

Feasibility Study of New Terminal
Facilities in the Georgian Ports
Manpower Audit
Port of Poti
May 1998

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General Comments

The Manpower Audit Questionnaire was distributed in 23 copies to employees of the Port of Batumi and in 47 copies to the Port of Poti. The questionnaires were addressed to senior management staff from all port departments.

The quality of the responses was good, due to the fact that not only questionnaires were distributed but the interviews were led personally by local employees of the Consultants. The port managers to be interviewed were selected by the Consultants according to the existing organisational structures of the ports. The upper two management levels were interviewed. The selection of the proposed managers was then approved and completed by the portmanagements.

Of the 23 respectively 47 questionnaires all of the forms were returned. Thus, the quota is representative to deduce some conclusions concerning the personnel situation and the results can be taken into account for further strategic personnel planning.

The results of the Manpower Audit are presented hereunder. All remarks and comments to these results are meant to be objective and should in no way be understood as criticism. Nevertheless, in some areas it was felt necessary to point out details that need further attention.

Part 1: Analysis of present situation, questions concerning personal details of the employees

Part 2: Education of the port managers

Part 3: Analysis of the existing situation, questions concerning the job

Part 4: Cross tables

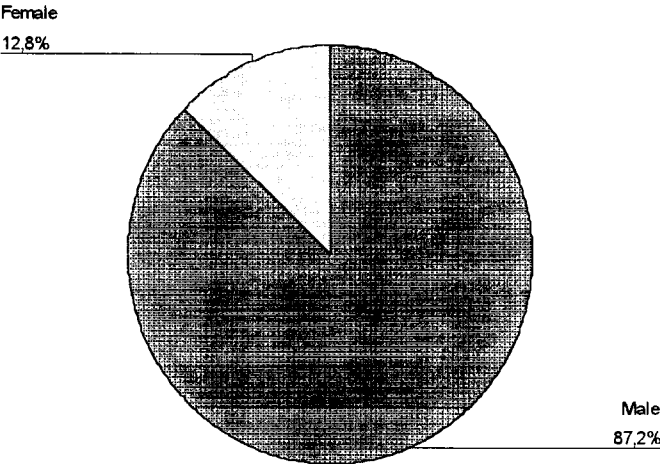
Part 5: Investigation of the leadership and management style within the Port of Poti, completed by management staff

Part 1 - Personal Details

1.1 Sex distribution

Of the questioned management staff of the International Seaport of Poti 87.2%, that is 42, of the employees are male, and 12.8%, that is 6 persons, of the employees female.

Graph 1: Sex Distribution



1.2 Age distribution

To evaluate the age distribution in the Port of Poti the respondents have been grouped into age groups.

Table 2

Age Distribution

Age Groups		Frequency	Percent
Age	20 - 25	1	2,1
	26 - 30	1	2,1
	31 - 35	4	8,5
	36 - 40	7	14,9
	41 - 45	3	6,4
	46 - 50	14	29,8
	51 - 55	8	17,0
	56 - 60	4	8,5
	61 - 65	3	6,4
	71 - 75	1	2,1
	Total	46	97,9
Missing		1	2,1
Total		47	100,0

The average age of the upper and middle management staff in the Port of Poti is 46 years.

It is obvious from the above shown figures and the graph below, that the generally the management staff is in the higher age brackets. Only 12.7%, that is 6 of the questioned managers are 35 years old or younger. 17% of the managers are even 56 years old or older. This has the following consequences for the Port of Poti:

At the time being employees often tend to continue work after reaching the official retirement age, because of the very low pensions provided for them. Once the economic situation of the country will stabilise and sensible pensions will be paid, the elderly port employees will cease to work for the port.

- * In the medium term about 34% of the employees will leave the port through retirement. Of these 34% more than 8% either should already have retired because they are above retirement age or will reach retirement age in the nearest future, that is within the next year.

(Within 5 years: 17%)

(Within 10 years: 34%)

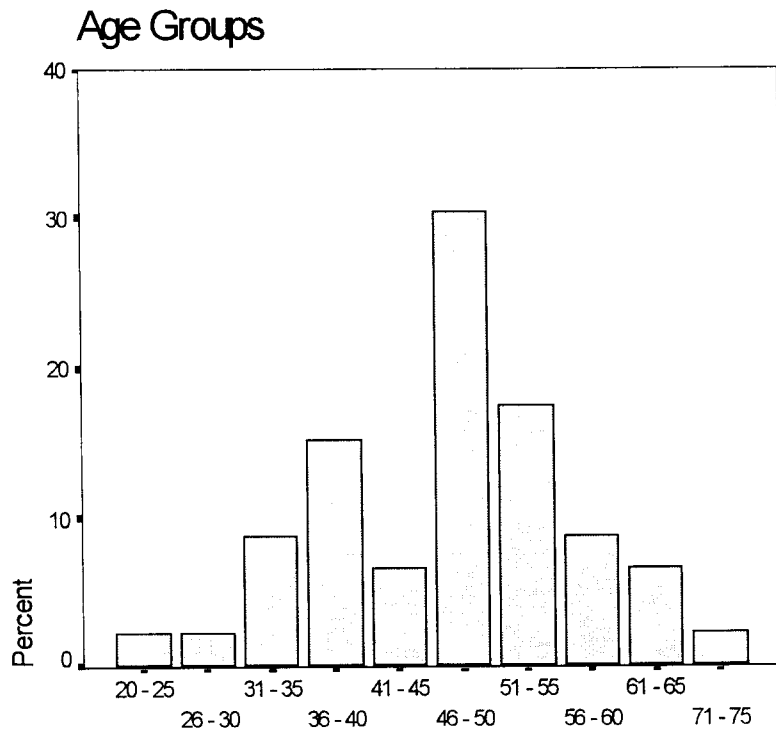
Around half of the management staff is between 46 and 56 years old.

Therefore, proper career planning and training for the younger employees to take over the positions and responsibilities of the leaving ones should be prepared and put into practice as soon as possible. This is even more urgent, taking into consideration the forthcoming changes in the

organisational structure and the establishment of profit centres.

On the other hand, the high number of management staff in the higher age brackets give the opportunity to employ new younger personnel or train existing younger staff from lower management levels to cope with the new tasks and responsibilities in the future. This is especially relevant for the areas of budget, cost and profit responsibility and leadership skills and techniques.

Graph 2



1.3 Marital Status

Of the questioned managers of the Port of Poti 89.4 % are married.

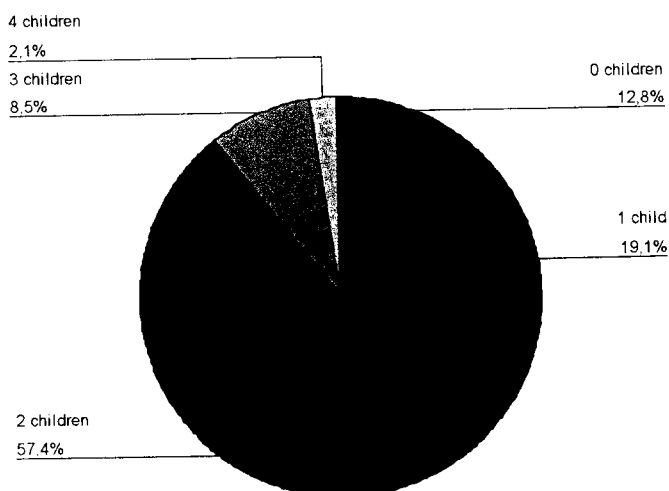
Marital Status

	Frequency	Percent	Cumulative Percent
single	5	10,6	10,6
married	42	89,4	100,0
Total	47	100,0	

Number of Children

	Frequency	Percent	Cumulative Percent
No of children 0	6	12,8	12,8
1	9	19,1	31,9
2	27	57,4	89,4
3	4	8,5	97,9
4	1	2,1	100,0
Total	47	100,0	

In average the respondents have 1.7 children. Most of them have two children.



Part 2 - Educational History

2.1 Primary Education

All of the questioned employees of the Port of Poti have completed primary school.

2.2 Secondary Education

All of the port employees have completed secondary education.

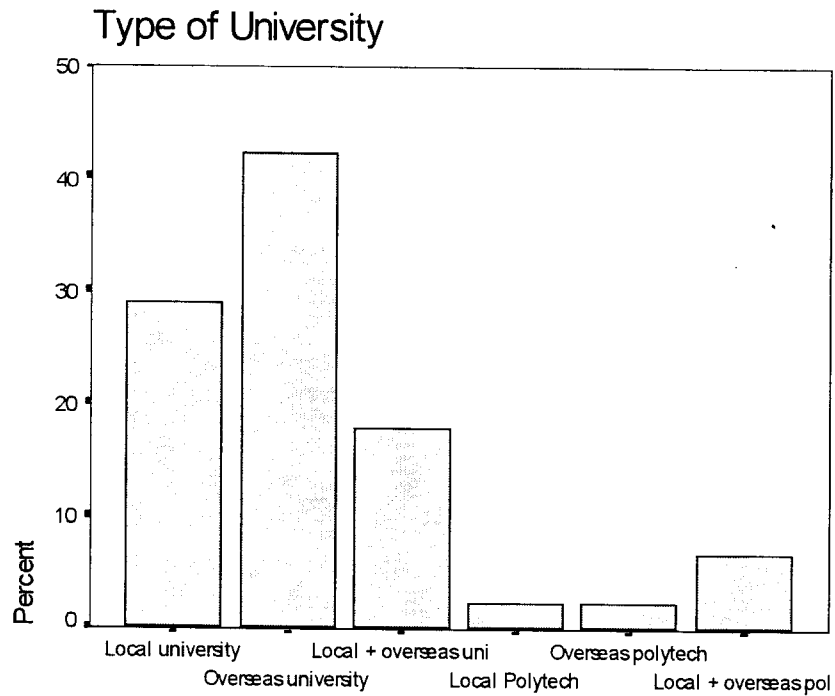
2.3 Tertiary Education

95.7 of the managers have completed tertiary education and gained a degree. Most of them received a degree as an engineer.

