

# EMPLOYABILITY SKILLS AND VOCATIONAL PROSPECTS IN THE SOUTH AFRICAN MARITIME SECTOR



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# OVERVIEW

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- **Choices/ Opportunities**
- **Information Sources**
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- **GAINING ACCESS**
- **Research Opportunities**
- **The Industry**
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- **Employability Skills**
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# Finance/ Funding Sources –Education and Skills Development

- NRF
- SETA
- TETA
- SAMSA
- Transnet/ private sector
- Dept of Transport/  
Trade and Industry
- Consulting universities  
–DUT, UKZN etc...
- Gal.co.za
- eThekweni Maritime  
Cluster

# TENDERS

- Information sources
- [www.africagateway.info](http://www.africagateway.info)
- <https://www.l2b.co.za/Tenders/Tender-Africa>
- <https://www.globaltenders.com/global-tenders-africa.php>
- <https://www.sa-tenders.co.za>
- African Union
- World Bank
- [www.tendersinfo.com/global-south-africa-tenders.php](http://www.tendersinfo.com/global-south-africa-tenders.php)
- <https://www.onlinetenders.co.za/tenders/africa>

# RESEARCH OPPORTUNITIES CSIR MARITIME SECTOR ROAD MAP

**Action 1: Conduct research to establish how certain policies and legislation in the maritime sector need to be reviewed**

Research needs to be conducted to establish how existing maritime legislation and policy need to be reviewed (over and above what is already being done as part of Phakisa: Oceans Economy). In other words, such research needs to determine which sections of the existing legislation need to be amended and how. Some policy and legislative issues that need to be investigated include:

- A review of the National Ports Act (Act 12 of 2005)<sup>22,23</sup>;
- A review of the Merchant Shipping Act (Act 57 of 1951) and the Merchant Shipping Regulations<sup>24,25</sup>;
- A review of the Maritime Transport and Services Industry Sub-Sector Code<sup>26,27</sup>;
- Jurisdictional gaps in law, protection, enforcement and prosecution<sup>28</sup>; and
- Identifying which legislation needs to be amended to align with international protocols to which South Africa is already a signatory<sup>29</sup>.

**Action 2: Conduct research to establish the need for new policies and legislation in the maritime sector**

Research needs to be conducted to establish what new policies and legislation are required for the South African maritime sector (over and above what is already being done as part of Phakisa: Oceans Economy). Some policy and legislative issues that need to be investigated include:

- The need for admiralty jurisdiction provisions to attract or encourage banks to invest in new ships<sup>30</sup>;
- The introduction of tax incentives:
  - for world cargo transfers passing through South Africa<sup>31</sup>;
  - to make South Africa an attractive destination for investment and particularly ship repair<sup>32</sup>; and
  - to substantially reduce port costs for importers and exporters in South Africa<sup>33</sup>;

# RESEARCH OPPORTUNITIES CSIR MARITIME SECTOR ROAD MAP

- The need to introduce a cabotage<sup>26</sup> regime<sup>2</sup>;
- The feasibility of establishing a maritime ministry or a maritime department within an already existing government department such as DoT<sup>10</sup>.
- The need for a national maritime industrial policy and strategy<sup>2</sup>;
- The need for a national procurement policy that would enable South African companies to be actively involved in the local and international maritime industry<sup>24</sup>;
- The need for a policy to regulate the health and safety of ship workers and immigrant communities at ports<sup>2</sup>; and
- The need for a policy to direct the oil industry to dedicate resources to respond to pollution incidents<sup>2</sup>.

**Action 3:** Conduct research to determine how the alignment and coordination of existing legislation and policies in the maritime sector could be improved

Research needs to be conducted to establish how:

- The environmental impact assessment (EIA) process can be aligned with maritime activities<sup>2</sup>;
- Maritime-related activities can be included in the National Climate Change Response White Paper<sup>26,27</sup>;
- Shipping and customs procedures in all ports (including SADC ports) can be aligned and coordinated<sup>2,4</sup>;
- Industry sector charters (e.g. the Mining Charter) can be reviewed to support the maritime industry<sup>2</sup>; and how
- Maritime-related activities can be incorporated into existing strategic infrastructure programmes and sectoral development plans<sup>2</sup>.

