

MarineProfile 

**MARINE PROFILE AB**

**INTERNATIONAL CONSULTANTS  
SERVING THE MARITIME INDUSTRY  
IN HUMAN RESOURCE, ORGANISA-  
TION, HUMAN FACTOR AND  
SAFETY ISSUES**



**Marine Profile** was founded in 1994 by industrial management and human resource consultants with experience and interest in the shipping industry, together with consultants with extensive competence in the maritime industry.

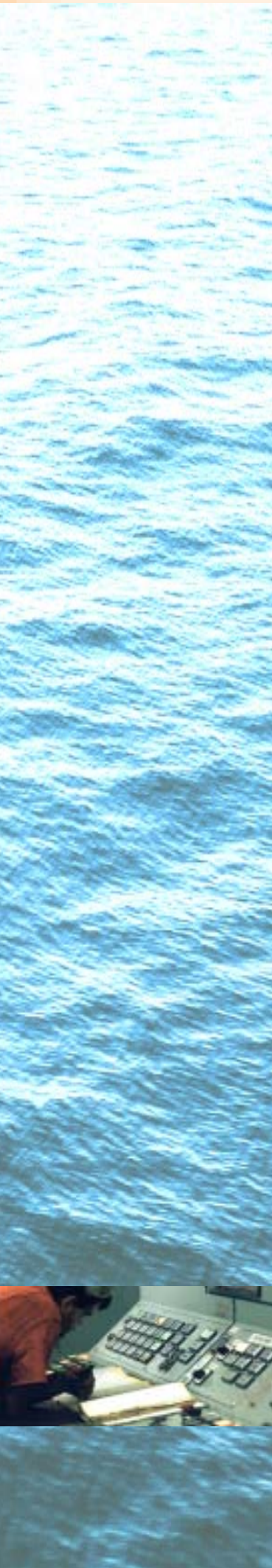
Combining these competencies, Marine Profile focuses on providing companies with established and modern techniques for improving personnel and organisational efficiency and safety both ashore and onboard ships.

This has materialised in unique and successful concepts, covering all levels of human performance and especially developed for international multi-cultural use by the maritime industry.

Today Marine Profile is serving international shipowners who employ officers and crew from both East and West.

You can find more information about Marine Profile and our concepts on our website:

[www.marine-profile.com](http://www.marine-profile.com)



**T**he best way to introduce ourselves is by explaining what we do and how we do it.

**T**his brochure describes some of our services, all of which are within the field of human resources, organisation, human factor and maritime safety.

### **Acknowledgements**

Marine Profile wishes to express its gratitude to the following clients and partners for their contributions of photos for this brochure: Color Line, Danish Maritime Institute, Destination Gotland, IUM Shipmanagement, Norwegian Cruise Line, Nordö Link/MTM Management, Royal Caribbean Cruise Line, Scandlines, Shipax Information, Silja Line, Star Cruises, Stena Line Scandinavia, TT-Line, Ven Trafiken, Vägverket Färjerederiet and Walleniuslines.



**SELECTION AND ASSESSMENT**

**MARITIME ASSESSMENT AND PROFICIENCY  
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## SELECTION AND ASSESSMENT

A prerequisite for maintaining high safety and enhancing teamwork and professionalism onboard is to employ and promote officers and engineers with suitable personal qualities and personal traits.

Marine Profile specialises in the selection and assessment of seafarers with the ultimate end of reducing human-factor-induced errors. The objective is to shed light upon levels of individual capacities such as: safety consciousness, perception, stress limits and stress reactions, situational awareness, leadership skills, personality organisation, maturity, stability, sociability and cooperation.

The assessment is conducted by a maritime psychologist in line with requirements decided upon in cooperation with the shipowner.

The methodology involves psychological tests such as Defense Mechanism Test (DMT), followed by an in-depth fact-finding interview, and concluded by feedback to the candidate.

After completion, the shipowner gets a thorough analysis of each candidate together with our recommendations.



## MARITIME ASSESSMENT AND PROFICIENCY TRAINING (MAPT)

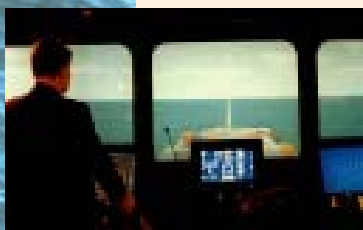
This is an advanced preparatory training and evaluation course especially designed for candidates for a position as master or chief engineer.

