



TANKER MANAGEMENT & SELF ASSESSMENT

**A BEST PRACTICE GUIDE
FOR SHIP OPERATORS**

AN OVERVIEW

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**LEGISLATION , CODES,
GUIDELINES ARE
USUALLY REACTIVE.**

WHY TMSA?

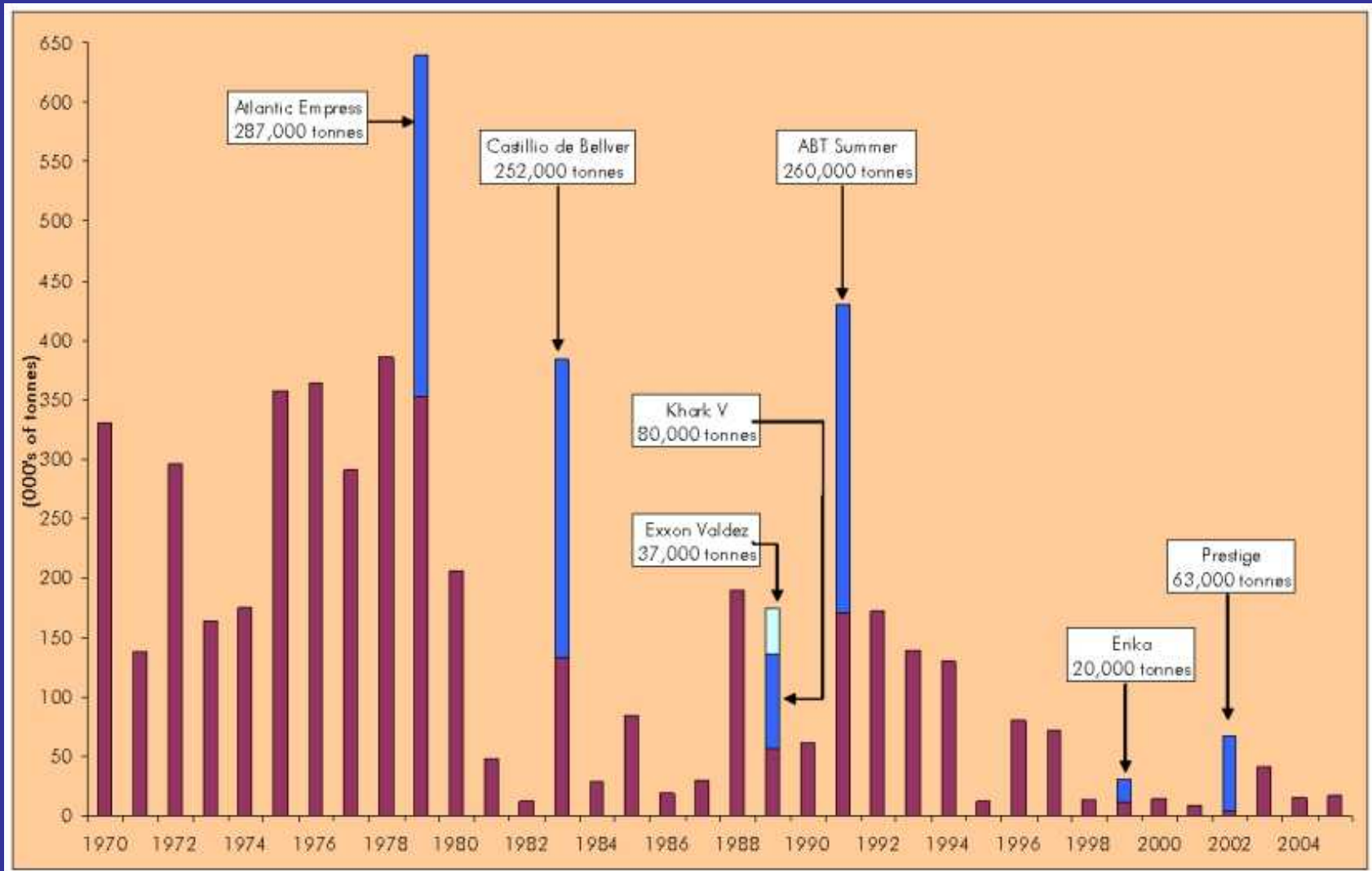


OIL POLLUTION





