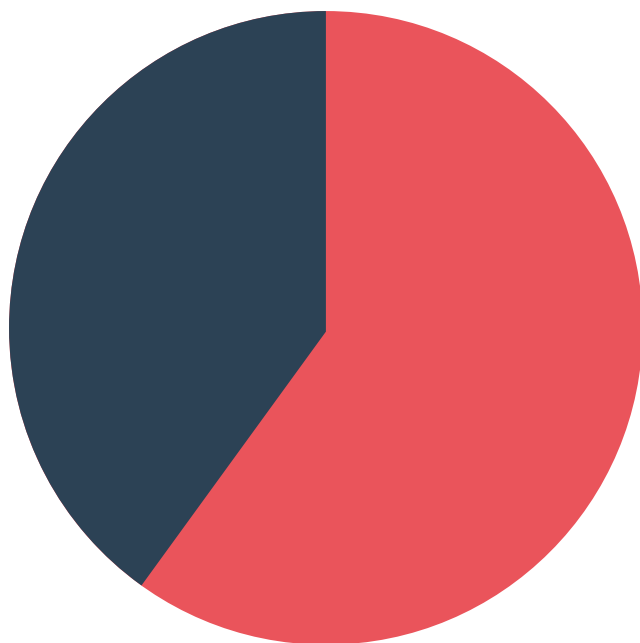
**ICS commented:** company support for learning and development including time / funding.

**Solent LEP commented:** as a strategic body, we see all of the above factors at play affecting productivity and growth.

## Q12: What is the impact on businesses of these hard-to-fill vacancies and skills gaps?

Six organisations said '**DAMAGING**' (Solent LEP, SMI, British Marine; Nautilus; MYBA; Seafarers UK); four '**MANAGEABLE**' (ICS; British Marine; PSS; MNTB).

**Comment:** again, unless these difficulties cause real pain, companies are unlikely to invest in alternative approaches.



## Q13: What action is in hand, or planned, to tackle these issues?

Nine organisations responded:

### ICS

apprenticeships/employer engagement.

### Seafarers UK

Promotion of whole-sector maritime job opportunities.

### Solent LEP

We have responded on a number of fronts. Employer led skills solutions – focusing specifically on our key sectors, to develop bespoke training programmes. Link to EOP projects funded [www.solentlep.org.uk/who-we-are/solent-lep-funding-panels/employer-ownership-of-skills-investment-panel-not-currently-active](http://www.solentlep.org.uk/who-we-are/solent-lep-funding-panels/employer-ownership-of-skills-investment-panel-not-currently-active). In addition we have dedicated Marine Maritime Steering group. Recently went out to market for an apprenticeship hub to increase apprenticeship provision in the area. Funded the CEMAST (Fareham) & CECAMM (IoW) skills centres - both of which pick up marine engineering skills training. The latter has developed a bespoke composite NVQ with Vestas as a result, which other firms are now accessing. We are also very supportive of the newly opened UTC - lead employer is the Royal Navy.

### SMI

Some companies are stepping up engagement with local schools to show exciting careers available in their sector.

**British Marine**

Apprenticeship training is being used to train the younger generation.

**PSS**

Development of Trailblazer apprenticeships. Local arrangements by individual port organisations.

**MNTB**

Recruiting younger persons.

**Nautilus**

The doubling of SMarT Funding will increase the overall number of cadets in training which will give employers a wider pool from which to select the best talent.

**MYBA**

Action to change the culture onboard to promote mentoring; Revision on Training Record Books; Promotion of non-mandatory career development training.

**Q14: What further action would help?**

The same nine commented:

**ICS**

Employer awareness.

**Seafarers UK**

Increased funding for promotion of whole-sector maritime job opportunities (i.e. not just Royal Navy and 'traditional' UK Merchant Navy roles).

**Solent LEP**

Ability to further influence adult education budgets locally, to influence the provision of skills training. More coordinated information advice and guidance in schools and colleges around workforce skill requirements, we have stated an interest in becoming a career hub area. Working more closely with employers to ensure the curriculum is fit for purpose in a rapidly changing environment.

**SMI**

The moves by Maritime UK to promote attractive careers in the industry is welcomed.

**British Marine**

in the short term, overseas recruitment.

**PSS**

Support for and promotion of new Trailblazers.

**MNTB**

Firstly harmonisation of standards and/or certification. Secondly some degree of support to employers in terms of recruitment and payroll.

### **Nautilus**

It is no good training additional cadets if they do not have a reasonable chance of employment upon completion of their training. The link between training and employment put forward in the successful SMarT Plus proposal needs to be sufficiently robust to ensure that newly qualified officers are able to gain the experience required to progress through the ranks to become masters, chief engineers and shoreside maritime professional of the future.

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### **MYBA**

UK superyacht apprenticeship (or funded 16-18yo training) via the UKSA with industry partners.

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## **Q15: How would you summarise the main skills issues in your sector?**

All 12 organisations commented:

### **ICS**

uncertainty around Brexit and future tech disruption. Agency sector is very low reward against demand for high quality service.

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### **Maritime London**

The primary issue is the ability of the sector to safeguard itself against a changing nature of technologies currently or soon to be utilised. Whether this be AI, block chain, electronic policy placing, fintech or automated ship fixing. The industry is changing quickly and we need to be sure the next generation of practitioners are able to utilise the tech that is beginning to change the way business is being transacted.