During the course, each candidate is assessed as well as trained. After completion, the shipowner gets a written and oral report on each candidate's suitability for the position in question.

The course covers a full-day psychological assessment with thorough feedback to the candidate, followed by three- to five-day individualised training in a bridge or engine room simulator, with a concluding performance appraisal.

The training and assessment covers individual capacities such as stress reactions, coping behaviour, leadership skills, personal stability, sociability, decision-making, crew-cooperation, skills in exercising command, ability to distribute workload, ship handling as well as emergency and crisis management.

MAPT is carried out in cooperation with the Danish Maritime Institute (DMI).



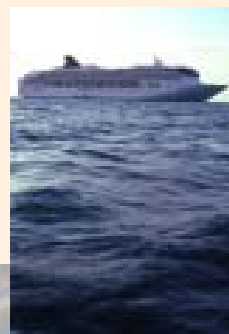
## CONTINGENCY EXERCISES

Marine Profile conducts specially arranged in-house Contingency Exercises for shore or shipboard management in compliance with the ISM code.

The purpose of the Contingency Exercises is to train and evaluate the shore and/or shipboard management on the client's own premises with respect to leadership, internal and external communication, handling of information as well as appropriate knowledge of dealing with crisis situations.

Relevant crisis situations may include: collision, fire, evacuation of passengers, personal injury or death, oil spill and salvage. Such situations may lead to contact with: mass media, next of kin, various authorities, classification, cargo owners, salvors, H&M, P&I and opponents etc.

Marine Profile undertakes responsibility for developing, conducting, and monitoring the Contingency Exercise. After completion, oral personal feedback on technical and human resource aspects will be given to the management and other participants, followed by a comprehensive written report, including suggestions for possible organisational or other improvements and changes.



## TRAINING IN CROWD AND CRISIS MANAGEMENT

Marine Profile conducts training in Crowd and Crisis Management according to STCW-95.

The course is led by a maritime psychologist, and covers the leadership of the ship's safety organisation as well as management and control of passengers and crew. Emphasis is placed on understanding the strains upon leadership during a crisis and how human behaviour might be affected, as well as on coping with human error and understanding the anatomy behind human-factor-induced errors.

The course is designed for 12 officers and preferably held at the shipowner's location, with possible practical exercises onboard a ship.

Marine Profile also conducts training in Crowd Management according to STCW-95, intended for crew members on passenger ships. This one-day course is for up to 25 participants.

The course covers leading, informing and assisting passengers during a crisis or evacuation. Emphasis is on both preventing and handling of crisis reactions among passengers.

### **Crowd Management Instructor's Course**

This is an advanced three-day course for shipowners who prefer to train and use in-house instructors. This course includes thorough training as well as all necessary instructors' aids.



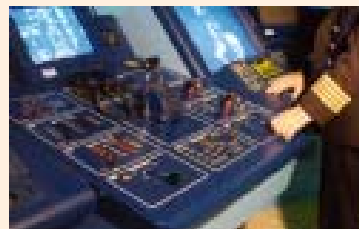
## RECRUITMENT ASSISTANCE

Recruitment of personnel to qualified positions is often a time-consuming task for executive staff members. Marine Profile can supply any shipping company or maritime organisation with expert help during the entire recruitment and assessment process.

We add momentum for our clients by taking care of vital parts of the process and we also add quality and objectivity in the final selection based on our vast experience and expertise in personnel assessment.

Our participation can range from help with formulating job and applicant profiles through assistance with all matters concerning advertising, to psychological assessment and in-depth presentation of final candidates.

Marine Profile can furthermore save clients' time and effort by taking responsibility for administration and compilation of application documents, preliminary evaluation, ranking, listing and presentation of candidates, as well as for maintaining contact with and supplying information to them.



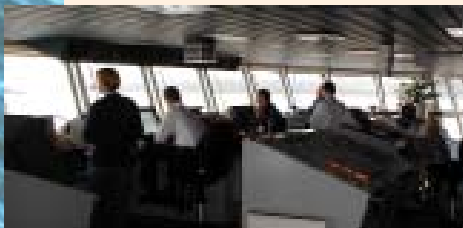
## POST-INCIDENT INVESTIGATIONS

Whenever someone faces an incident, a near mishap or an accident, there are always lessons to be learned and experience to gain. Marine Profile has the competence and methods to analyse a chain of events from a human factor point of view.

