



Alaska Marine Highway System State of Alaska Q4 Report & Recommendations

Submitted By Stephanie Haydn

Senior Consultant, PeopleAK

Stephanie@PeopleAK.com | 907-276-5707

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Executive Summary:

The recommendations below are a comprehensive analysis of partner agencies and targeted recruitment activities that have resulted in an increased applicant pool for the Alaska Marine Highway System specific to the job categories identified as critical under contract 2522S036 AMHS Staff Recruitment Assistance.

Our team continues to meet with Department of Transportation & Public Facilities along with AMHS Marketing and Communications to discuss what has worked in the past and how to reach qualified candidates. We are working together to identify new avenues to better understand traffic associated with social media and online activities. This effort has resulted in additional consultative work that includes direct communication with the Department of Transportation & Public Safety.

PeopleAK consultants are working to develop a streamlined application process that will shorten the time between application and candidate communication. Through our work identifying challenges it was discovered that many applicants were lost due to a lack of timely communication. In this report we have included a timeline of the process. This timeline is a replication of an actual applicant experience discovered by PeopleAK when conducting interviews of both applicants and new hires.

This report includes recommendations that should be considered in the 2023 contract to ensure that the rate of application to new hire improves, and that recruit onboarding results in greater retention.

To date the team has executed 399 hours of allotted time working on developing strategies and calling resource partners. This effort has resulted in:

Title	Applicants	Hired
Vessel Construction Manager 1 & 2	18	0
Oiler	84	0
Junior Engineer	18	0
Able Bodied Seaman	85	3
Port Engineer	31	1
1 st , 2 nd , & 3 rd Assistant Engineer (Did not go live until 7.25.22)	5	0

PeopleAK Recommendations and activities:

Currently the process flow is creating a bottle neck in the delivery of information to applicants. The process established utilized PeopleAK consultation to develop a communication and outreach plan to attract a larger pool of applicants. We believe by evidence of the applicant numbers the outreach plan has proven effective.

The delayed candidate communication is resulting in applicant losses. Specific to the Oiler and Able-Bodied Seaman positions, we have lost applicants due to lack of response in a timely manner. Of the 169 total applications, 38 qualified applicants were submitted with only 3 placements. People AK recommends that the process is streamlined. A review of current steps and recommended steps are outline below.

Beyond the streamlined process PeopleAK and DOT&PF team members will conduct a facilitation on January 12, 2023, to review current processes, discuss project goals, and identify activities that will develop a plan for improving recruitment efforts and new hire onboarding.

The facilitated work-session will result in a strategic plan that includes a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), establish goals, and RACI Matrix (Responsible, Accountable, Consulted, Informed). The intent of this plan is to identify what activities and tasks will result in greater recruitment and retention while assigning responsibility to each member of the team for their part in delivering outcomes. (A report outlining the plan will be delivered to DOT&PF following the session by January 17,2023)

Current Application Process:

*(*most applicants report a 1 to 3 week delay in communication following AMHS submission)*

Step	Process	Responsible
1	Outreach and Advertising	PeopleAK
2	Initial Shortform Application	Candidate
3	Application Review	PeopleAK
4	Credential Verification	PeopleAK
5	AMHS Candidate Submission	PeopleAK
6	AMHS Candidate Review	AMHS Assigned Hiring Manager
7	AMHS Application to Candidate	AMHS Assigned Hiring Manager
8	SOA Application Completion	Candidate (second apply)
9	AMHS Interview and Screening	AMHS Assigned Hiring Manager
10	Contingent Offer and SOA Applicable Testing	AMHS Assigned Hiring Manager
11	Candidate Hired	AMHS Assigned Manager
12	Confirmation of Starting	PeopleAK

The delay is resulting in the loss of qualified applicants. The proposed process change will reduce applicant frustration and shorten the time that it takes to onboard new hires substantially. According to Society Human Resource Management most applicants in the current environment will lose interest within two weeks of their initial application.

Recommended Application Process:

Step	Process	Responsible
1	Outreach and Advertising	PeopleAK
2	SOA Approved Application	Candidate
2	Application Review	PeopleAK
3	Credential Verification	PeopleAK
6	Shift Options and Expectations to Candidate	PeopleAK
7	Candidate Completed SOA Application Submission	PeopleAK
8	Contingent Offer and SOA Applicable Testing	AMHS Assigned Hiring Manager
9	Candidate Hired	AMHS Assigned Hiring Manager
10	Confirmation of Starting	PeopleAK

Applicant Experience Timeline & Narrative:

Process / Respondent	Contact Type	Timing	Notes
PeopleAK – Applicant Expressed Interest	Phone	July 07, 2022	Inquired about AMHS AB position and qualifications / prerequisites.
PeopleAK – Response to Applicant	Phone	July 08, 2022	Received text regarding AB seaman and oilmen positions.
Applicant called AMHS	Phone / Email	July 09, 2022	Reached out to AMHS Dispatch regarding specific requirements for AB position, and application process.
Applicant registered for classes with SeaSchool Alabama <i>(total cost to applicant \$2,425.00 tuition cost, and \$1,664.54 airfare cost = \$4,089.54)</i>	Bayou La Batre, AL for maritime training	August 08 – 21, 2022	Attended courses for AB, STCW BT, and PSC. Maritime training resources within SOA were found to be less streamlined to meet objective to be AB qualified before end of 2022.