**Action 4:** Conduct research on which institutional reforms need to be implemented in the maritime sector

Research needs to be conducted to establish where institutional reforms are needed for the South African

maritime sector. Some institutional reforms that need to be investigated include how to:

- Enable SAMSA to become a world-class maritime authority<sup>21,2,10</sup>; and
- Build and expand on the existing strengths of the South African Navy (SAN)<sup>28,29,10</sup>.

**Action 5:** Conduct research to improve governance, management and implementation in the maritime sector

Research needs to be conducted to establish the most suitable approach to:

- Fast-track work permits for highly skilled people<sup>10</sup>;
- Create an attractive environment for the employment of South African seafarers<sup>10</sup>;
- Follow an appropriate cluster approach for the development and promotion of competitive maritime industries and the delivery of high quality services at sector/subsector and industry service levels<sup>1</sup>.
- Create an enabling environment for small, medium and micro-sized enterprises (SMMEs) to learn from and grow in the maritime sector<sup>10</sup>;
- Develop road and rail infrastructure to maximise port utilisation<sup>10</sup>;
- Invest in post boat production and marine boating infrastructure and skills development<sup>10</sup>;
- Invest in new modern infrastructure (from steel manufacturing to building)<sup>10</sup>;
- Identify existing problems at South African ports and develop a coherent strategy to address these<sup>10</sup>; and to
- Introduce independent international benchmarking of port-related activities<sup>10</sup>.

In addition, the following actions, though not directly focused on research, innovation and knowledge management, are key to achieving Objective 2's desired state.

# RESEARCH OPPORTUNITIES CSIR MARITIME SECTOR ROAD MAP

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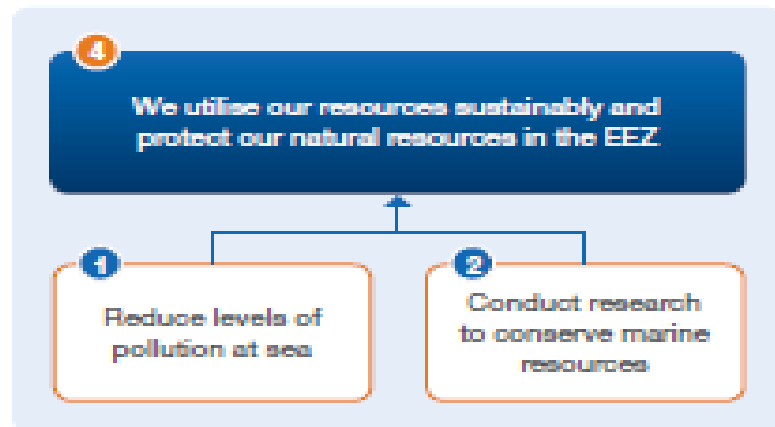
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# RESEARCH OPPORTUNITIES CSIR MARITIME SECTOR ROAD MAP

Actions for achieving the desired state through research, innovation and knowledge management



**Action 1: Reduce levels of pollution at sea**

Research should be conducted to:

- Develop technology to prevent and combat pollution by ships<sup>20</sup>;
- Develop technology to track who is responsible for and prevent future oil spillages<sup>2</sup>;
- Investigate the need for a nationally funded central authority that is responsible for safety and security [along the lines of the United States of America (USA) Coast Guard<sup>21</sup>];
- Investigate the development of empowerment programmes for coastal communities;

- Investigate ways to build on the activities of the SAN and the National Sea Rescue Institute (NSRI) to improve communications and the tracking of vessels on the South African coast<sup>2</sup>.