Finding facts and isolating causes is usually a very sensitive matter. Such investigations often need someone from outside with a professional approach and a fresh, neutral and unbiased eye. Our maritime psychologists are trained in investigating and interviewing, to observe strict confidentiality, and to take a scientific approach that is free from prejudice and blame. Our psychologists are also trained in the treatment of personal crisis, debriefing and in handling post-traumatic reactions.

Human errors are normally due to organisational or individual shortcomings, which can be uncovered and isolated. Deep knowledge of people, human reactions, group dynamics and man-machine interface is a prerequisite for this.

Our approach to investigating mishaps or near mishaps is to constructively aim at learning and utilising experience to achieve improvements and enhanced safety.



## CROSS-CULTURAL LEADERSHIP

Marine Profile leads seminars in Cross-Cultural Leadership adapted for each shipowner's needs and wishes. The perspective is from a Western point of view towards other cultures.

The seminars teach the use of established tools for describing, comparing and understanding cultural and ethnic characteristics, and various differences are discussed and studied. The object is to help the participants gain a deeper understanding of cultural varieties. Such knowledge will help officers and others to better adapt their supervisory style, based on an ability to understand cultural differences and the rationale behind them.

The seminars are based on studies as well as on the leaders' and participants' experience of other cultures. We also study the notion of "Culture" in a broader sense, as well as its impact upon people's attitudes, priorities, manners and norms, beliefs and overt behaviour. Other important concepts such as Corporate Culture and Safety Culture are studied with regard to their impact on attitudes and behaviour.



## THE MARINE PROFILE APPRAISAL SYSTEM

Marine Profile provides a professionally designed performance appraisal system especially adapted for the maritime industry. It is suitable for all categories onboard any kind of ship.

The system covers 24 different scorable behavioural areas. To secure reliable appraisals over time, it is standardised with safeguards against inconsistent or changing scoring practices. The system facilitates a shipowner's follow-up on individual performance as well as decisions about promotions and development efforts.

The system consists of appraisal forms, a 60-page appraiser's instruction booklet and company software for storage and processing.

Marine Profile supplies a training course for appraisers or our clients' own instructors. Besides training in the use of the system, the course covers how to distinguish and understand various personal capacities and behavioural expressions as well as the art of giving feedback.



## MASTERLINE MARINE

Masterline Marine is a psychological assessment method especially developed for the maritime industry. Shipowners and manning companies can subscribe to and be trained in the use of Masterline Marine to increase their accuracy, objectivity and precision in assessments before recruiting or promoting personnel.

Through Masterline Marine, one gains deeper knowledge of an applicant's lifestyle, values and other important personal characteristics. Individual qualities such as intellectual structure, readiness for involvement, motivation, coping potential, attitudes, ambitions, team orientation and capacity for leadership are evaluated.

Masterline Marine consists of forms, instructions and software for processing.

Masterline Marine is culturally independent (unbiased) and is presently available in English, Chinese, Norwegian, Danish and Swedish. Versions in other languages can readily be produced as needed.

When recruiting for senior positions onboard, Masterline Marine should preferably be supplemented with additional testing (e.g. DMT, Defense Mechanism Test) to also cover human factor and safety aspects.



## RESEARCH AND DEVELOPMENT

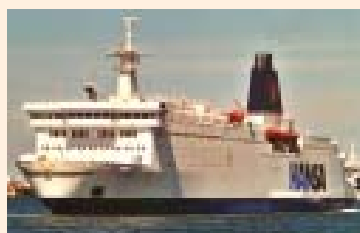
As a leader in our field, Marine Profile feels a responsibility to deepen and spread knowledge to the maritime industry about our areas of expertise. Our main R&D fields are human factor issues, group dynamics, communication, corporate and safety culture issues as well as organisational topics important for maritime safety.

Examples of in-house R&D projects are research in improving the management and evaluation of contingency exercises, and methodological research in selection, assessment and training of seafarers.

Marine Profile has received a government grant for investigating human factor issues in a project aiming at achieving new and better training and operational strategies.

We have also received a government grant for investigating passengers' understanding of announcements over a ship's PA system. This project aims at optimising crowd management in cases of emergency.

Our research projects are normally conducted in collaboration with our clients and partners.





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