

Human Resource Innovation In Shipbuilding And Ship Repair Workshop Proceedings

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Abstract These proceedings document the second national Workshop On Human Resource Innovation in Shipbuilding/Ship Repair, which was held on November 26th-28th, 1984. The text of the proceedings consists of case studies and technical reports presented by shipbuilding labor and management members from around the world. The objective of the workshop was to introduce new management practices and organizational structures designed to better utilize the shipbuilding human resource.

Human Resource Innovation in Shipbuilding

Significant innovations of a human resource nature have been introduced to international shipbuilding since the mid-60's. In the past few years, a number of U.S. yards have experimented with some of these practices (quality circles, semi-autonomous work groups, multi-skilled workers). This paper draws together information from several sources in

THE NATIONAL SHIPBUILDING RESEARCH PROGRAM

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Formerly Siemens PLM Software, our new name reflects the depth of our software offerings across a broad spectrum of industry domains. Amid unprecedented change and the rapid pace of innovation, digitalization is no longer tomorrow ’ s idea.

This publication is a deliverable of a project managed by Win/Win Strategies of Bethlehem, Pennsylvania, for the National Shipbuilding Research Program (NSRP), under David Taylor Research Center Contract No. N00167-89-D-0071, with National Steel and Shipbuilding Company (NASSCO) and Subcontract No. MU142007 between NASSCO and Win/Win Strategies. The project was performed under the auspices of Panel SP-5, Human Resource Innovation, of the Ship Production Committee of the Society of Naval Architects and Marine Engineers. The overall objective of the Workshop was to bring the attention of a more diverse audience than is normally reached by Panel SP-5 the activities and importance of the National Shipbuilding Research Program, to examine both the content and process of human resource innovation as it is practiced in this country today and to disseminate new managerial practices and organizational concepts developed for implementation within United States shipyards. It is also intended that the range of topics, the manner of presentation and discussion, and the quality of the speakers will heighten interest in human resource innovation, in both experienced practitioners and in those who are testing the waters. Attendance at the Workshop, from the standpoint of organizations represented and the positions held by attendees in those organizations, can be used to gauge the current state of the art and interest in human resource innovation. The Workshop was held on October 16, 17 and 18, 1990, at the Maritime Institute of Technology in Linthicum Heights, Maryland. Participants included representatives of private and public shipbuilding and repair organizations, organizations in related industries, labor unions, universities, the U.S. Navy, MARAD and other U.S. government agencies.

These proceedings document the second national Workshop On Human Resource Innovation in Shipbuilding/Ship Repair, which was held on November 26th-28th, 1984. The text of the proceedings consists of case studies and technical reports presented by shipbuilding labor and management members from around the world. The objective of the workshop was to introduce new management practices and organizational structures designed to better utilize the shipbuilding human resource. This workshop was designed to convey its theme to an audience consisting of representatives from United States and overseas shipyards, labor unions, The United States Department of Labor, The Maritime Administration, and major universities.

This publication Proceedings of The Fourth National Workshop on Human Resource Innovation in Shipbuilding and Ship Repair, is the deliverable of a project managed by Win/Win Strategies of Bethlehem Pennsylvania, for

the National Shipbuilding Research Program (NSRP) under Subcontract No. MU256604 between National Steel and Shipbuilding Company (NASSCO), San Diego, California and Win/Win Strategies covering NSRP Task N5-93-I. The project was performed under the auspices of Panel SP-5, Human Resource Innovation of the Ship Production Committee of the Society of Naval Architects and Marine Engineers. The theme of the Workshop was Human Resource Innovation-The Key to a Competitive, World-Class American Shipbuilding Industry. The overall objective of the Workshop was to bring the attention of a more diverse audience than is normally reached by Panel SP-5 the activities and importance of the National Shipbuilding Research Program to examine both the content and process of human resource innovation as it is practiced in this country today and to disseminate new managerial practices and organizational concepts developed for implementation within United States shipyards. It is also intended that the range of topics, the manner of presentation and discussion and the quality of the speakers will heighten interest in human resource innovation in both experienced practitioners and in those who are testing the waters. The Workshop was held on June 13,14 and 15,1995, at the Maritime Institute of Technology in Linthicum Heights, Maryland. Participants included representatives of private and public shipbuilding and repair organizations, organizations in related industries, labor unions, universities, the U.S. Navy, DOT-MarAd and DOL-OSHA.

The U.S. shipbuilding industry now confronts grave challenges in providing essential support of national objectives. With recent emphasis on renewal of the U.S. naval fleet, followed by the defense build-down, U.S. shipbuilders have fallen far behind in commercial ship construction, and face powerful new competition from abroad. This book examines ways to reestablish the U.S. industry, to provide a technology base and R&D infrastructure sustaining both commercial and military goals. Comparing U.S. and foreign shipbuilders in four technological areas, the authors find that U.S. builders lag most severely in business process technologies, and in technologies of new products and materials. New advances in system technologies, such as simulation, are also needed, as are continuing developments in shipyard production technologies. The report identifies roles that various government agencies, academia, and, especially, industry itself must play for the U.S. shipbuilding industry to attempt a turnaround.

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Social technology refers to innovative organizations of work and human resource management practices employed in experimental or quasi-experimental settings for the purpose of improving performance (quality, safety, efficiency) in the workplace. Although there is no clear-cut boundary as to the types of human resource innovations that might fall under this rubric, the principal categories at the present time appear to be; 1) worker participation (quality circles, quality of work life, 2) work redesign or sociotechnical systems (autonomous work groups, multi-skilled workers), and 3) behavior modification (human performance engineering, performance management). The overall objective of the workshop was to examine both the process and content of social technology innovation in shipbuilding. Content coverage included consideration of both group-oriented (worker participation), and individual-oriented (behavior modification) approaches. Process discussions covered topics ranging from preconditions to undertaking a change project, to start-up strategies, evaluation procedures, project expansion models, and reward systems. The specific objectives of the workshop were four, reflecting the history previously outlined: 1. Provide shipbuilding management and labor with expert discussion of various social technologies as they have been developed within other U.S. industries and shipbuilding overseas. 2. Provide a forum for the exchange of social technology views and experience among yards (there are a number of U.S. yards that have had recent and continuing experience with these techniques). 3. Provide individual yards with the opportunity to review their current social technology programs and/ or to make plans for new initiatives. 4. Provide a discussion of the possible formation of a continuing cooperative (multi-yard, multi-union, government) program in shipbuilding social technology.