Only two of the questioned managers stated not to have attended any kind of university.

Type of University

	Persons	Percent
Local university	13	27,7
Overseas university	19	40,4
Local + overseas university	8	17,0
Local Polytech	1	2,1
Overseas polytech	1	2,1
Local + overseas polytech	3	6,4
Total	45	95,7
none	2	4,3
Total	47	100,0



Local university means mostly an institute at the university at Tbilisi, whereas overseas is meant to be places in the Former Soviet Union, mostly Russia, Leningrad and Ukraine, Odessa.

The managers have obtained quite a wide variety of diploma. Also, the position they held when starting to work in the port varies considerably.

Diploma obtained * Type of University Crosstabulation

			Type of University					Total	
			Local university	Overseas university	Local + overseas university	Local Polytech	Overseas polytech		Local + overseas polytech
Diploma obtained	1 Dipl. Economist	Persons % of University	1 7,7%	1 5,3%	1 12,5%	1 100,0%		1 33,3%	5 11,1%
	2 Eng. Constructor	Persons % of University	2 15,4%		1 12,5%				3 6,7%
	3 Geologist	Persons % of University	1 7,7%						1 2,2%
	4 Eng. Electromechanic	Persons % of University		1 5,3%					1 2,2%
	5 Dipl. Mechanic	Persons % of University	1 7,7%	4 21,1%	1 12,5%			1 33,3%	7 15,6%
	6 Ship Mechanic	Persons % of University		1 5,3%					1 2,2%
	7 Dipl. Engineer	Persons % of University	2 15,4%						2 4,4%
	8 Dipl. Journalist	Persons % of University	3 23,1%		1 12,5%				4 8,9%
	9 Dipl. Lawyer	Persons % of University		1 5,3%					1 2,2%
	10 Political DIP	Persons % of University			1 12,5%				1 2,2%
	11 Hydroconstruct	Persons % of University			1 12,5%				1 2,2%
	12 Eng. Heating Constr.	Persons % of University						1 33,3%	1 2,2%
	13 Hydrotechnic	Persons % of University	1 7,7%						1 2,2%
	14 Eng. Physics	Persons % of University		2 10,5%					2 4,4%
	15 Mar. Transport Eng.	Persons % of University					1 100,0%		1 2,2%
	16 Captain	Persons % of University	1 7,7%	1 5,3%					2 4,4%
	17 Eng. Technologist	Persons % of University		1 5,3%					1 2,2%
	18 Ship builder Eng.	Persons % of University	1 7,7%						1 2,2%
	19 Electro Eng.	Persons % of University		7 36,8%	2 25,0%				9 20,0%
Total	Persons % of University	13 100,0%	19 100,0%	8 100,0%	1 100,0%	1 100,0%	3 100,0%	45 100,0%	

Of the tertiary degrees more than 60% have been awarded overseas, that is during SU - times in universities of Russia and the Ukraine, whereby Odessa is by far the most often attended university location with 38%.

Most of the locally obtained degrees have been obtained in Tbilisi - 23% of all degrees of the port management.

2.4 Professional Education

All managers of the Port of Poti received a professional education. Engineers and administrative staff went to a Polytechnic or to professional institutes and schools.

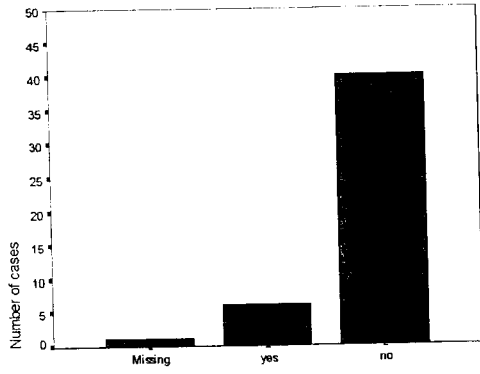
Some of the questioned managers (16) completed in addition to their university studies also a kind of apprenticeship in the port itself, most of them in professions like metal worker, crane driver or mechanic.

2.5 Educational Events

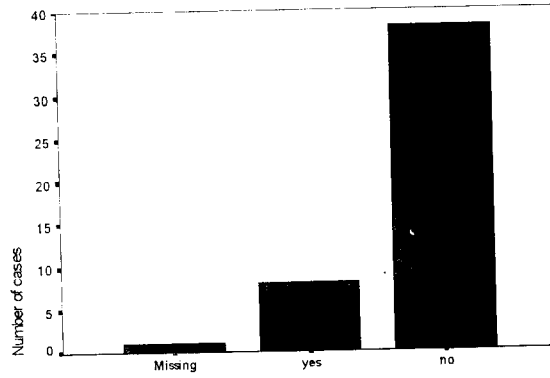
Some of the respondents stated to have received some kind of professional training.

Table 8

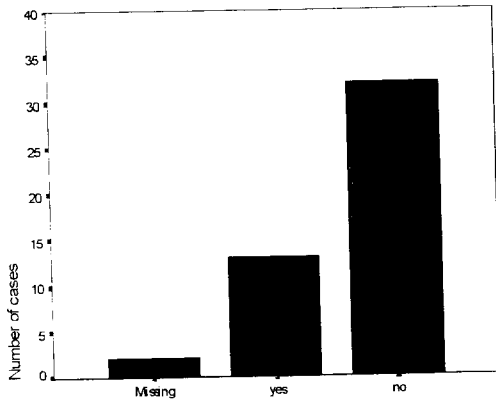
Event	Persons	Percentage
Overseas (and States of former SU) on-the-job training		
yes	6	12.6
no	40	85.1
no data	1	2.1
Local on-the-job training		
yes	8	17.9
no	38	80.9
no data	1	2.1
Study tours/ professional excursions		
yes	13	27.7
no	32	68.1
no data	2	4.3
UN, UNCTAD ILO etc. seminars		
yes	1	2.1
no	44	93.6
no data	2	4.3
Other Events		
yes	7	14.9
no	35	74.52
no data	5	10.6



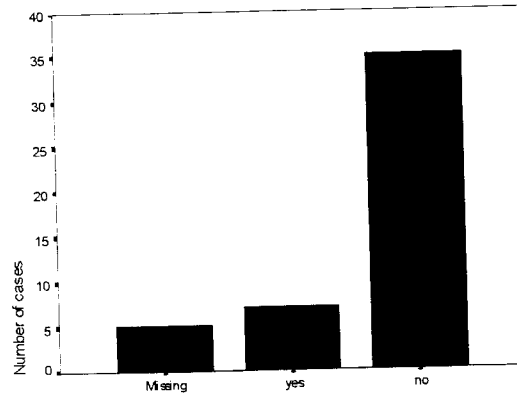
Overseas on the job training



Local on the job training



Study Tours / excursions



Other events

Part 3 - The Job

3.1 Job Designation

The positions, stated by the respondents are shown in the table hereunder:

General Manager
Head of the Civil Engineering Department
Head of the Mechanisation
Head of the Personnel Department
Deputy Manager of the Personnel Department
Assistant of the General Manager
Chief of the Press Service
Assistant of Press Service
Head of the Legal Department
Main Law Consultant, Legal Department
Head of the Administrative Department
Chief Engineer, Port Development and Reconstruction
Deputy Manager, Port Development and Reconstruction
Head of the Planning Department
Head of the Labour and Safety Department
Deputy Chief Accountant, Central Finance and Accounting Department
Head of the Technical and Labour Safety Department
Deputy Manager for Economics
Head of the Accounting Department
Head of Commercial Service Department
Deputy Manager, Maintenance Department
Head of Department, Social Maintenance Services
Head of the Military Defence Department
Deputy Head of Military Mobilisation Department
Head of Department for Material and Technical Supply
Head of Financial Currency Department
Head of Department for Power and Water Resources
Assistant of Department for Work Regime and Economic Security
Head of Weighing Economy, Commercial Department
Head of Container Terminal
Head Assistant, Oil Terminal
Head of the 2nd area
Deputy Head of Operations of the 2nd area
Deputy Head of Mechanisation of the 2nd area
Head of 1st area
Deputy Head of Operations of the 1st area
Deputy Head of Mechanisation of the 1st area
Deputy Head of Ferry Terminal
1st Deputy Manager
Deputy Head of Operations, Container Terminal
Deputy Head of Mechanisation of Container Terminal
Deputy Head of Mechanisation of Mechanisation Dep., Container Terminal

Deputy Head for Economy
 Deputy Main Dispatcher, Dispatch Department
 Port Dispatcher

Altogether managers from 29 departments were named by the respondents. This includes main departments, sub-departments and sections.