OIL POLLUTION-QUANTITY

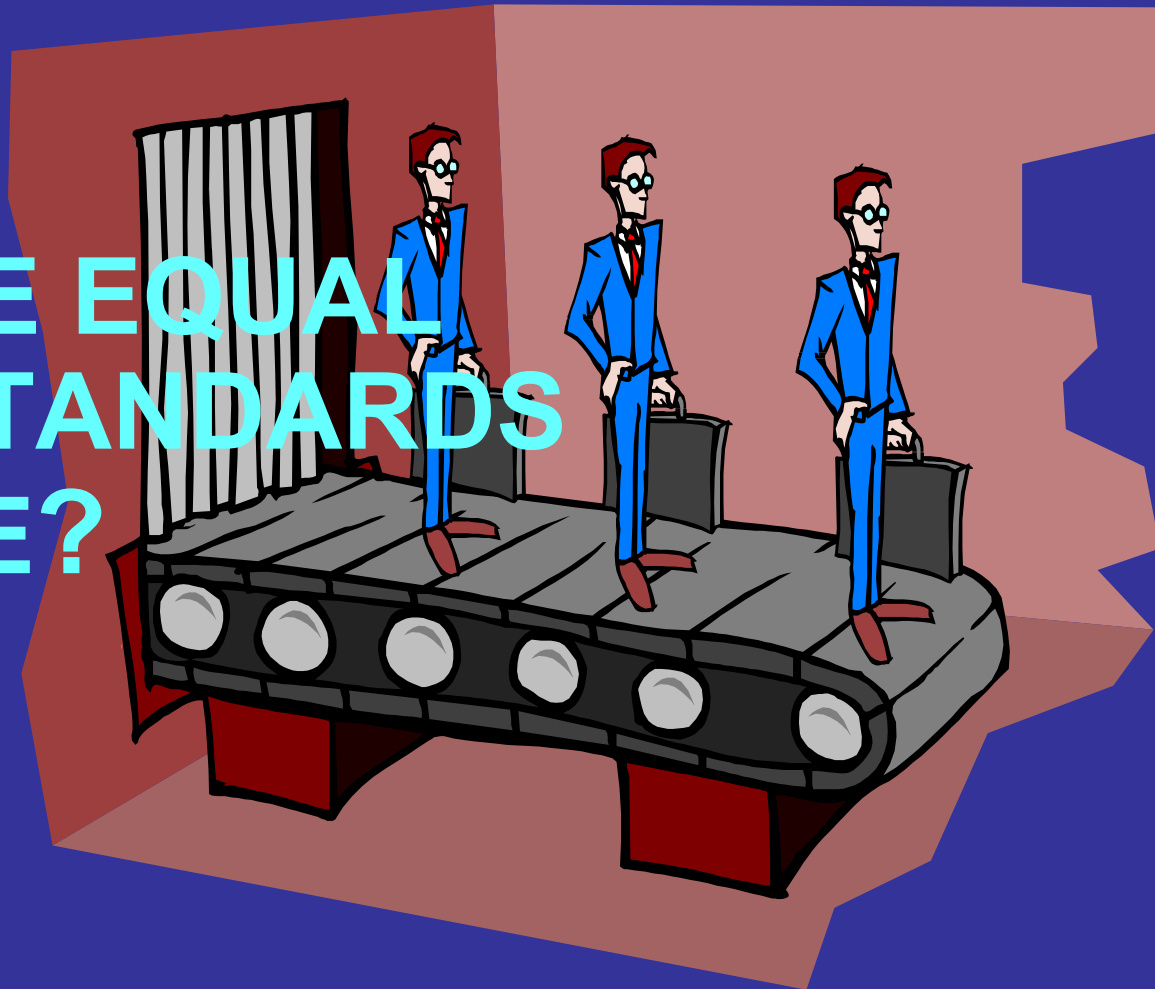




WHAT MADE IT POSSIBLE?

➤ STCW?

➤ DO WE HAVE EQUAL
TRAINING STANDARDS
WORLDWIDE?





WHAT MADE IT POSSIBLE?

ISM CODE ?





WHAT MADE IT POSSIBLE?

PORT STATE

CONTROL?





WHAT MADE IT POSSIBLE?