USCG	USPS mail	August 28, 2022	Submitted USCG paper work to add endorsements / raise of grade.
AMHS	Email	August 30, 2022	Followed up with AMHS Dispatch regarding AB job availability and eligibility to sail under endorsements being added to my MMC.
AMHS	Email	August 31, 2022	Response received.
USCG	USPS Mail	October 14, 2022	October 06, 2022 MMC endorsements issued. <ul style="list-style-type: none"> - AB - STCW BT - PSC
Applicant postponed submitting application	N/A	October 15, 2022	Reflected on time and availability of other courses needed in prior correspondence with AMHS. (See Impression)

As a passionate Alaskan of over 30 years with a family heritage of maritime ties dating back to the early 1900s and told by family as far back as 1896 within the fisheries out of Cordova, AK; access for other maritime opportunities is tantamount. Being raised on and around the waters of South-Central Alaska working boats honed my experience that lent to my sea time. Recognizing industry changes within my primary livelihood as a drift fisherman, I pivoted industries and thought I would jump over to working for the AMHS rather smoothly. Unbeknownst to me the challenges that lay ahead to be considered for employment with the AMHS as an Able Seamen. Being said; outlined is my personal experience of the process I have embarked on to become a qualified Able-Bodied Seaman to be considered for working aboard AMHS vessels. Following is my candidate impression for areas of opportunity to promote and encourage other mariners who are seeking or interested in employment with the AMHS.

Impression:

My impression and dedication to continue adding endorsements and upgrades to my MMC; I realized the process and sacrifice was beginning to outweigh the cost in time and other missed work opportunities. Prior to attending SeaSchool Alabama in August 2022 I attended Alaska

Nautical School in Anchorage, AK - October 2021 ,completing their MASTER 100 TONS Course (ALANTS-281) course. Combined class time four weeks; combined cost for investment to qualify for my MMC original license / added endorsements \$3,690.00 (not including travel expenses to and from ANC to MOB, boarding and meals at maritime school were complimentary).

My candidate perspective for areas of opportunity include:

1) Create easy access to resources:

- Amy Wilson's, AMHS Training Specialist, power point slide on AMHS MMC Presentation
 - http://amhslearningportal.alaska.gov/p2/wp-content/uploads/ir_MMC_PPT.pdf
- USCG resources to acquire a MMC
 - <https://www.dco.uscg.mil/nmc/checklist/>
- AMHS Employment Opportunity additional detail pertaining to MMC license requirements for each job that is being recruited for within the Recruitment Flyer or to include a Recruitment Flyer. For example, see Deck Department link
 - https://dot.alaska.gov/amhs/emp_deck.shtml
- UAS STEP program
 - <https://uas.alaska.edu/ketchikan/docs/scholarship-files/STEP%20Grant%20Application.pdf>

2) Streamlining of SOA maritime training center(s) course offerings.

3) Job recruitment bargaining unit information; if enrollment is required and the process to do so.

- Inland Boatmen's Union of the Pacific
 - <https://www.ilwu.org/contact/629-2/>

New Hire Experience Narrative of Interview:

Upon learning that one new hire made it through one shift and then decided to leave his position with AMHS, PeopleAK conducted an exit interview to see what if anything would have changed the outcome.

In short, the recruit felt ill prepared to start his first shift. He was not given the correct clothing list and had to purchase these items out of pocket. When he arrived, he learned that the attire he purchased was not the deckhand uniform. Furthermore, he stated that he was not setup properly in the system creating a long delay in receipt of his first paycheck. He reported that no orientation event occurred and his only pre-employment contact was directly with his supervisor and brief in the information provided. He was also not aware that his shift could be extended if there were not enough employees to cover the exchange. This experience coupled with personal challenges resulted in the new hire not returning for his second shift and resigning.