In addition, there is a need to broaden the vessel tracking system for all licenced fishing vessels and make available sufficient funding and resources to provide protection for renewable and non-renewable resources within the EEZ<sup>2</sup>.

**Action 2: Conduct research to conserve marine resources**

Environmental sustainability is promoted through adherence to national environmental legislation, as well as international conventions and agreements<sup>22</sup>. The conservation of marine resources is strengthened by cultivating an appreciation (national pride) for the marine environment<sup>2</sup> and can provide important benefits for the South African population and the economy.

Research is required to:

- Develop a thorough understanding of the natural marine and freshwater environments<sup>2</sup>;
- Map available resources (wave, ocean currents, mineral etc.)<sup>2</sup>; and
- Identify environmentally sensitive areas on the country's coastline and establish a database for them<sup>2</sup>.

More extensive deployment of fisheries inspectors for the sustainable and responsible exploitation of the country's ocean resources is imperative for successfully implementing this action<sup>2</sup>.

# RESEARCH OPPORTUNITIES CSIR MARITIME SECTOR ROAD MAP

- It is important for government to understand the needs of people who are already established in their careers but might need further skills development and additional funding to pursue this<sup>2</sup>.
- Government should therefore help create an environment that allows different partners to build and retain skills in the maritime industry.

## Action 3: Conduct humanities and social science research on pertinent issues in the maritime sector

Research from the perspective of the humanities and social sciences can make an important contribution to better understanding pertinent issues in the maritime sector. Such research should, among other topics, investigate the following issues:

- Lessons from South Africa's maritime history;
- South Africa's maritime culture;
- Public health issues in the maritime sector;
- Labour issues in the maritime sector;
- Livelihoods of port communities;
- Maritime archaeology;
- Gaps and issues within legislation and policy that need to be addressed;
- A comparison between South Africa's maritime-related policy and legislation and international best practice;
- The human dimensions of the maritime cluster;
- Gendered spaces in the industry<sup>2</sup>.

Research done by the Human Sciences Research Council's (HSRC) Maritime Technical Task Team as well as other maritime-focused studies that have been conducted from the perspective of the humanities and social sciences<sup>23,24</sup>, should be considered as an input into efforts to turn South Africa into a leading maritime nation<sup>2</sup>.

## Action 4: Fund, promote and develop maritime-focused R&D

R&D should be funded, promoted, developed and integrated into the broader supply chain and national R&D strategy. Research outputs should also support national planning initiatives and should be functional in terms of safety, compliance, commercial viability and professional conduct<sup>6,10</sup>.

Here are some key research topics that have been identified by stakeholders in the maritime sector:

- A foresight study to focus/align research in the maritime sector;
- A study to ascertain what research has already been conducted at masters or doctoral level at HEIs;
- A map of available resources (wave, ocean, current, mineral, etc.);
- A study of approaches used by other nations when they set out to grow their maritime status;
- A market survey/study to determine the real value or importance of developing the sector further;
- A skills gap and requirements study for the period 2015-2030 in line with National Development Plan (NDP) imperatives;
- A study to determine how long it will take for a new company or start-up company to move from its initiation phase to acquiring a licence to operate;
- A logistics/transportation sector analysis across all transport modes (supply chain);
- Process simulations across the supply chain to determine inefficiencies optimisation (e.g. ports simulations)<sup>2</sup>;
- A study to determine how to manage South Africa's ports more efficiently and effectively<sup>10</sup>;
- An economic feasibility study for introducing an African or South African cabotage regime;
- Physical oceanographic research;
- Marine technology research<sup>2</sup>;
- A study to determine what maritime sector specific niches, capabilities and technologies exist<sup>10</sup>;
- Research with a maritime application by researchers from a mechanical engineering, electronics, ICT, structural and civil engineering and materials background to encourage innovation<sup>26</sup>;
- Research on diamond mining and boat building; and
- Naval architecture research<sup>10</sup>.