SIRE



Ship Inspection Report (SIRE) Programme

**Vessel Inspection Questionnaires for Oil Tankers,
Combination Carriers, Shuttle Tankers, Chemical
Carriers and Gas Carriers, Barges,
Towing Vessels Utilised for Handling Barges,
And
Vessels Carrying Packaged Cargoes**

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**WHY WAS
TMSA
NECESSARY?**

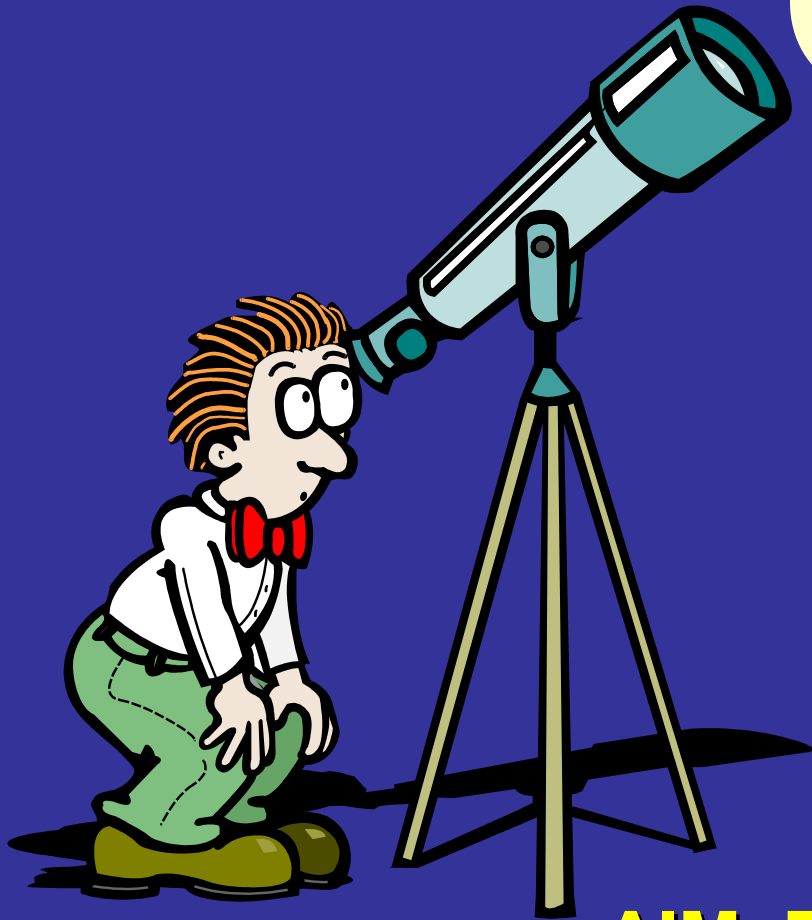




**SIRE INSPECTIONS PROVIDED A SNAPSHOT
BUT**

**SHIPBOARD PERFORMANCE IS
DEPENDENT ON THE COMPANY
CULTURE**

**TMSA ATTEMPTS TO LAY DOWN THE
STANDARDS EXPECTED FROM SHORE
MANAGEMENT**



OUR VIEWS

AIM: TO GENERATE DISCUSSION



**TMSA IS NOT
ABOUT
COMPLIANCE**

**IT IS ALL
ABOUT
COMMITMENT**





ELEMENT 1

**MANAGEMENT,
LEADERSHIP AND
ACCOUNTABILITY**



**“COMMITMENT AT THE HIGHEST
LEVELS OF THE ORGANIZATION ”**



ELEMENT 1

- **COMMITMENT MUST BE 'VISIBLE' TO ALL STAFF**
- **COMMITMENT MUST NOT BEGIN AND END FOR OIL MAJOR AUDITS!!**

KEYWORD
“ACCOUNTABILITY”





ELEMENT 1



**-TRANSFERRING THE
COMMITMENT TO
DEPARTMENT HEADS AND
LINE MANAGERS**

**-STAFF ABSORBS THE FEEDBACK
AND IMPLEMENTS PREVENTIVE
ACTIONS**



ELEMENT 2

RECRUITMENT AND MANAGEMENT OF SHORE-BASED PERSONNEL

- “COMPETENT SHORE-BASED STAFF WHO ARE COMMITTED TO A HIGH STANDARD”
- ‘CONTINUITY’ AND ‘RETENTION’
- ‘SUFFICIENT PEOPLE’