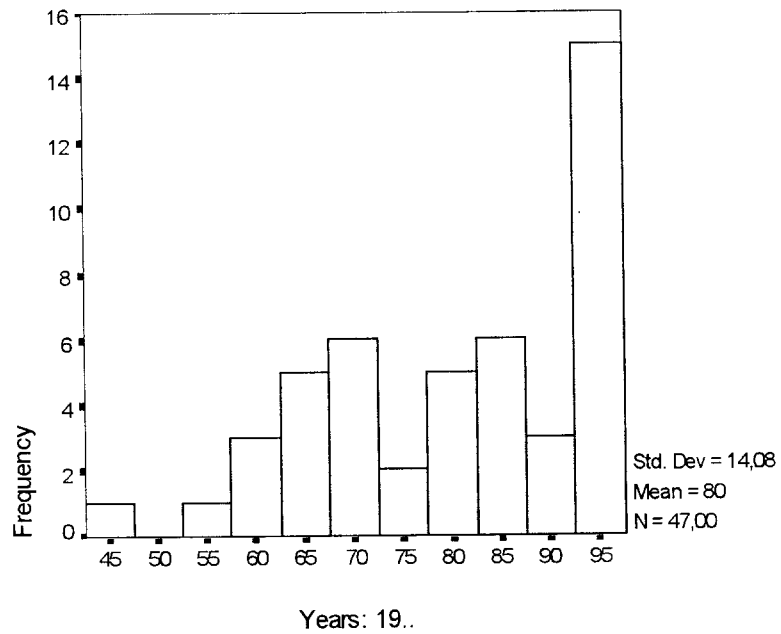
3.2 Duration of Employment

Part of the port management staff have a very long employment time in the Port of Poti. 32% of the managers work 28 years and more in the port. On the other hand, 34% of the questioned managers are employed only after 1991, thus working only up to 7 years in the port.

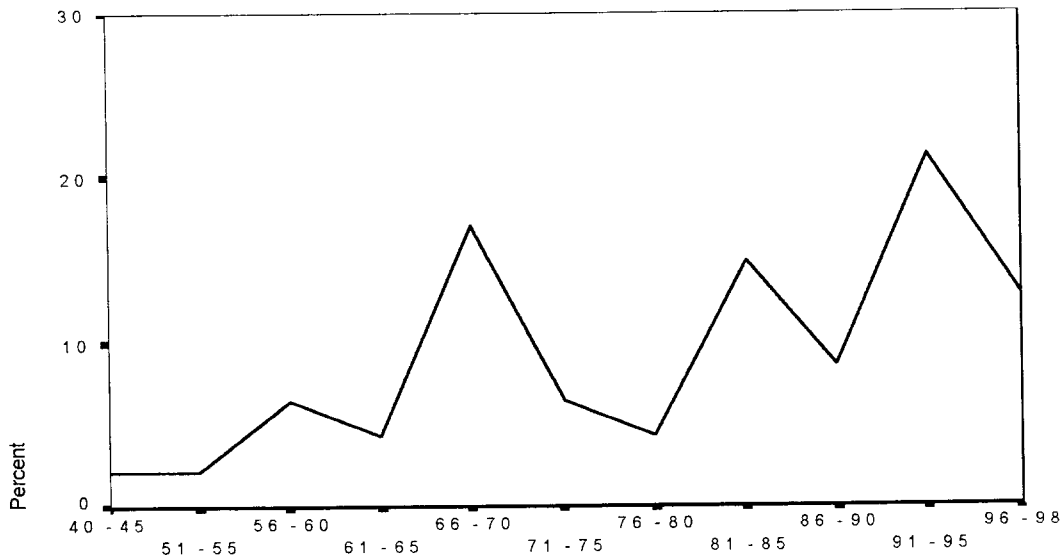
Start of Work in the Port

		Persons	Percent
Start Year	40 - 45	1	2,1
	51 - 55	1	2,1
	56 - 60	3	6,4
	61 - 65	2	4,3
	66 - 70	8	17,0
	71 - 75	3	6,4
	76 - 80	2	4,3
	81 - 85	7	14,9
	86 - 90	4	8,5
	91 - 95	10	21,3
	96 - 98	6	12,8
Total		47	100,0

Start of work in the Port



Begin of employment in the port



On the one hand this indicates low fluctuation and ensures permanence in work and procedures. On the other hands it also means that these long-time staff members should receive further training programmes, because their professional training has taken place a long time ago and new technologies and working methods, especially in this period of changing economic and social systems, must be introduced and applied. At the time being knowledge is outdated after very few years and the progress of knowledge in some fields like engineering and operations has been very rapid. Even for younger people it has been difficult to keep up with these developments.

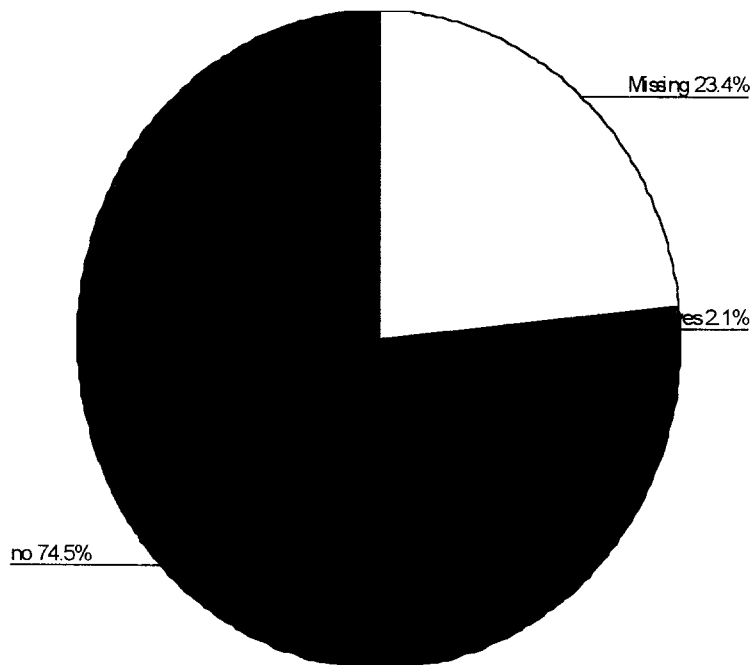
In view of the fact that most of the employees have not received professional training in their present position, it would be advisable to develop a comprehensive further training programme.

3.3 Training while with the Organisation

Of the 47 managers only one confirmed to have received training while working in the port. 35 respondents, that is 74.5% stated that they have received no additional training at all. 11 of the managers did not answer the question.

TRAIINGEN Additional training

	Frequency	Percent
yes	1	2,1
no	35	74,5
Total	36	76,6
No data	11	23,4
Total	47	100,0



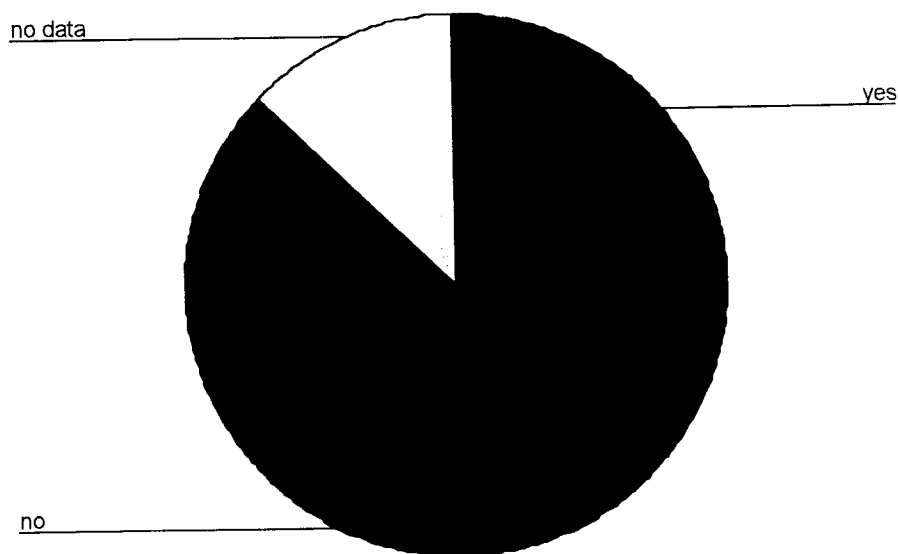
3.4 Training in Present Position

Of the questioned managers only 13, that is 27.7% stated to have received training while working in the present position in the Port of Poti.

Training received while working in the Port of Poti

TRAINING Training in present position

	Frequency	Percent
yes	13	27,7
no	28	59,6
no data	6	12,8
Total	47	100,0



The answers to point 3.4 and 3.5 show that so far not much attention has been paid to training in any field. Mostly, the upper and middle management of the Port of Poti have not received any training, neither in their professional field of work, nor in management topics. This indicates a somewhat dangerous development. The environment in which the port is working nowadays has changed considerably. The whole economic system is changed and with this system also the former responsibilities and tasks of management. Furthermore, in the past most positions have been given to professionally very advanced technicians who have during their studies mostly only received a technical education. Management or

leadership have never been topics at the technical universities from which most of the managers graduated.

Additionally, new functions have been added to the port management, new services are being provided. These developments result in an urgent demand for training and further qualification. Generally, it can be said, that approximately each three years the knowledge available in the world is being doubled. That means, that if the port management wants to keep up-dated knowledge in all fields of work - professionally and management / leadership wise - they have to permanently and life-long acquire new knowledge and keep informed about latest developments, be it with the help of formal training events or by self-training with the help of books, journals, conferences, discussions etc.

Part 4 - Cross Tabulations

4.1 Age Distribution in Port Authority versus Operational Departments

The table hereunder shows the age distribution in the port administration and the operational units of the port.

Generally it must be stated that the age distribution in the departments related to administration is healthier than in the operations departments.

			Units		Total
			Port Authority	Operations	
Age	20 - 25	Number	1		1
		% of Total	2,2%		2,2%
	26 - 30	Number	1		1
		% of Total	2,2%		2,2%
	31 - 35	Number	2	2	4
		% of Total	4,3%	4,3%	8,7%
	36 - 40	Number	7		7
		% of Total	15,2%		15,2%
	41 - 45	Number	2	1	3
		% of Total	4,3%	2,2%	6,5%
	46 - 50	Number	9	5	14
		% of Total	19,6%	10,9%	30,4%
	51 - 55	Number	6	2	8
		% of Total	13,0%	4,3%	17,4%
	56 - 60	Number	3	1	4
		% of Total	6,5%	2,2%	8,7%
	61 - 65	Number	2	1	3
		% of Total	4,3%	2,2%	6,5%
	71 - 75	Number		1	1
		% of Total		2,2%	2,2%
Total		Number	33	13	46
		% of Total	71,7%	28,3%	100,0%

4.2 Education per Age Group

Nearly all the questioned port managers regardless of age group have a secondary education, and tertiary education. (cp. Part 2)

The distribution of university education within the age groups is also quite balanced.

