

# Continuous Improvement in Tanker Operation and TMSA

**NYK SHIPMANAGEMENT'S  
Experience**



# Underlying Philosophy

- **Concept of Continuous Improvement was being preached even before TMSA requirement was published.**
- **Kaizen Culture is aggressively promoted.**
- **NYKSM has various nationalities ashore and on board which necessitated an organization assessment although the concept of PDCA cycle was being preached.**

**Aim For  
ZERO ERROR  
&  
ZERO POLLUTION**

# Organizational Assessment

- Awareness of Vision and Direction
- Is information used to plan for the future
- Assessment, Development, Harnessing of Talents
- Methods used to determine and meet customers' needs
- Whether efforts are made to eliminate waste and error
- Comparing performance with other companies



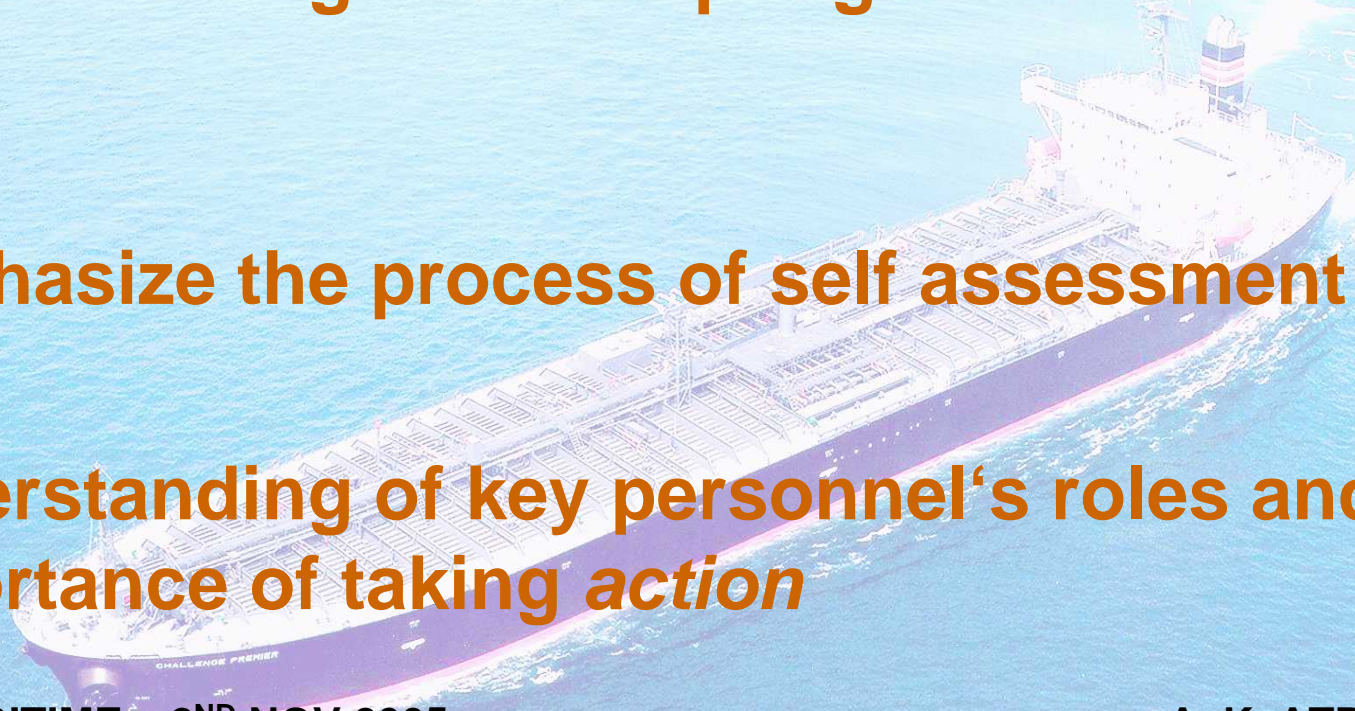
# Benefits of Assessment

- **Commitment to Change if needed**
- **Identify the “vital few” areas of improvement**
- **Preparation of Improvement Plan**



# Education

- Clarify assessment goals, potential benefits, and overall process
- Understanding and accepting of criteria to be used
- Emphasize the process of self assessment
- Understanding of key personnel's roles and importance of taking *action*



# Implementation

- It is nice to have a consensus but time should not be spent on obtaining consensus
- Senior Management should at times step in to get the process going



# Implementation

- A time table has to be set and adhered to
- SHIPMANAGEMENT companies have strong minded executives
- There was a need for a Coach or Team manager, like a football team's manager to ensure the implementation is carried out and in time!