ELEMENT 2



- **LESSER AVAILABILITY THAN BEFORE, ESPECIALLY IN EUROPE**
- **CONTINUOUS PROFESSIONAL DEVELOPMENT**



ELEMENT 3

RECRUITMENT AND MANAGEMENT OF SHIP'S PERSONNEL

➤ “SHIP'S CREWS ARE AT THE HEART OF EFFORTS TO IMPROVE SAFETY AND THE PROTECTION OF THE ENVIRONMENT”



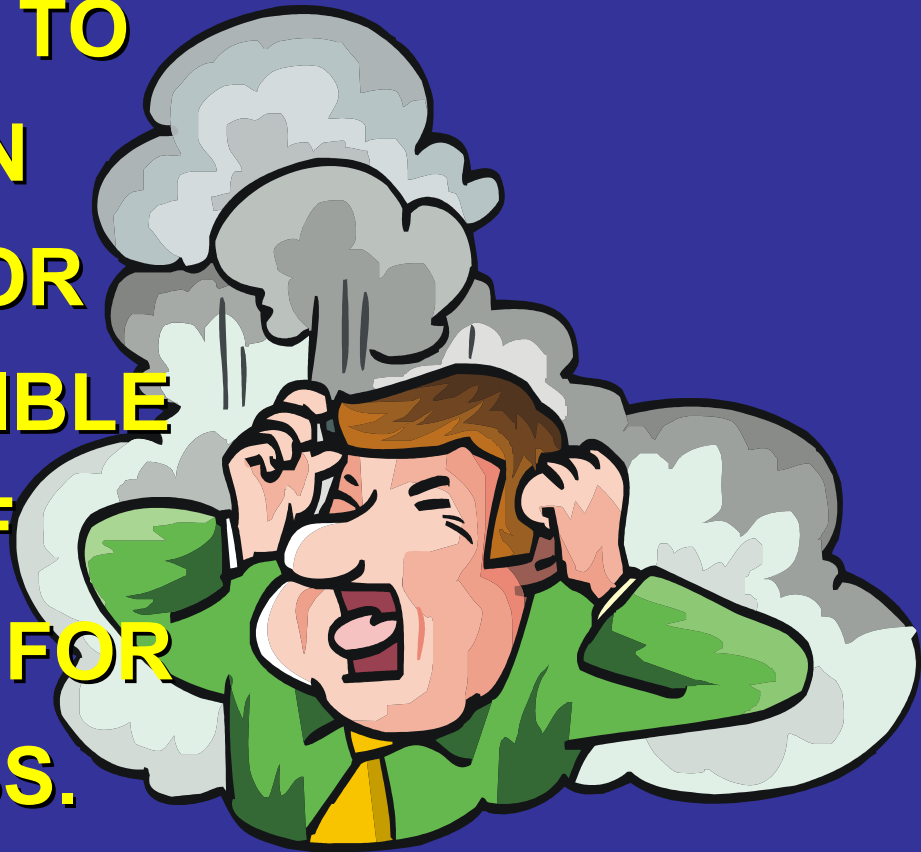


NEW SHIPS ESTIMATES

YEAR	2006	2007	2008
SCRAPPING	250	350	450
DELIVERY	1700	1600	1500
NET INCREASE	1450 SHIPS	1250	1050

ELEMENT 3

**LACK OF EXPERIENCE OR
NEW OFFICERS LEADS TO
EXTRA SUPERVISION
WORKLOAD ON SENIOR
OFFICERS – WITH POSSIBLE
CONSEQUENCES OF
FATIGUE OR LESS TIME FOR
OTHER CRITICAL JOBS.**





ELEMENT 3

RETENTION RATES

WAGE WARS AMONGST
COMPANIES LEADING TO
'ROTATION' OF OFFICERS
BETWEEN COMPANIES.