29.5%, that is 13 respondents have attended a local university, and 43.2% (19 persons) have attended an overseas university in the states of the Former Soviet Union.

Most of the questioned employees with tertiary education have acquired the degree of an engineer.

When looking at the spread of professional education between the age groups one can see that the educational level is fairly equally distributed.

Overseas training, study tours or seminars of international organisations have so far practically not been attended by port staff (cp. Part 3, Point 3.4 and 3.5).

			Type of University					Total
			Local university	Overseas university	Local + overseas university	Local Polytech	Overseas polytech	
Age 20 - 25	Number	1						1
	% of Total	2,3%						2,3%
26 - 30	Number	1						1
	% of Total	2,3%						2,3%
31 - 35	Number	1	2	1				4
	% of Total	2,3%	4,5%	2,3%				9,1%
36 - 40	Number	3	2	1			1	7
	% of Total	6,8%	4,5%	2,3%			2,3%	15,9%
41 - 45	Number	2	1					3
	% of Total	4,5%	2,3%					6,8%
46 - 50	Number		6	3	1		2	12
	% of Total		13,6%	6,8%	2,3%		4,5%	27,3%
51 - 55	Number	3	4	1				8
	% of Total	6,8%	9,1%	2,3%				18,2%
56 - 60	Number	1	3					4
	% of Total	2,3%	6,8%					9,1%
61 - 65	Number	1		1		1		3
	% of Total	2,3%		2,3%		2,3%		6,8%
71 - 75	Number		1					1
	% of Total		2,3%					2,3%
Total	Number	13	19	7	1	1	3	44
	% of Total	29,5%	43,2%	15,9%	2,3%	2,3%	6,8%	100,0%

4.4

As stated before, all questioned employees of all departments received primary, secondary and tertiary education.

Only very few employees have received any kind of training in addition to the basic professional training.

The consultants therefore recommend regular, pre-planned attendance of seminars and training courses of the administration and management in their respective fields of work in order to keep the port prepared for future demands and developments.

Local on the job training - Age distribution

			Local on the job training	
			1 yes	2 no
Age	20 - 25	Number	1	
		% of Total	2,2%	
	26 - 30	Number		1
		% of Total		2,2%
	31 - 35	Number		4
		% of Total		8,9%
	36 - 40	Number		7
		% of Total		15,6%
	41 - 45	Number	2	1
		% of Total	4,4%	2,2%
	46 - 50	Number	1	12
		% of Total	2,2%	26,7%
	51 - 55	Number	4	4
		% of Total	8,9%	8,9%
	56 - 60	Number		4
		% of Total		8,9%
	61 - 65	Number		3
		% of Total		6,7%
	71 - 75	Number		1
		% of Total		2,2%
Total		Number	8	37
		% of Total	17,8%	82,2%

Overseas on the job training - The age distribution

			Overseas on the job training	
			1 yes	2 no
Age Groups	20 - 25	Number		1
		% of Total		2,2%
	26 - 30	Number		1
		% of Total		2,2%
	31 - 35	Number		4
		% of Total		8,9%
	36 - 40	Number		7
		% of Total		15,6%
	41 - 45	Number		3
		% of Total		6,7%
	46 - 50	Number	5	8
		% of Total	11,1%	17,8%
	51 - 55	Number	1	7
		% of Total	2,2%	15,6%
	56 - 60	Number		4
		% of Total		8,9%
	61 - 65	Number		3
		% of Total		6,7%
	71 - 75	Number		1
		% of Total		2,2%
Total		Number	6	39
		% of Total	13,3%	86,7%

Study Tours / Excursions - The age distribution

			Study Tours / excursions	
			1 yes	2 no
Age	20 - 25	Number		1
		% of Total		2,3%
	26 - 30	Number	1	
		% of Total	2,3%	
	31 - 35	Number	1	3
		% of Total	2,3%	6,8%
	36 - 40	Number	2	5
		% of Total	4,5%	11,4%
	41 - 45	Number		3
		% of Total		6,8%
	46 - 50	Number	5	8
		% of Total	11,4%	18,2%
	51 - 55	Number	2	5
		% of Total	4,5%	11,4%
	56 - 60	Number	2	2
		% of Total	4,5%	4,5%
	61 - 65	Number		3
		% of Total		6,8%
	71 - 75	Number		1
		% of Total		2,3%
Total		Number	13	31
		% of Total	29,5%	70,5%

Other Events - The age distribution of the participants of other training events

			Other events	
			1 yes	2 no
Age	20 - 25	Number		1
		% of Total		2,4%
	26 - 30	Number		1
		% of Total		2,4%
	31 - 35	Number		4
		% of Total		9,8%
	36 - 40	Number	1	6
		% of Total	2,4%	14,6%
	41 - 45	Number		3
		% of Total		7,3%
	46 - 50	Number	3	8
		% of Total	7,3%	19,5%
	51 - 55	Number	1	6
		% of Total	2,4%	14,6%
	56 - 60	Number	1	2
		% of Total	2,4%	4,9%
	61 - 65	Number	1	2
		% of Total	2,4%	4,9%
	71 - 75	Number		1
		% of Total		2,4%
Total		Number	7	34
		% of Total	17,1%	82,9%

4.3 Present Position in Relation to the Diploma Obtained

Present Position	Diploma Obtained	Age
Head Civil Engineering dept.	Hydroconstructor	51
Head Mechanisation Dept.	Eng. Mechanic	46
Head Personnel Dept.	Dipl. Lawyer	57
Dep. Manager Personnel Dept.	Eng. Heating Constr.	48
Assistant general manager	Dipl. Lawyer	42
Chief Press Service	Dipl. Journalist	24
Head Legal Depart.	Dipl. Lawyer	49
Chief engineer, PortDevel. + Reconstr.	Hydrotechnic	48
Dep. Manager, PortDevel. + Reconstr.	Dipl. Economist	47
Head Planning + Prognose Dept.	Eng. Mechanic	40
Dep. Manager, PortDevel. + Reconstr.	Eng. Physics	36
Head Labour + Salary Dept.	Dipl. Economist	46
Dep. Chief Accountant	Dipl. Economist	36
Head Technical + Labour Safety Dept.	Eng. Mechanic	48
Dep. Manager Economic	Dipl. Economist	36
Head Accounting Dept.	Eng. Constructor	51
Head of Container Terminal	Geologist	41
Head of Commercial Services	Dipl. Economist	50
Head Social Maintenance Dept.	Eng. Constructor	64
Dep. Manager Maintenance Dept.	Eng. Electromechanic	53
Dep. Head Military Mobilisation		49
Head Material + Technical Supply Dept.	Eng. Mechanic	60
General Manager	Eng. Constructor	35
Head Assistant Oil Terminal	Ship Mechanic	47
Dep. Head Operations 2nd District	Dipl. Engineer	54
Dep. Head Mechanis. 1st District	Dipl. Engineer	47
Dep. Head Mechanis. 2nd District	Eng. Mechanic	50
Dep. Head Operations 1st District		46
Head of 2nd District	Mar. Transport Eng.	47
Dep. Head Ferry Terminal	Captain	64
1st. Dep. Manager	Dipl. Engineer	60
Dep. Head Operations Container Terminal	Dipl. Engineer	57
Dep. Head Economy	Eng. Technologist	51
Dep. Head Mechanisation Container Termin	Ship builder Eng.	32
Dep. Head Mechanisation Dept.	Dipl. Engineer	32
Dep. Manager	Electro Eng.	27
Dep. of Main Dispatcher	Dipl. Engineer	
Head of 1st district	Eng. Technologist	72
Head Financial Currency Dept.	Dipl. Engineer	43
Head Power + Water Resources	Eng. Mechanic	53
Assistant Regime + Econom. Safety	Dipl. Engineer	40
Port dispatcher	Mar. Transport Eng.	55

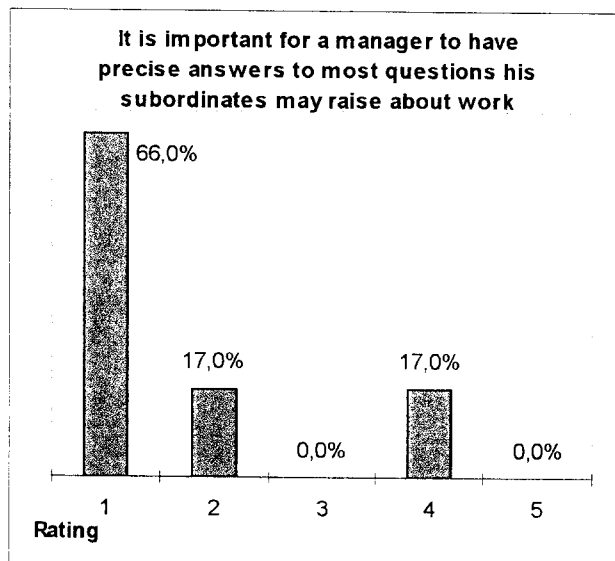
Present Position	Diploma Obtained	Age
Head of Weighing Economy, Comm. Services	Eng. Mechanic	36
Assistant Press Service	Dipl. Journalist	33
Main Legal Consultant	Dipl. Lawyer	37
Head Administrative Dept.	Dipl. Engineer	61
Head Military Mobilisation Dept.	Political DIP	51

Part 5 - Investigation of the leadership and management style within the Port of Poti

For this investigation 47 managers from the administration and management of the different departments have been asked to fill in questionnaires.

