

Training is an integral part of the culture at Campbell shipping. Campbell takes pride to create opportunities in the space of personal development, productivity and mental wellbeing for the seafarers and shore staff. We value the need for continuous growth and transformation to meet the never ending dynamic VUCA challenges faced by our frontline seafarers. Failure to scale our people against these challenges will mean failure of the firm's vision and also loss of opportunity to contribute to the development of the shipping industry. Through the lens of our training vision we strive to empower our seafarers for effective decision making, managing human dynamics and a sense of accomplishment. The firm drives the need to create a learning organization. A learning organization is a growing organization. It implies highly motivated people who become the beneficiaries and contributors in this direction. Our training focus is not just about pushing out content through various trending digital channels it is about change and transformation in which we conduct our business, The training framework to seafarers at the heart is based on three principles:

1. Offering Autonomy
2. Building competency
3. Discovering relatedness

Autonomy to seafarers ensures that individuals' self-efficacy are withheld at the highest level allowing them to take ownership, accountability and leadership in their role.

Building Competency through various behavioural skills and experiential learning on job is the key.

Discovering relevance is about relating learning with performance at work, communication and caring and sharing and eventually transforming life at sea.

Such an elaborate and ambitious training framework needs solid execution in multiple spheres, We recognise the need for solid base content, powerful delivery, transformative approach and focus on building a culture.

First and the foremost realisation to effective training was to have a direct in-person connection with the target audience. The firm took the initiative to hire Chief Culture Officer (CCO) to lead the training initiatives. This was in line to usher in a structured change and transformation in areas that seafarers need the most.

The approach is to have the CCO deliver sessions in person on-board and make it relevant to address the challenges faced independently and collectively on the vessel. Each visit on the vessel brings in a new perspective and unique areas to be addressed. The content so delivered is customised to the needs and challenges faced at that moment. The crew benefits with the relevance of the content and learning becomes experiential.

The curriculum of the training program is multi-faceted, It draws upon several tools and techniques to facilitate awareness of human behaviour, communication skills, performance blockers and hurdles that people face, team work, trust and mental wellbeing. Individuals are not told how to change. We believe each individual is self-competent to bring a change in themselves provided they understand the purpose behind what they do. The training brings out the emphasis of individual and firm's values as pathways to be guided by. The training framework is also augmented by on-board in person one- on-one coaching and mentoring sessions where the need is felt.

As a firm we stand by our responsibility to use training as a tool not only to build a better life at sea but to also create a better future for all.