# The Proposed DIA Dugout Port Expansion



**New Dig-Out Port**

**Breakwater and Entrance Channel**

**Liquid Bulk Terminal**

**Container Terminals**

**Automotive Terminal**

# OPTIONS



Deep dive: 24 projects have been selected and sequenced for implementation across 3 phases

- ★ Phase 1
- Phase 2
- Phase 3
- Coastal provinces
- Inland Provinces



Project/enterprise	
★	Hatchery expansion- Paternoster- Oyster
★	Expansion- East London IDZ- Kob
★	Expansion- Hamburg cluster- Oyster
★	Expansion- Ventersdorp- Catfish
★	Expansion - Jacobsbaai Sea Products
★	Expansion - Abagold
★	Expansion - HIK Abalone
★	New - Amatikulu - Kob
●	Expansion - Amatikulu - Ornaments
●	Expansion - DST Abalone Hatchery
●	New- Hamburg cluster- Kob
●	New- Saldanha Viking Cages- Trout
●	ADZ- Ventersdorp- Catfish
●	Doring Bay Abalone
●	New - Saldanha Viking Cages - Salmon
●	Expansion- Saldanha Blue Ocean Mussels- Mussel
●	Expansion- Saldanha Bay Oyster Company- Oyster
●	New- Saldanha Southern Atlantic Sea Cages- Salmon
●	New- Algoa Bay Sea Cage Farming- Yellowtail
●	New- Richards Bay Sea Cage Farming- Dusky Kob
●	New- Diamond Coast Abalone Ranching- Abalone
●	New - Van der Kloof - Trout
●	New - Matzikama Brenner Dietrichs - Abalone
●	New - Buffeljachts - Abalone



## Choices/ Opportunities

**Table 9: Mombasa Port/ Kenya North Transport Corridor Opportunities. This Study**

Port	Physical port facility construction, financing and investment/ upgrading Table 3 identified infrastructure and services Environmental Impact Assessment, consultation and other port planning/ technical feasibility studies
Transport	Dual carriageway, toll road and other road infrastructure costs and concessions -Rail investment and expansion
Maritime	Repairs, Provisions, Equipment, maritime and cargo handling services -See Table 3. Bunkerage, salvaging
Commercial	Banking and Financial services, other port and maritime economy jobs Inland freight distribution port, real estate
Tourism	Accommodation, restaurants, shops, port tours, yachting, clubs, heritage operation
Agricultural	Sustainable fishing, farming, aquaculture and processing
Industrial	Light and heavy marine related industry, beneficiation
Utilities	Water, electricity, sewerage and garbage disposal,

# Information Sources

- For events/  
conferences/ fairs etc
- **Ethekwini Maritime Cluster**
- **Durban Chamber of Commerce**
- **The Mercury etc**
- **[www.ports.co.za](http://www.ports.co.za)**
- **For careers advice/  
employability skills**
- **Prospectus-uk**
- **[www.kent.ac.uk](http://www.kent.ac.uk) –  
careers advice**

# The Industry

- **APL Logistics**
- **APM-Maersk**
- **Bidfreight Port Operations**
- **CMA-CGM Shipping**
- **Cosren Shipping**
- **Elgin Brown, Hamer and Dorbyl Shipyard**
- **Engen/SAPREF/Total Oil Refinery**
- **Evergreen Shipping**
- **FPT Logistics**
- **Grindrod**
- **Hamburg Süd**
- **Hapag Lloyd**
- **K Line**
- **Mediterranean Shipping Company**
- **MERSETA**
- **MOL**
- **Point/Royal Yacht Club and members**
- **Southern African Shipyards**
- **Toyota**
- **Turner Shipping Agency**
- **Wilson's Wharf other Durban affected businesses etc.**

# The Industry/ Professional Association Contacts

- **Durban Chamber of Commerce**
- **eThekweni Maritime Cluster**
- **Island View/Maydon Wharf Leaseholder Association**
- **Port Liaison Committee**
- **SAAFF (South African Association of Freight Forwarders) plus members**
- **SAAFF Harbour Carriers Division plus members**
- **SAASOA (South African Association of Ship Operators and Agents)**
- **SAMSA (South African Maritime Safety Authority)**
- **South African Shippers Council plus members**
- **South African Association of Ship Repairers and Builders**