In the first section of this investigation questions concerning behaviour in the work environment and concerning leadership have been asked. The questions aim at finding out the prevailing leadership style within the port management. In view of the forthcoming planned introduction of a new organisation structure which is based on "management by objectives" and the introduction of profit centres the understanding of management responsibilities and the attitude towards the subordinates of the questioned managers are most interesting.

Most of the managers hold the opinion that they must know every detail of the work which has to be carried out by their staff. They consider it important to have at hand precise answers to any question concerning work which might be put to them by staff. In the new organisation, the main emphasis for the work of the management will not be on personally carrying out professional tasks of their departments, but rather on taking responsibility for the performance and the results of the department as a whole. A manager cannot fulfil each individual task himself, he does not necessarily have to be the greatest professional expert but has to be able to delegate tasks and appoint the right employees for the fulfilling of tasks.



For this reason it is also impossible for a manager to decide all questions himself alone. He has to rely on the capability of his staff to take reasonable decisions within the work process. Leadership in the new system can only mean teamwork and not autocratic ruling. So far, most of the questioned managers hold the opinion that they have not only to be the managers of their respective areas of responsibility but at the same time be the best experts and professionals in the practical work as well.

In the answers to the questions it became obvious that very frequently decisions are taken on an ad hoc basis, not thoroughly thinking through the impact of a given situation and considering the consequences of the decision. This conclusion becomes evident by comparing the answers to some contradictory questions.

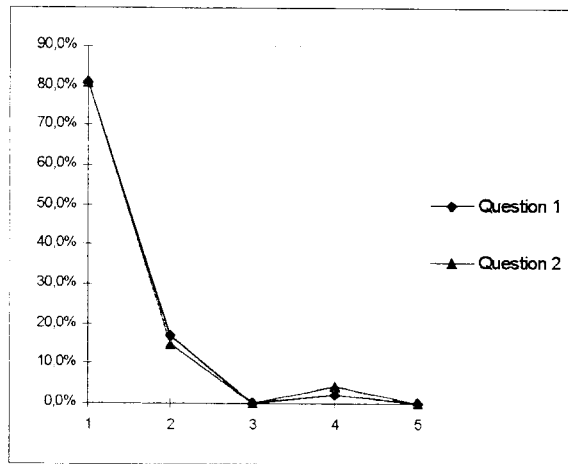
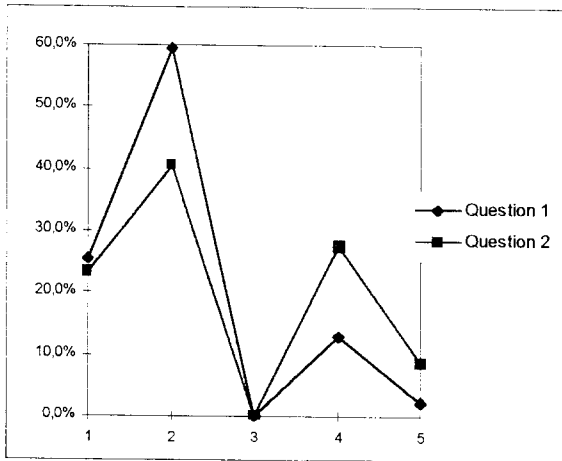
Evaluation: 1 = Full approval of the statement
5 = Total disagreement with the statement

Question 1: Principally decisions must be discussed with staff

Question 1: In the end, one has to carry the sole responsibility, no staff can take over the real responsibility

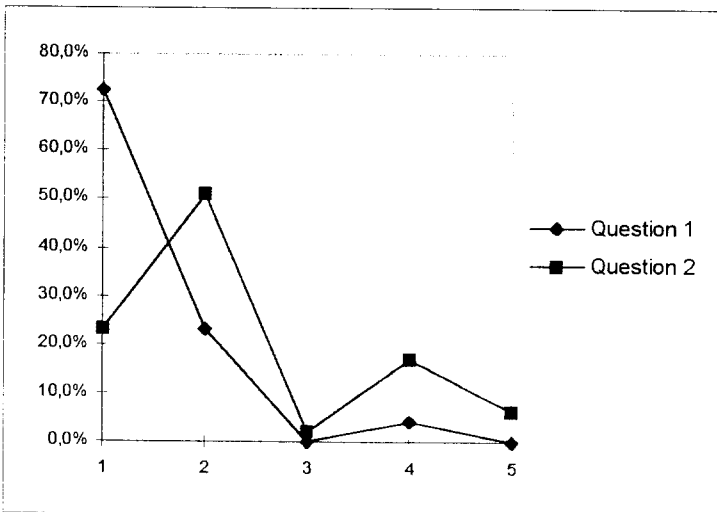
Question 2: In most situations, one simply has to push one's view through, if necessary sometimes with authoritarian means

Question 2: Today a single person is not at all able to decide everything, leadership is in any case teamwork



Question 1: One has to adhere consequently to a certain hierarchical system if the inner structure / order of an organisation is to be maintained

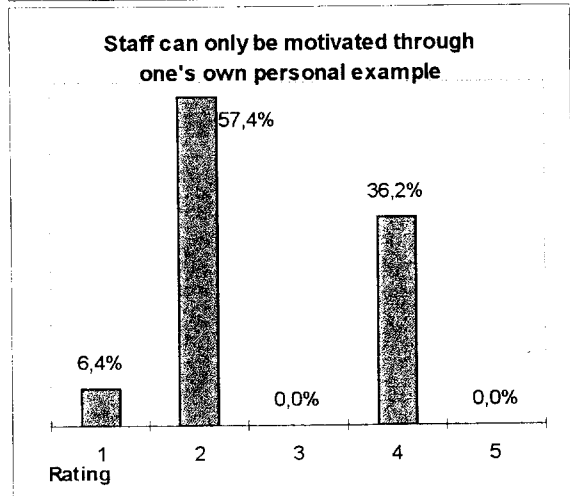
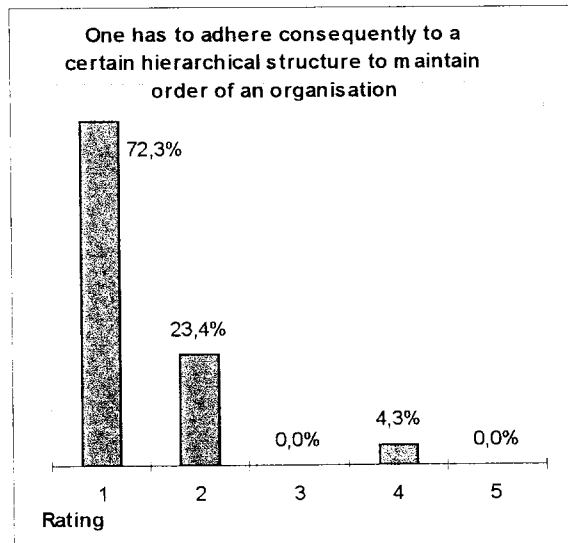
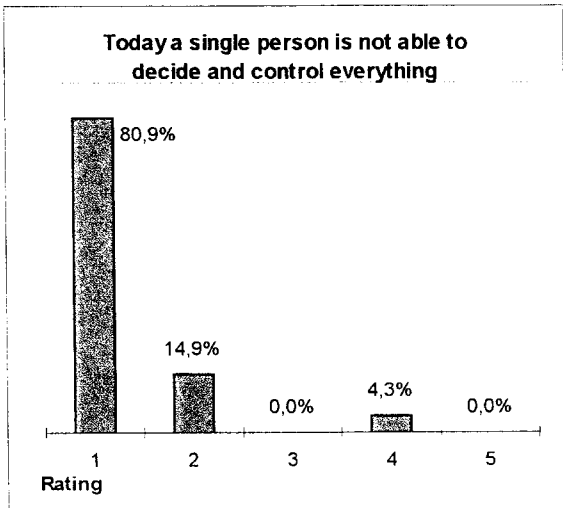
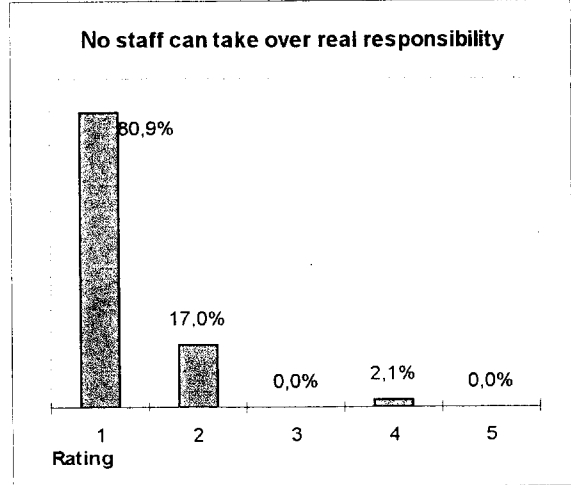
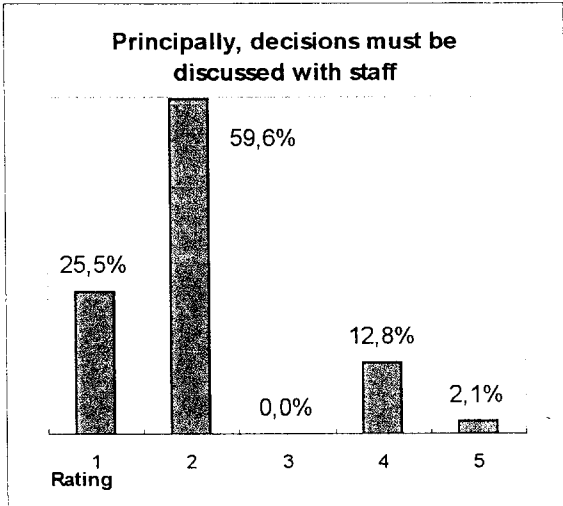
Question 2: To have efficient work relationships it is often necessary to by-pass the hierarchical line

