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 ACTIVITIES

- 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
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)
Value-Driven Service  (Improved Container Unlashing Process)

• Containers above deck on containerships 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.
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 unleash 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.
- Turn vessel around faster.
- Save time and money
- Unlash vessel sooner.
- Utilization of staff and resources better.
- Commence operations sooner.
- Quicker turn around of vessels
- Sell idea to Stevedoring company.
- Training of stevedore.
<table>
<thead>
<tr>
<th>No</th>
<th>Key Performance Area</th>
<th>Objective</th>
<th>Measurement</th>
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<tbody>
<tr>
<td>1</td>
<td>Volume</td>
<td>• Port can do more volumes with the same equipment</td>
<td>Volume increase</td>
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<tr>
<td>2</td>
<td>Efficiency</td>
<td>• Improve operating efficiencies and effectiveness</td>
<td>Unlashing cage</td>
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<tr>
<td>3</td>
<td>Staff</td>
<td>• Better utilization of staff, less idle time</td>
<td>Operations start earlier</td>
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</tbody>
</table>
| 4  | Financial            | • Increase container volumes  
                           • Effective cost management of staff | Additional containers handled |
<p>| 5  | Environmental        | • Create a safe working environment for the Stevedores | Unlashing cage |</p>
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<thead>
<tr>
<th>No</th>
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<tbody>
<tr>
<td>1</td>
<td>Increase in container volumes</td>
</tr>
<tr>
<td>2</td>
<td>Improved vessel turn around time</td>
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<tr>
<td>3</td>
<td>Better utilization of staff and resources</td>
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<td>4</td>
<td>More income for the Port</td>
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<tr>
<td>5</td>
<td>Saving on vessel costs</td>
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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)

- Quality
- Speed
- Cost
- Safety
- People

Promoting Decent Work for Men and Women
THANK YOU