EACH NEW OFFICER NEEDS
TRAINING INTO COMPANY

SMS





ELEMENT 3

**BOOMING JOB
MARKET LEADS TO A
“I DON’T CARE”
ATTITUDE IN SOME
OFFICERS –
ESPECIALLY IN THE
SPECIALIZED VESSEL
SECTORS.**



ELEMENT 3



3A

- **EXAMINATION ‘COMPETENCY’
VERSUS ‘PRACTICAL’ COMPETENCY**
- **EFFECTIVENESS OF TRAINING BEING
AFFECTED BY THE ATTITUDE**



ELEMENT 4


RELIABILITY AND MAINTENANCE STANDARDS

**“PROPERLY PLANNED
MAINTENANCE
PROCEDURES ARE
ESSENTIAL IF SHIPS
ARE TO OPERATE
RELIABLY”**





ELEMENT 4

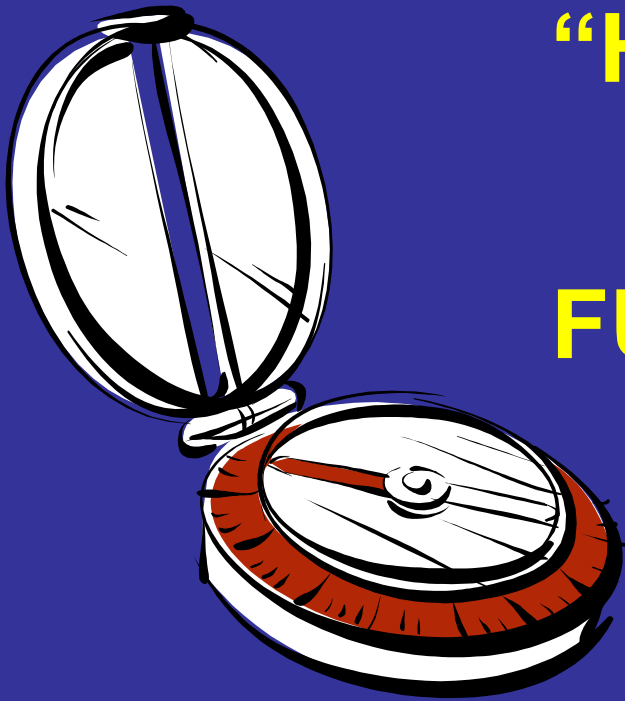
- 
- OWNERS / CHARTERERS LONG-TERM COMMERCIAL CONTRACTS FROM THE PAST MAY BE UNVIABLE TODAY
 - FOR MANAGERS – BUDGETS SQUEEZED
 - INITIAL 12 MONTHS MOST DIFFICULT
 - REDUCING QUALITY OF AFTER SALES SERVICES OF SUPPLIERS / AVAILABILITY OF SPARES E.G LIFEBOATS SERVICING



ELEMENT 5

NAVIGATIONAL SAFETY

**“HIGH STANDARDS OF
NAVIGATION ARE
FUNDAMENTAL FOR THE
SAFETY OF SHIPS”**



ELEMENT 5



- **OVER RELIANCE ON ELECTRONIC AIDS—
ADDICTION TO ‘SCREENS’.**
- **BRIDGE TEAM EFFECTIVENESS /
QUESTIONABLE TEACHING STANDARDS.**
- **PILOT'S RELIABILITY.**
- **COMMERCIAL DESIRES OF CHARTERERS
TO PUSH THE LIMITS OF SAFETY IN PORTS**



ELEMENT 6

CARGO, BALLAST AND MOORING OPERATIONS

**“THE HIGHEST STANDARDS OF
CARGO OPERATIONS ARE
FUNDAMENTAL TO THE SAFETY OF
SHIPS.”**



PROMOTIONS ARE QUICKER

LESSER
EXPERIENCED
OFFICERS TEND TO
MAKE MORE
MISTAKES



ELEMENT 6



(6B)

- **MOORING ARRANGEMENT / PRACTICES UNDERSTANDING— TRAINING ISSUES**



ELEMENT 7

MANAGEMENT OF CHANGE

**‘MANAGING
CHANGES TO
ENSURE SAFETY
AND
ENVIRONMENTAL
CONDITIONS ARE
NOT
COMPROMISED’**





ELEMENT 7



- **DOCUMENTING---SEAFARER'S RESISTANCE FOR 'PAPERWORK'**
- **ELEMENT NOT COVERED IN ISM CODE. HENCE SLOWER ACCEPTANCE INDUSTRY WIDE**
- **PACE OF CHANGES IN SHIP MANAGEMENT VERSUS SHIP OWNER COMPANIES**