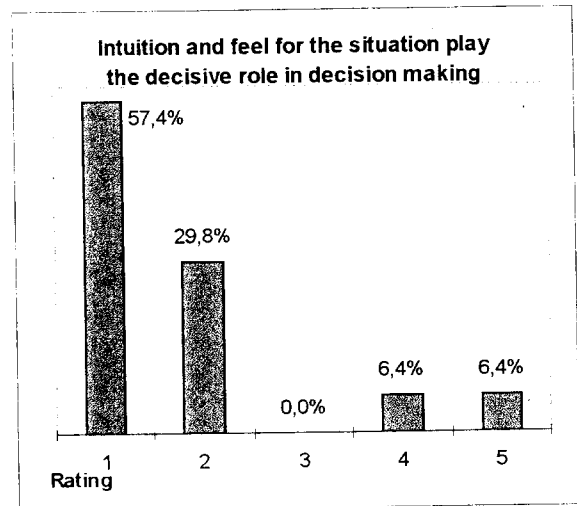
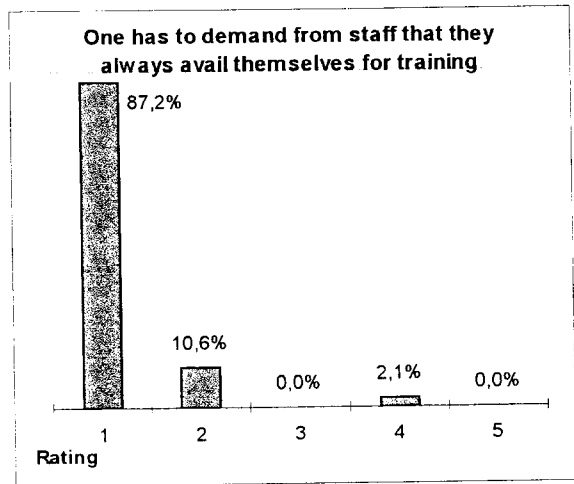
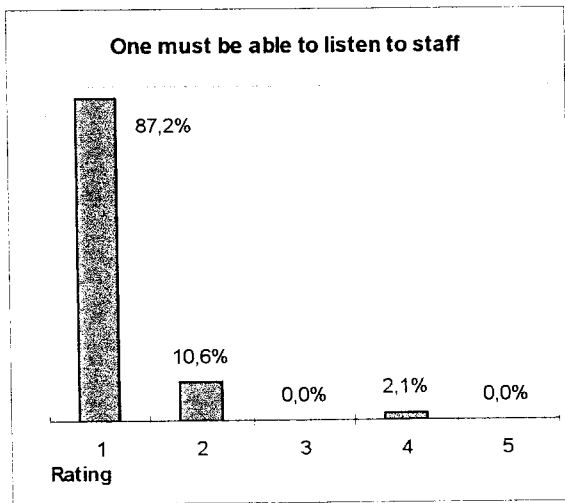
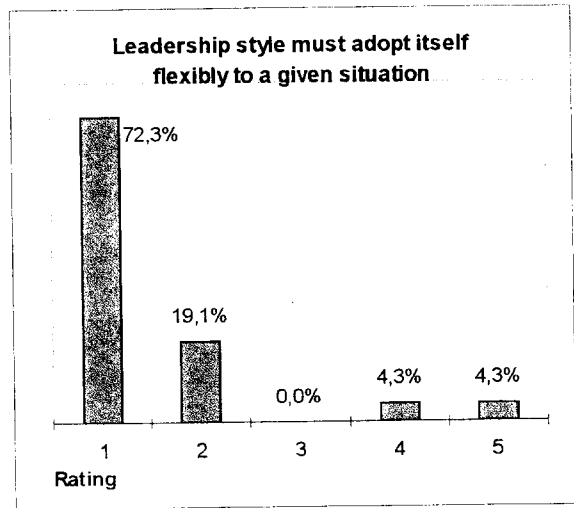
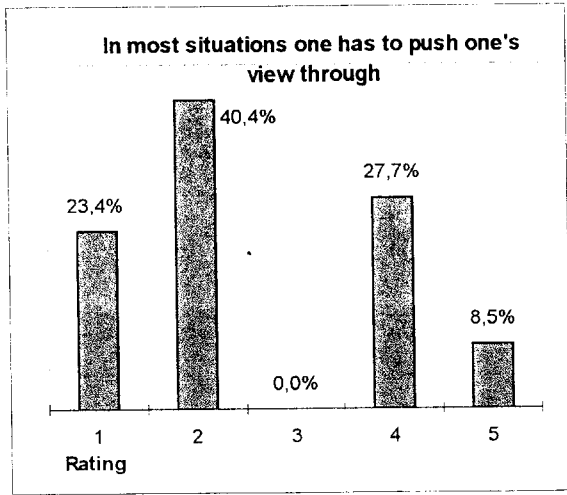


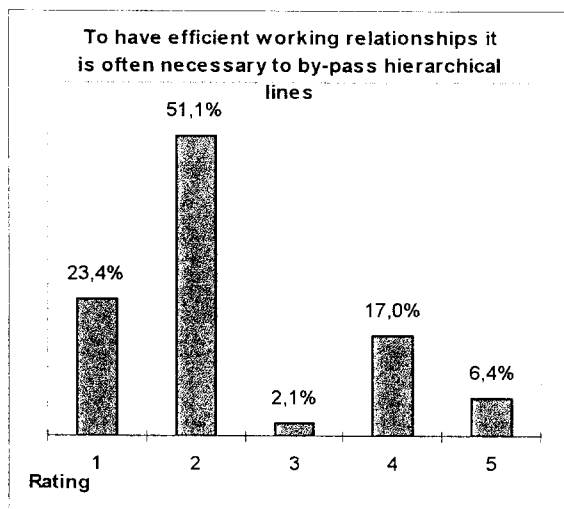
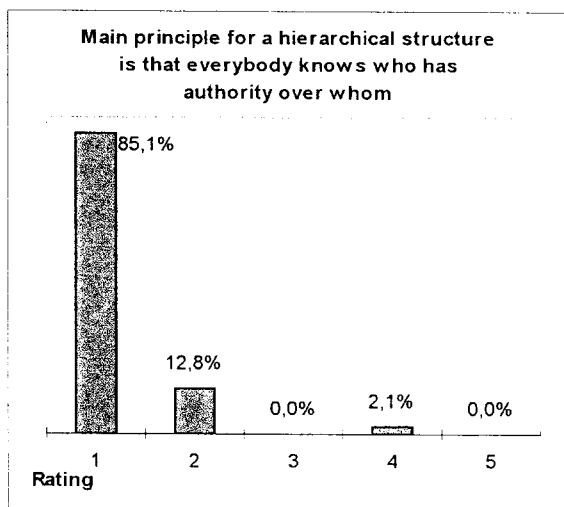
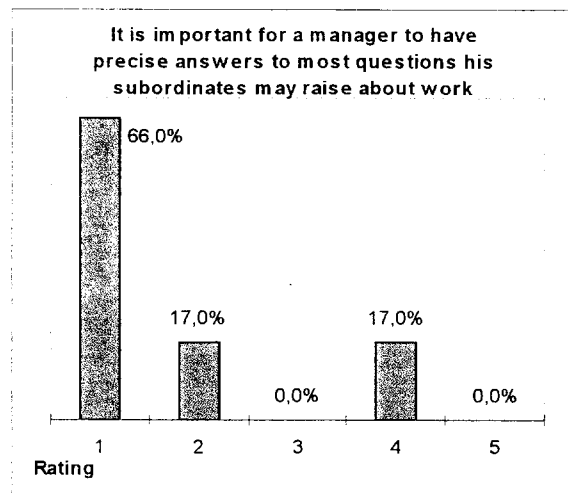
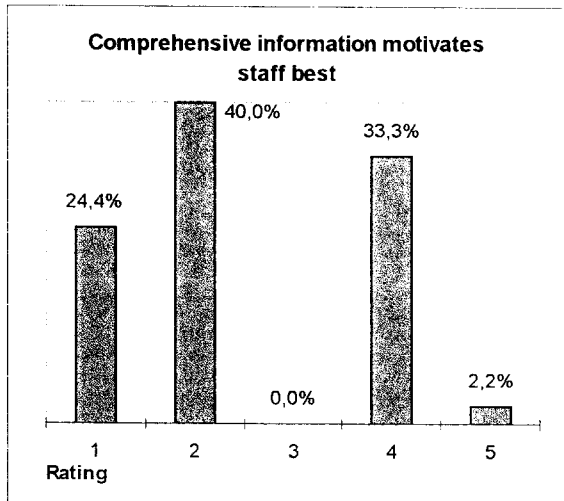
In these three examples one would expect opposite courses of the lines of the diagrams instead of the existing parallel ones. It is obvious that among the respondents there is a lack of taking care to consider the questions thoroughly before answering. Currently, decisions are taken by reasons of immediate expediency, which has the positive consequence that decisions are taken at all. Though the complexity of tasks to be fulfilled by management in a commercially working port demands consideration of possible impacts of decisions in different fields, not only concerning the current operational situation, but also concerning impacts on future costs and consequences, concerning the way of leadership etc. For the future it is evident that a short sighted way of decision taking, has to make place for thorough considering of consequences and impact of decisions, especially within the upper and middle management, which shall be responsible for the work of their departments.