# The Industry/ Professional Association Contacts

## **GOVERNMENT**

**Durban Municipality**

**KwaZulu-Natal (KZN) Department of Agricultural and Environmental Affairs**

**KZN Department of Economic Development and Tourism**

**KZN Department of Transport.**

**National Ports Regulator Authority of South Africa.**

**National Department of Transport**

**National Department of Trade and Industry**

**SARS –Customs and Excise**

## **PORT AUTHORITY/PARASTATAL**

**TNPA (Transnet National Port Authority)**

**Transnet Port Terminals**

**Transnet Freight Rail**

**Transnet Capital Projects**

**Dube City Trade Port**

# CONNECTIONS

- **Each Other: Create alumni networks –establish a link of alumni for connections. Few people can get anywhere without connections –they unfortunately seem to matter more in this period**
- **Academic/ Random**
- **Work Experience/ family/ friends**
- **Unions**
- **Professional associations**
- **Trade/ Exhibition Fairs**
- **Funding sources**
- **Politics/ Community**
- **Establish connections with the private sector –especially through flattery –particularly to try and acquire work experience and possible finance opportunities.**
- **? Social Networking**

## CONNECTIONS

- **Utilise social networking –or enable someone else to do so – never fail to use the technology that exists at one’s disposal. In an age where people are obsessively attached to technology and global culture –in order to get the attention of civically indifferent citizens; more and more governments are having to modernise –via electronically publicising their undertaking.**



## GAINING ACCESS

- **Prepare CV/ Cover Letter/ Tender/ Funding Request**
- **Research Company/ Current Affairs**
- **Dress/ Appearance**
- **Industry –Connections –locate email, phone, address**
- Another efficient means in getting results was the principle of direct action. It is surprising just how much valuable and essential information is out there –if one bothers to research it properly... for example; if you want reforms or to implement an idea/ proposal.
- **Personal touch –Charisma/ Charm**
- **Interviews....**
- If there is something you believe in that no one else espouses... you are far more likely to be remembered

## GAINING ACCESS

- **Better to go in person/ professional courier**
- **When emailing a CV –place as text in the email itself –avoid attachments...**
- **Avoid spam main lines –refer to job position etc**
- **Change numbers to words**
- **Professional email address if possible**

## GAINING ACCESS –From Power from Nothing

- A preferred method of contact for this –and for organising in general –should be email –cheaper than phoning/ fax/ paper alternative. It is easier to track people down by email and to continue to plague them with reminders as it costs nothing. It is also simple to register an email for free –that is if you are one of those people who wish to avoid prying eyes from their official email or if one does not get the complimentary yet more prestigious and digitally encrypted university email that most grant to students and whom subsequently retain them for life.
- Other seeds of access occur from the most unexpected of prompters –the wise person sees an opportunity –and learns to adapt what one has –to what exists in reality –to exploit current affairs/ events to connect to one’s own interests/ principles/ causes.

## **GAINING ACCESS –From Power from Nothing**

- **Always establish contacts –one never knows when even a chance acquaintance may come in useful –particularly across the globe; environments; scenarios; positions/ occupations etc. –imperative to take the initiative in acquiring contact details –to retain such links... whether for material advancement; mutual satisfaction; attaining of one's objectives; publicising one's cause/ increasing one's influence etc... Consider this too; when doing people favours... -principle of self advantage/ manipulation.**
- **Use secretaries/ security guards etc... –to gain insider access and privilege... it is all about charming those who have access to the corridors of power and influence –who ultimately determine just how seriously a proposal can be evaluated. One should never underestimate the potential power at the disposal of subordinate functionaries; aides; secretaries and others –those who influence records/ the agenda/ implement decisions/ schedule appointments/ organise things –or safeguard access to property or influential people.**