Advertising and Sourcing:

- Develop Recruitment Sourcing Strategies
 - Alumni programs
 - Job Services agencies
 - Job Fairs- dedicated “recruitment” advisors attend and be ambassadors for State of Alaska
 - Identify & Increase participation in Professional Associations
 - Attend, present, and be active in events
 - Expand Reach through Gulf Coast, Great Lakes, and Atlantic Maritime agencies
 - Develop brochures that highlight culture, adventure, and include photos that highlight warmer temperatures. Also, create a cost analysis that shows the advantages of lower taxation.
 - Community Presence

Sourcing Partners / Advertisements	Distribution	Comments	Timeline
<i>Maritimejobs.com</i>	482,286	Access to over 17,000 online resumes'	Ongoing
peopleak.com			Ongoing
<i>Maritime Executive</i>	Over 500,000		In Progress

Maritime LinkedIn, Facebook, and Twitter	100,000 Followers		Ongoing
Flyer Distribution/Information			
Cal Maritime Academy	EMAIL & JOB BOARD	Students & Alumni	In Progress
AVTEC	JOB BOARD Student Presentation	Students	Scheduled
Seattle Maritime Academy	EMAIL & JOB BOARD	400 alumni direct email	In Progress
Great Lakes Captains Association	Direct Contact	All GL Captains	Complete
State-Wide Job Centers	JOB BOARD	Flyer will be emailed to all	Complete

AMHS Partner Research:

- Maritime Executive
 - Spoke with & am awaiting Job Posting Info
- Maritimejobs.com
 - \$150 per month for single Job posting
 - Combine all positions into general ad
 - Website has resumes posted but we need to register to view
 - Has active FACEBOOK Page
- Seacareers.com
 - \$100 per month for single job posting
 - Combine all positions into general ad
 - Website has resumes posted but we need to register to view
- qCaptains.com
 - \$399 per month for single posting
 - 23,500 candidates worldwide
 - Combine all positions into general ad
 - Website has resumes posted but we need to register to view
- Cal Maritime
 - Need e-mail job descriptions to careerdevelopment@csum.edu
 - They push to students & alumni & post on job boards
 - Commencement- May available for work July
- AVTEC
 - Send flyers to AVTEC for bulletin board Posting

- Job Fairs in Spring & Fall
 - Contact for job fairs- Rachel Jane: 907-224-6172
- MITAGS (Maritime Institute of Technology & Graduate Studies)
 - Left message for Jerry Pittman: 206-441-2880
 - Also on East Coast (MD)
- Seattle Maritime Academy
 - Left Message – 206-934-2647
- SeaSchool.com
 - Have a relationship with Alumni and distributing flyers.

Marketing / Graphic Design:

PeopleAK Graphic Designer / Marketing Manager recently utilized LinkedIn by creating an Alaska Marine Highway System jobs post. Advantages of this resource:

- Allows PeopleAK employees and public to share and comment on the job ads to build exposure highlighting AMHS jobs.
- Platform use is low operating cost, while providing big exposure opportunity. Serves as an outlet to immediately post content for direct emphasis on the benefits and opportunities of living in Alaska. On this platform they will post twice a week branding AMHS jobs and placing an AK FAQ highlighting the opportunities and benefits of living in Alaska. The post will then be shared by team members, with the expectation it will be shared again by contacts and public.
- This effort will reach merchant mariners that have been considering employment in Alaska, but have not been made aware of the AMHS job opportunities.

Current Recruiting Activities:

PeopleAK Recruitment Coordinator oversees sourcing partner relationships and jobsite postings. Other than PeopleAK, additional online resources include:

- MaritimeJobs.com
- Jooble
- Indeed
- Monster
- LinkedIn
- FaceBook

The Recruitment Coordinator's approach grabs the attention of the active job seeker as well as entice the casually browsing.

Unique approach creates a pipeline of applicants, creating opportunity for recruiting team members to build relationships with candidates.

The relationship building creates a unique advantage to resource a candidate to another AMHS job opportunity, if the candidate was found not qualified for the job they initially applied for.

Consulting Activities:

Marine Consultant team member hire, as of December 07, 2022. Since, on boarding they have:

Clarified questions on the various endorsements and ratings, preventing further placement of unqualified candidates. Shared resources on how to acquire necessary credentials (I.E. AMHS MMC Presentation Revised 09/28/2022, USCG NMC site, UAS STEP Grant for Alaska resident candidates, etc.) with unqualified candidates needing MMC, TWIC, and USCG Medical Certificate.

Reached out to 7 Able Bodied Seaman and 2 Oiler candidates, and in direct communication via email with 3 Able Bodied Seaman candidates and 1 Oiler candidate. The AMHS Recruitment Team at PeopleAK reviewed an additional 4 Oiler candidates, with guidance and input from the Marine Consultant.

Post 2022 In Person Promotional Considerations: (subject to change)

California State University Maritime Academy, 200 Maritime Academy Drive, Vallejo, CA 94590
2023 Spring Career Fair, February 28, 9 AM to 2 PM, Career Fair Coordinator:

Tess Luna, Email: tluna@csum.edu, Phone: (707) 654-1071
<https://www.csum.edu/career-center/career-services-events/career-fair-registration.html>

Port of Bellingham, Marine Trades Job & Internship Fair 2023, Fishermen's Pavilion 2599 Harbor Loop Dr., Bellingham, WA 98225,

Carey (Fair Coordinator), Direct Line: (360) 715-7386, Email: careyj@portofbellingham.com
(Notes: May 2022 was P of B 1st Annual, 2023 2nd Annual TBD)