The results of the first part of questions about leadership are presented in the form of graphs on the following pages.

Evaluation: 1 = Full approval of the statement
 5 = Total disagreement with the statement



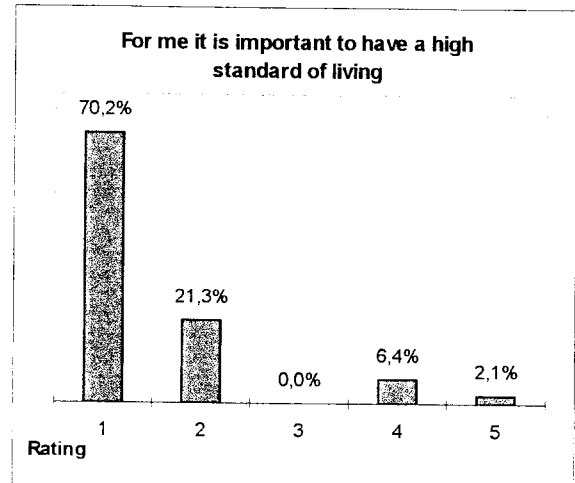
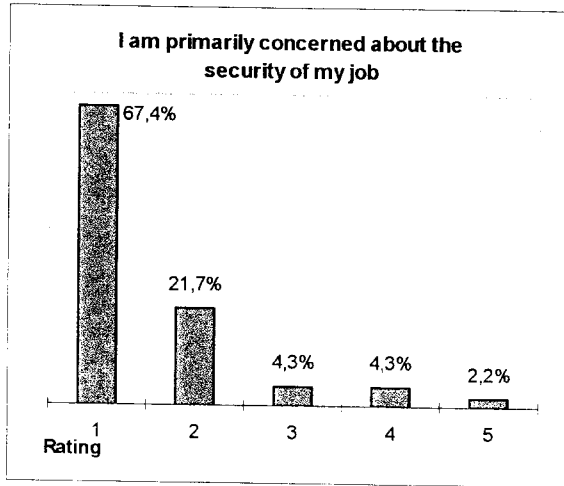




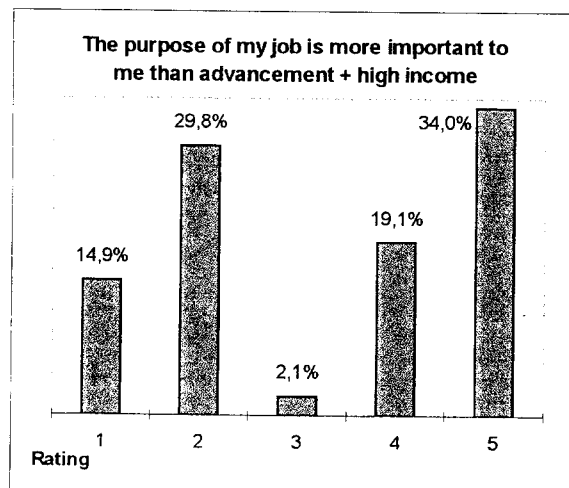
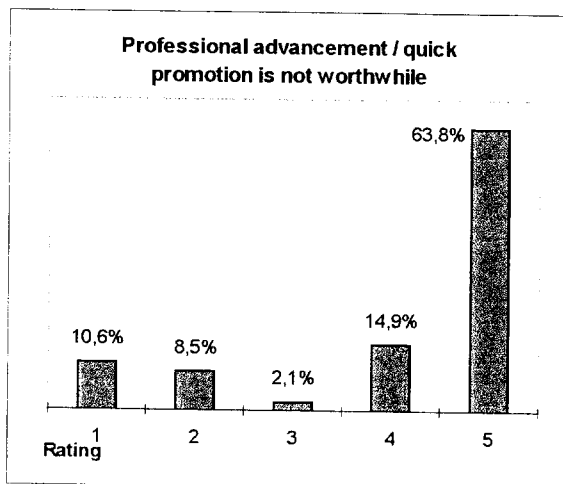
In the next part of the questionnaire the respondents were asked about their attitude towards work.

It appeared that most (67.4%) of the questioned managers were primarily concerned about the security of their work place and also about their standard of living (70.2%). This attitude might be explained by the uncertain and unstable economic situation of the country as a whole and with the strained financial situation of the port itself.

Rating: 1 = full approval of the statement
5 = Total disagreement with the statement



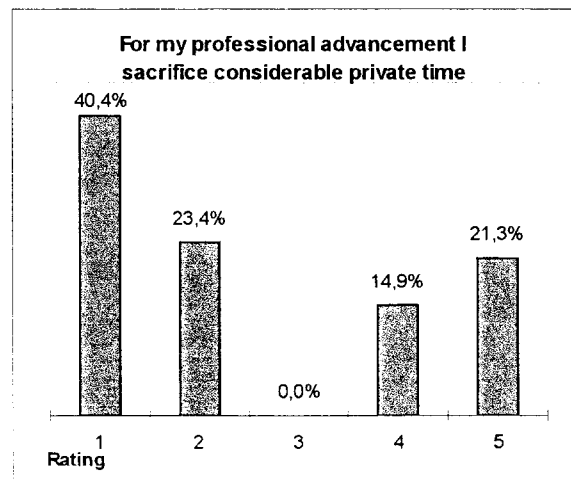
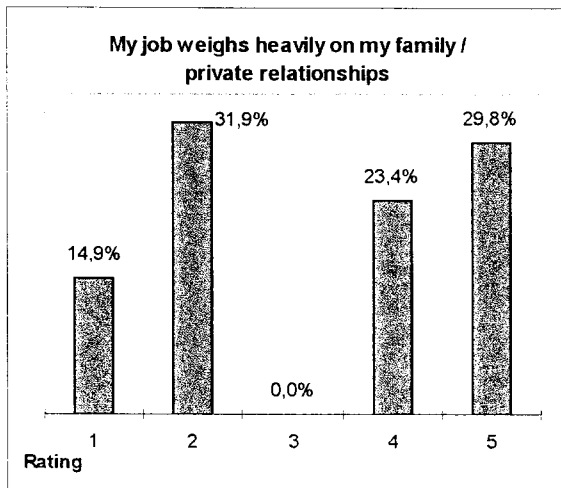
Also, professional advancement and job performance seem to play such an important role for the questioned managers. Only about 19% state that professional advancement is not worth while and most of the managers also state that high income and advancement is even more important than the purpose of the job.



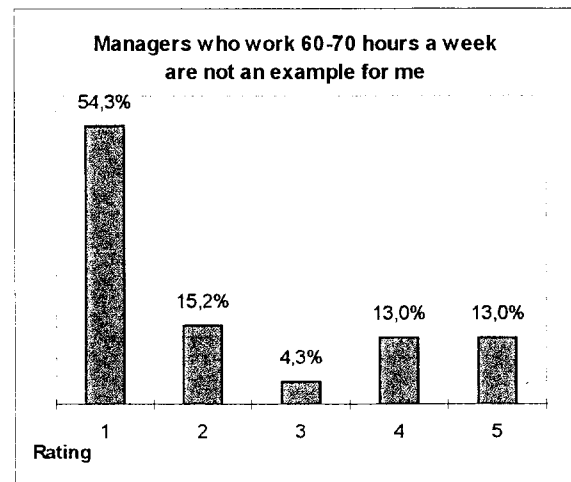
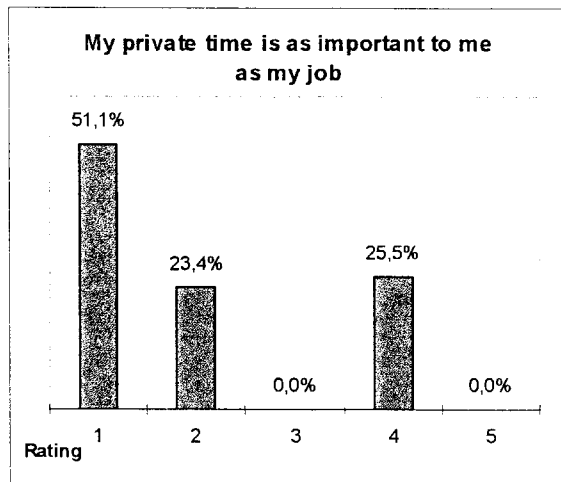
In the transition process the port is currently undergoing, there is a need to adopt a realistic view, that only the job performance can be the basis to secure jobs and generate the source for a high standard of living.

40% to 50% of the respondents have the impression that they sacrifice private time for their job and that the work weighs heavily on private relationships.

Rating: 1 = full approval of the statement
5 = Total disagreement with the statement



Consequently, most of the respondents say that private time is as important to them as their job.



The relatively high proportion of manager who nevertheless spend so much time on the job that it weighs on their personal relationships, shows, that the respondents are willing to commit themselves to their jobs, even devoting private time for their professional activities. It is a positive sign indicating a high degree of identification with their work in the port.