## **GAINING ACCESS –From Power from Nothing The Art of Governance by Jack Alban Dyer**

- **Make an impression –it is all about perception and being visible. Obscurity never aids a cause –publicity and standing out/ presentation and appearance all help –unless the undertaking requires being subtle/ subterfuge. Otherwise; never be afraid to stand out and draw maximum attention or publicity. Silence never gets anyone anywhere –when espousing a cause –although it can serve well as a strategy –convincing people that you are listening to them; taking them seriously and the time to formulate responses carefully.**
- **It is better to be silent and perceived favourably by others for such (as it often implies tacit consent (although it can be conveniently be construed as a denial –disowning agreement later if necessary); as a pragmatic survival tactic, until one has formulated a response....**
- **Start today –why delay –given that it takes time for so much to be accomplished –one might as well start –never hesitating to implement reform; change –or any idea/ proposal –especially when it comes to government. Who else can one trust but oneself in order to achieve anything at all –let alone to accomplish it in the direction sought?**

# TENDERS

- **Information sources**
- **Transnet...**
- **-separate for Freight Rail, Engineering, Capital Projects**
- **Coega Development Corporation**
- **Dube City Trade Port**
- **[www.govpage.co.za](http://www.govpage.co.za)**
- **IDC**
- **DBSA**
- **PIC, National Treasury**

# CV's

- **Personal contact details**
- **Work Experience**
- **Education Details**
- **References**
- **Personal Development Skills**
- **Employability Skills**

# CV's

- **A single, standard font: Times New Roman, Arial, or something similar .**
- **A readable font size: 12-point preferred, but no smaller than 10.**
- **Neutral paper colour: white or off-white.**
- **Standard layout: one-inch margins (or larger), left aligned lines, and line spaces between sections.**
- Bullets make your resume more concise.
- Bullets make it easier to scan.
- DON'T
- use vague qualitative terms such as “large” or “many,” which leave the reader with questions about specifics.
- DO
- use numbers where appropriate to clearly describe your accomplishments, as in “led a team of nine sales reps.”

# CV's

- **DO**
- **stick to a basic, clear format that helps the reader glean information quickly and with minimal effort.**
- **DON'T**
- **puff up your titles to make them sound more impressive.**
- **DO**
- **focus on your responsibilities more than your titles, describing work performed and results achieved.**
- **DO**
- **discuss two or three of your biggest strengths and illustrate them with experience and achievement.**
- **DO**
- **let your achievements speak for themselves by describing them succinctly and objectively.**
- **DO**
- **distinguish the important from the trivial in your background to fit the most relevant and significant elements**

# CV's

- Write up your experience in brief bullets (preferably no more than a line). Focus on outcomes, not lists of skills. Whenever possible, quantify results.
- • Avoid the most commonly cited resume pitfalls:
  - overuse of buzzwords, inflated experience or titles,
  - factual inaccuracies, overkill, and spelling errors.
- 1. Analytical and problem-solving ability
- 2. Capacity
- 3. Leadership capability or potential
- 4. Aspiration, achievement, and a record of results
- 5: Skills
- 6: Experience

# CV's

- **Supporting skills or attributes that are frequently cited include:**
  - • Relevant industry or functional experience (very important for experienced hires)
  - • Ability to work well on a team
  - • People skills—the ability to communicate effectively
  - • Ability to balance multiple responsibilities
  - • Graduating from a decent school
  - • Interesting activities
  - • Background of personal interest or relevance to the reader
- **What Makes you stand out...**
- **Show your interest/ current affairs and personal awareness**
- **If you have an idea for improving your potential organisation to cite it**
- **-assuming they actually want or do read not reject it**
- **Availiability**
- **Flexibility**
- **enthusiasm**

# CV's

- **Personal Characteristics**

- Analytical ability
- Attention to detail
- Client focus
- Communication skills
- Follow-through
- Intellectual curiosity
- Interpersonal
- aptitude
- Goal orientation
- Motivation
- Multitasking ability
- Negotiating ability
- Persuasiveness
- Quantitative skills
- Results focus

