

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

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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		
1968	650	97	1,202	279						12,200
1969	613	89	1,102	307						12,000
1970	581	97	1,093	328						11,800
1971	565	83	1,104	263						11,600
1972	554	89	1,087	205	263	10	192	9	2,096	15,700
1973	478	66	949	205	230	19	194	6	1,851	13,000
1974	454	62	838	177	246	14	185	9	1,723	13,000
1975	477	49	909	101	266	10	195	3	1,847	12,800
1976	505	61	903	131	258	10	205	3	1,871	12,100
1977	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.