ELEMENT 8

INCIDENT INVESTIGATION AND ANALYSIS

**“LEARN FROM
SIGNIFICANT
NEAR MISSES AND
INCIDENTS AND
THUS PREVENT
RECURRENCE.”**





ELEMENT 8

**REPORTING GENERALLY WELL
ESTABLISHED FOR INCIDENTS**

ELEMENT 8



- **ROOT CAUSE ANALYSIS-MORE TRAINING**
- **NEAR MISS REPORTING—WATCH FOR ‘CREATIVE’ REPORTS**
- **LACK OF SHARING OF STATISTICS**
- **HONESTY IN STATISTICS - UNDER REPORTING**
- **INDUSTRY FOCUS ON LTI, RATHER THAN ON CAUSES**



LTI-ACCIDENT SEVERITY RATES

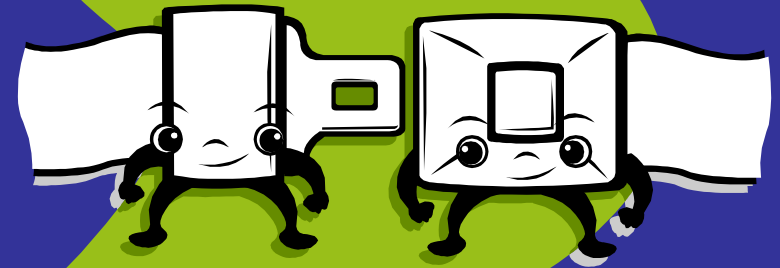
“ THEY SHOW THE HISTORY OF ACCIDENTS AND GIVE THE TREND FROM YEAR TO YEAR. THAT IS IMPORTANT BUT OVERALL, THE ONLY TRUTH THEY TELL IS WHO IS HONESTLY REPORTING ACCIDENTS” - Frank Bird Jr



ELEMENT 9

SAFETY MANAGEMENT

**“DEVELOP A PROACTIVE APPROACH
TO SAFETY MANAGEMENT”**



ELEMENT 9



- **ACCEPTANCE OF FORMAL RISK ASSESSMENT**
- **VOLUME OF WORK INVOLVED**
- **QUALITY OF RISK ASSESSMENTS VARIES ACCORDING TO TRAINING STANDARDS OF THE STAFF AND NATIONALITY OF THE CREW**



ELEMENT 10

ENVIRONMENTAL MANAGEMENT

➤ “DEVELOP A PROACTIVE APPROACH TO ENVIRONMENTAL MANAGEMENT”



ELEMENT 10



**CONTINUOUS IMPROVEMENT
BEYOND REGULATORY
COMPLIANCE**



OWNERS LOOK FOR COMMERCIAL BENEFITS!



ELEMENT 11

EMERGENCY PREPAREDNESS AND CONTINGENCY PLANNING.

1

**“TO ENSURE AN ONGOING ABILITY
TO REACT EFFECTIVELY TO AN
INCIDENT”**



ELEMENT 11

➤ PREVENTING THE DRILLS FROM BECOMING MONOTONOUS



➤ TRAINING FOR THE 'BIG ONE'



ELEMENT 12

MEASUREMENT, ANALYSIS AND IMPROVEMENT



**IMPLEMENT
APPROPRIATE
MEASUREMENT AND
FEEDBACK PROCESSES
TO FOCUS ON AND DRIVE
CONTINUOUS
IMPROVEMENT**

ELEMENT 12



- 
- **FINDING A 'TORCH BEARER' IN SENIOR MANAGEMENT**
 - **GETTING WILLING CO-OPERATION OF LINE MANAGERS AND SHIPBOARD TEAM TO CREATE A CULTURE OF CONTINUOUS IMPROVEMENT**



CONCLUSION

- **TMSA WILL DELIVER RESULTS BUT A LONG-TERM VIEW NEEDS TO BE TAKEN**



CONCLUSION

CHALLENGES FOR OCIMF MEMBERS

- USING IT AS A MOTIVATIONAL TOOL FOR CONTINUOUS IMPROVEMENT RATHER THAN A COMPLIANCE OR RETRIBUTION STICK.





CONCLUSION

“THE QUALITY SYSTEM MUST BE MAINTAINED AS A LIVING PROCESS AT THE CORE OF THE BUSINESS”





THANK YOU