- **They want evidence that you are thoughtful about your experience—both successes and failures—and that you demonstrate a capacity to learn and grow.**

## Employability Skills

- Education
- -listing qualifications
- Work Experience
- Languages
- Driving
- Equipment training etc
- Volunteering
- Clubs/ Societies/  
Organisations –School
- IT skills/ other  
practical
- Awards/ Prizes
- International

## INTERVIEWS

- Be persistent but not pesky—two calls in one day
- are overkill; two calls in a week are probably fine.
- • Be prescriptive in your requests—ask specifically for
  - what you want, whether it's to schedule an interview
  - or have a casual chat on the phone.
- Keep the ball in your court—you'll probably feel
  - more in control if you can plan the next steps rather than wait by the phone.
  - • Make yourself easily available—provide a
    - number where a message can be left at any time.

# INTERVIEWS

- **Leadership Capability**
- Leadership, or the potential to lead, is at the top of most firms' wish lists. Firms always look for individuals who have risen to leadership positions on a team, in school organizations, or in companies.
- Have you
  - Managed people?
  - Facilitated meetings?
  - Led teams in solving problems?
  - Coordinated dealings with outside vendors?
  - Held a leadership position in a school organization, team, or club?

- **• Been elected to a post by your peers?**
- **• Organized or coordinated significant events?**
- **• Held a position of responsibility at a previous employer?**
- **If you don't have a track record as a leader, you should at least be able to show related accomplishments and results that will earn respect.**

**And by all means, make sure you also have some stories to tell about being a great team member./ leader**

# INTERVIEWS

- **Have you**
- **Tackled problems as part of a team in your professional**
- **life?**
- **Been a member of a sports team?**
- **Worked in study groups?**
- **Worked on political or volunteer committees?**
- **Planned and attended group events?**
- **Of course you have! Identify the teams you've been part of, and think about the role you typically play on**
- **them. If you've led teams, highlight it. In your interview**
- **you'll probably be asked to speak about a team**
- **experience and how you helped that team reach a goal.**
- **Have you**
- **Worked in an industry for a long time?**
- **Held various roles within one industry?**
- **Been responsible for analyzing or selling to an industry?**
- **• Held similar functional roles in different industries?**
- **• Ever applied functional knowledge learned in one industry to a similar problem in another?**
- **• Worked extensively in a specific area, such as logistics or manufacturing?**
- **Written a thesis or research paper about a particular industry, business issue, or other topic?**
- **• Followed a particular industry or business topic intensively?**

# INTERVIEWS

- **As with any organisation –academia, political; corporate; government; community etc... it pays to flatter –to appear to develop a keen interest –full of conviction and passion –and energy –willing to undertake what has to be done –but not to be a doormat.**
- **The way to impress people and to make a difference –is to present initiatives and catapult to the top –to bypass those who hinder you in subordinate positions as an underling/ new recruit –and directly demonstrate that you have ideas and potential –to reform the structure.**
- **To cite from personal experience –it is all about being remembered... charming and charismatic –to those that matter –but trying to avoid alienation of any with potential experience/ capacities –that is why it always helps to establish contacts... -one never knows when thee might come in use.**
- **When it came to demonstrating one's potential –rather than relying on psychometric testing,. Any idea you have –to make the world different – any potential change you wish to attempt –it is possible to find a potential conduit willing to receive it and even to act upon it if valid**

# INTERVIEWS

- **REJECTION**
- **DON'T COMPLAIN**
- **An even harder thing –is even to be heard... To make an impact upon those in positions of potential power; influence and authority is a challenge... The prospects of doing so; if not possible oneself –ought to be supported and valued in those of others –who are capable of such, who share (to some extent) your convictions, passions; perceptions/ causes as they themselves can advance these on your behalf.**

Any questions  
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