

**Managing a 'people business' in times of uncertainty:  
Human resources in Ocean Transport & Trading's strategy  
in the 1970s**

PETERSSON, Niels <<http://orcid.org/0000-0003-4725-1985>>

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**Table 5: Ocean employee numbers**

	Navigating officers		Engineering and electrical officers		Midshipmen		Engineering cadets		Officers and cadets total	Ocean Group employees (UK only)
	strength	loss	strength	loss	strength	loss	strength	loss		
<b>1968</b>	650	97	1,202	279						12,200
<b>1969</b>	613	89	1,102	307						12,000
<b>1970</b>	581	97	1,093	328						11,800
<b>1971</b>	565	83	1,104	263						11,600
<b>1972</b>	554	89	1,087	205	263	10	192	9	2,096	15,700
<b>1973</b>	478	66	949	205	230	19	194	6	1,851	13,000
<b>1974</b>	454	62	838	177	246	14	185	9	1,723	13,000
<b>1975</b>	477	49	909	101	266	10	195	3	1,847	12,800
<b>1976</b>	505	61	903	131	258	10	205	3	1,871	12,100
<b>1977</b>	479		817		293		205		1,794	11,700

Source: Source: Staff comparisons and costs (B.P./O.F.L. Discussions, 2.5.1977, prepared 27.4.1977), 4.B.2324; Annual Reports.