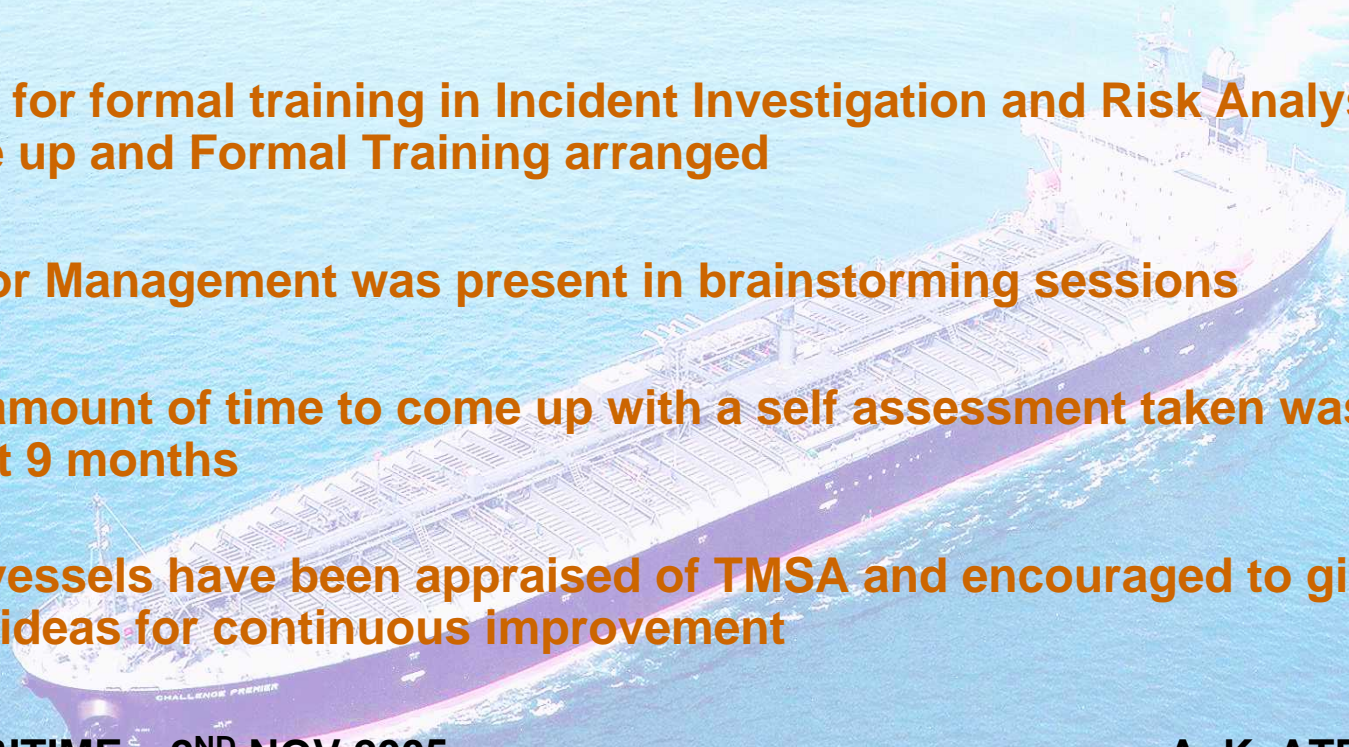
# TMSA Baby Steps

- Initial Reaction was of skepticism
- Brain Storming was encouraged
- Need for Transparency was stressed
- Self assessment will be across the board
- Team was convinced that this would not be onerous as it was first thought.



# SELF Assessment of Tanker Management

- A Task Force was created with specific instructions to check all procedures as per TMSA
- Gap Analysis carried out on all the elements
- Brainstorming was encouraged to come up with most practical solutions
- Need for formal training in Incident Investigation and Risk Analysis came up and Formal Training arranged
- Senior Management was present in brainstorming sessions
- The amount of time to come up with a self assessment taken was about 9 months
- The vessels have been appraised of TMSA and encouraged to give their ideas for continuous improvement



# Points to Bear In Mind

- For a company having various types of vessels, it is worthwhile to emphasize to staff that some elements apply to non tanker vessels also
- Risk Analysis is sometimes taken to extreme at the initial stage, which has to be tempered
- Till transparency is achieved in the industry it is difficult to gauge KPI
- The concept of management of change has to be preached
- Senior Management should have hands on involvement



# Time And Money

- Two Senior Executives were involved fully for 9 months
- Executive Time, Senior Management Time can be computed



# Is Self Assessment and TMSA Worth the Effort and Time

- NYKSM certainly thinks it is
- Whether there is appreciation for the effort put and being put ?
- Difficult to put a Dollar view