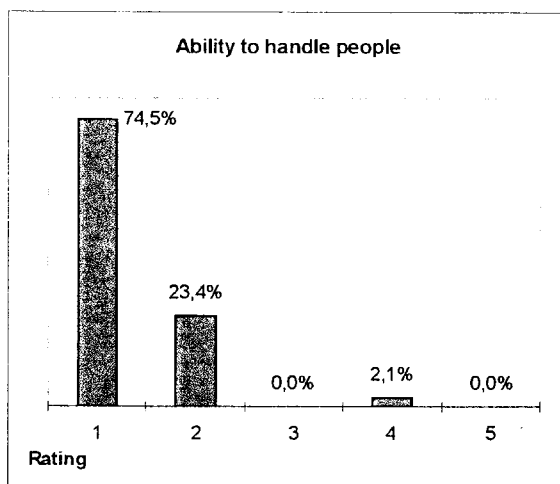
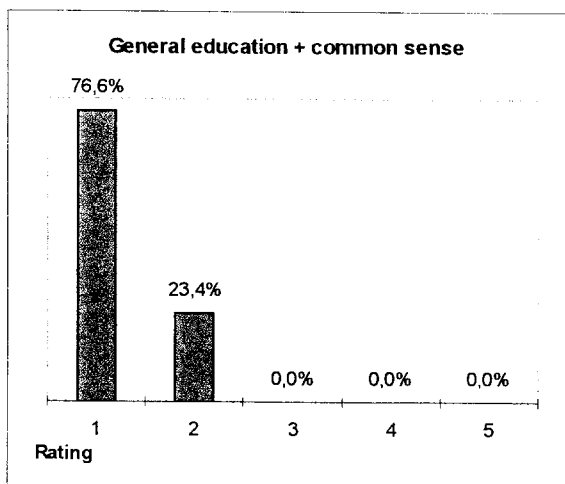
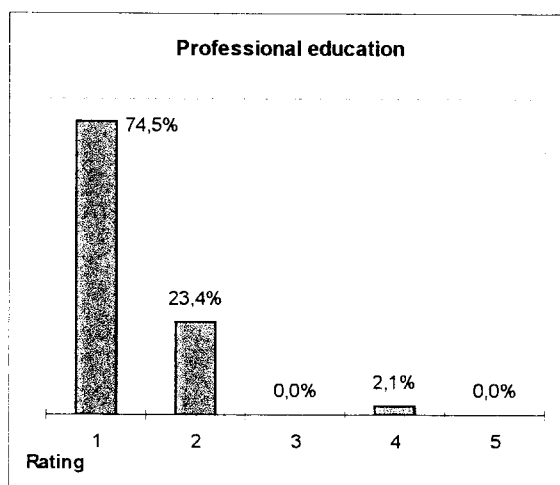
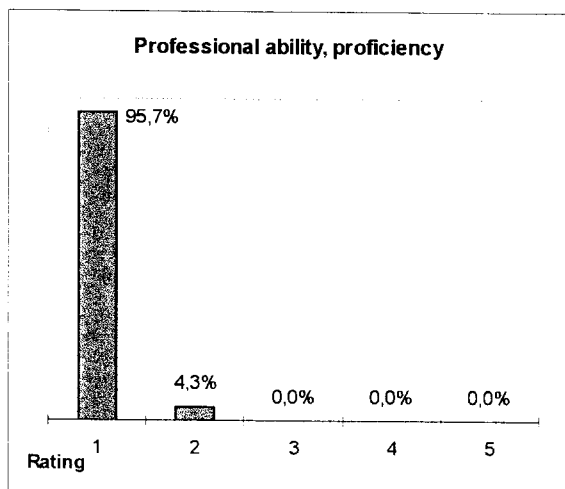
In the following section the port managers and administrators were asked, which facts they considered to have an influence on professional advancement.

The answers show that the managers state to consider primarily facts like education, proficiency, professional ability and the ability to handle people to influence the professional advancement of employees. This attitude is very encouraging for the future prospects of the port. It shows that job dedication and the job performance are highly valued, which is an essential prerequisite for commercially successful work of the port.

Evaluation:

1 = Full approval of the statement

5 = Total disagreement with the statement

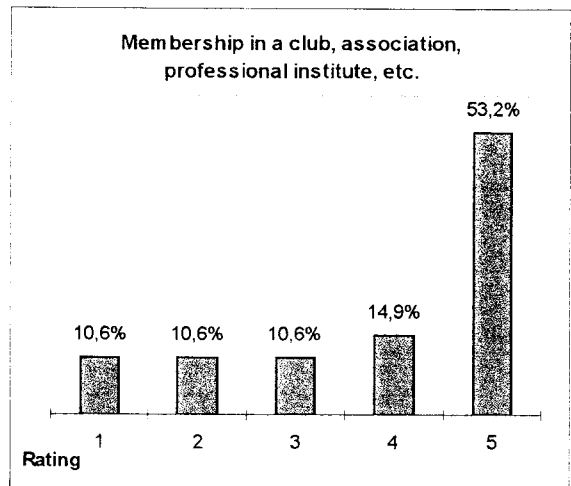
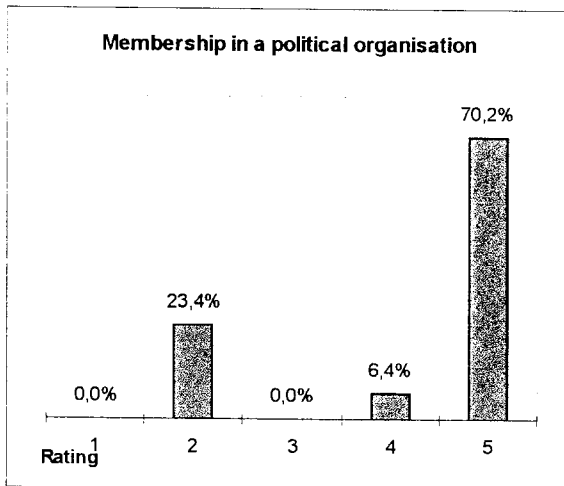
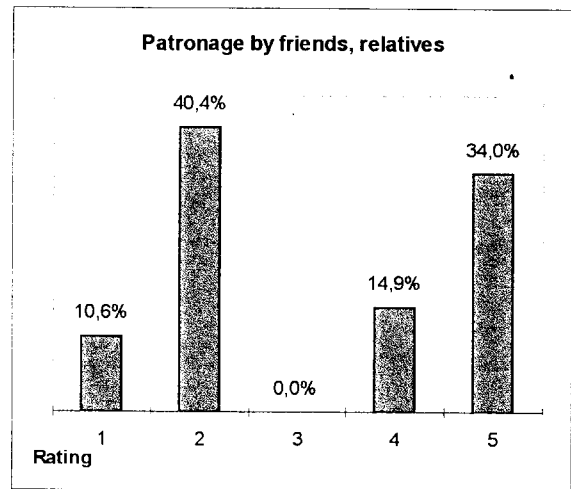
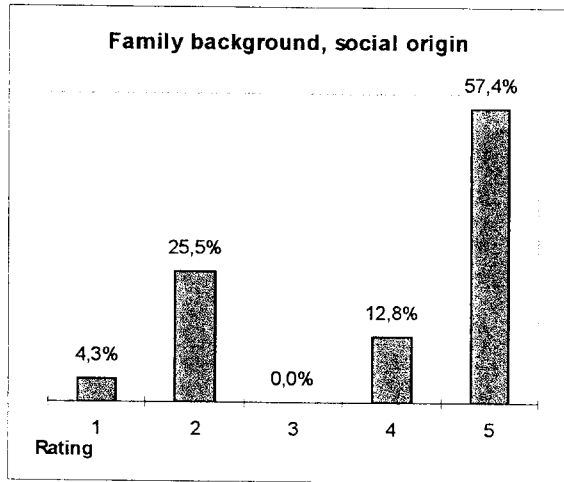


Somewhat unexpectedly, the respondents state that the least influence on professional promotion or career have factors like personal social connections, friends or membership in associations or political organisations. Family background is seen to have little impact on professional advancement, though on the other hand, patronage by friends or relatives seems to play a certain role.

Evaluation:

1 = Full approval of the statement

5 = Total disagreement with the statement

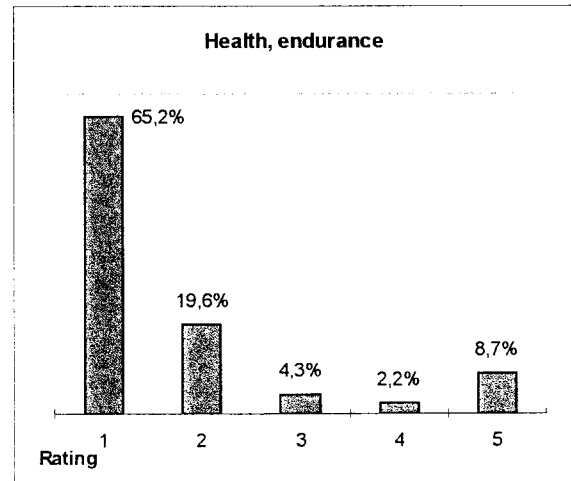
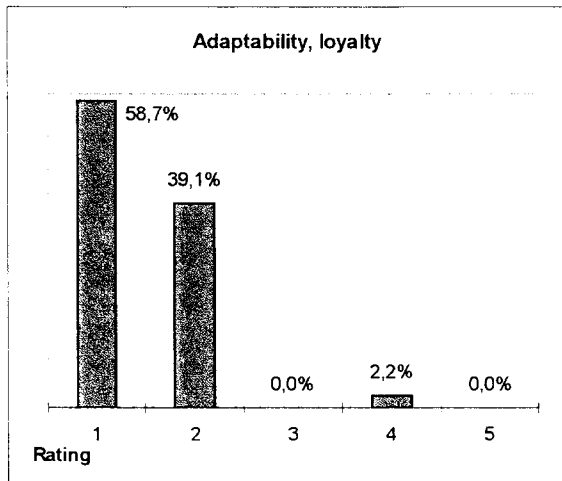


Important for the questioned managers is also on the one hand the willingness and on the other hand the ability to support the company. Factors like adaptability and loyalty on the one hand and health, endurance on the other hand are considered to have considerable influence.

Evaluation:

1 = Full approval of the statement

5 = Total disagreement with the statement



Half of the managers consider „luck“ to be an important factor for promotion, the other half does not see it as veryinfluential. The same applies to the question whether it is important to have an academic title.