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### **Seafarers UK**

Skills deficit would be rectified by attracting and recruiting talented young people to pursue maritime careers, at sea and ashore.

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### **Solent LEP**

Young people coming through are not choosing subject areas that will allow them to acquire the necessary technical skills. We have poor progression from level 3 to levels 4 & 5.

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### **SMI**

Image of marine engineering versus aerospace and automotive, especially Formula 1!

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**British Marine**

More boat builders and engineers will be required in the future.

**BPA**

Ports have access to wide pools of local labour but sometimes finding skilled/experienced candidates can be challenging.

**PSS**

We have highly skilled professionals and skilled/experienced operatives, but many of the latter do not have any qualifications to recognise their capabilities. We also have a real challenge around Maths and English skill level in some job roles.

**Shoreham**

It is challenging recruiting high calibre applicants in our marine and engineering roles. The applicant pool available is limited and also not very diverse. As an industry more needs to be done to attract a full spectrum of applicants and to build a robust and diverse talent pipeline for the future.

**MNTB**

An aging workforce. A greater degree of variety to the occupational skills being acquired.

**Nautilus**

Technology has advanced rapidly in recent years on board merchant ships and this trend is forecast to continue. As the process of amending the STCW convention is long and laborious, it is unable to keep pace with developments in the industry. There is a significant gap between the internationally mandated minimum standards for seafarers and what is actually required on-board modern vessels. Whilst the UK CoC is rightfully held in high regard

internationally due to the MCA's rigorous interpretation of the convention when compared to other flag states, any attempts to modernise the syllabus are often resisted as they are either perceived to be 'gold plating' or there is reluctance to depart from traditional methods. This makes it very difficult to ensure that the skill set of the seafarer will remain appropriate to current and future industry needs.

**MYBA**

Over paid and under trained.

## Comment

There are some common themes here, notably a shortage of engineers (in common with every other sector of the economy: hence the Government's Year of Engineering 2018), and some particular ones, such as the problems faced by smaller ports in remoter areas. A notable omission is issues, and opportunities, around autonomy.

Apprenticeships feature prominently in the existing range of actions – because they are a good response, or because Government funding is so readily available? Solent LEP's broad range of actions is particularly noteworthy.

## Next steps

We have streamlined the membership and focus of the re-titled People and Skills Forum following the Governance Review, and I have taken over the secretary's role. I propose to take advantage of the fact that membership of the Skills Strategy Task Group is now almost wholly covered by that of the (broader) People and Skills Forum, by running the two together. That will speed things up, avoid an unnecessary meeting, and seat the Strategy in a wider group.

As the Board asked that we start with a high level strategy, I propose to present a draft – drawing on the survey responses – to the next meeting of the People and Skills Forum on 18th April, along with recommendations for future action. eg that we might publish a paper on the skills implications of automation, slaying some myths and focusing attention more precisely on the opportunities and the challenges.

As a reminder, the People and Skills Forum previously endorsed the following principles (4 'A's) to underpin our approach in preparing a Skills Strategy for the sector:

- **Authoritative:** we should say how things really are, and nail myths (eg that schoolchildren are not interested in careers at sea; we know they are).
- **Add value:** and be careful neither to duplicate, nor get in the way of, what others are already doing (eg the joint campaign for SMarT Plus in the shipping sector)
- **Address problems:** not just describe a problem or opportunity, but do something about it
- **Focus on Action:** no fat reports; no huge steering group (but open communication)

### IAIN MACKINNON

Chair, Skills Strategy Task Group; Secretary, People and Skills Forum; Secretary, Maritime Skills Alliance

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April 2018

## Appendix A: Survey Questionnaire

1. Please define as precisely as you can what sector or occupational group your answers below relate to: .....

2. Please provide your contact details

Organisation: .....

Name: .....

e-mail: .....

3. Do you have a recent skills analysis or skills strategy report for your sector? If so, please attach a copy or provide a link:

Yes ☐ No ☐

If an existing document covers any of the subsequent questions, please simply say so. ....

4. Are there hard-to-fill vacancies in your sector?

Yes ☐ No ☐ D/K ☐

If so, please list them: .....

5. Do some parts of your sector face greater difficulties?

Yes ☐ No ☐ D/K ☐

7. If so, which are they? .....

8. Why do they have greater difficulties? .....

9. What do employers in your sector do when faced with hard-to-fill vacancies? (tick as many as apply)

Employ agency labour ☐

Recruit overseas ☐

Make do with someone more junior ☐

Delay work ☐

Lose business ☐

Delay developing new products / services ☐

Experience increased operating costs ☐

Increase workload for other employees ☐

Don't know ☐

Other / Please comment: .....

10. Are there skills gaps in your sector? – ie employees who are not fully proficient in their jobs.

Yes ☐ No ☐ D/K ☐

**11. What are the main causes of those skills gaps?**

(tick as many as apply)

Unable to attract fully skilled people ☐

Introduction of new technology ☐

Introduction of new products or services ☐

Introduction of new working practices ☐

They're still training ☐

They've not had appropriate training ☐

Don't know ☐

Other / Please comment: .....

**12. What is the impact on businesses of these hard-to-fill vacancies and skills gaps?**

Damaging ☐ Manageable ☐ Slight ☐

**13. What action is in hand, or planned, to tackle these issues?**

.....

**14. What further action would help?**

.....

**15. How would you summarise the main skills issues in your sector?**

.....







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