

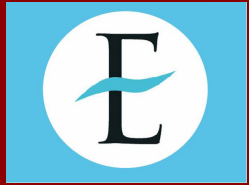
# **TMSA – Meaningful Gap Analysis and a Structured Approach towards Road Map Realisation**

by

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Epic Ship Management



# Towards Business Excellence

From

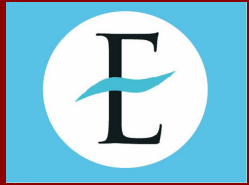


- **T**ANKER
- **M**ANAGERS'
- **S**ILENT
- **A**VERSION

To



- **T**IMEBOUND
- **M**ETHODICAL
- **S**TRUCTURED
- **A**PPROACH



# Agenda

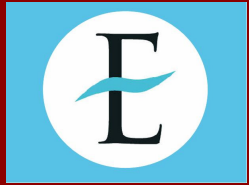
- TMSA – A Tool for Developing a Dynamic Business Model
- The Case for TMSA Process-Management
- Conducting a Gap Analysis
- Resource Allocation
- Strategy for Road Map



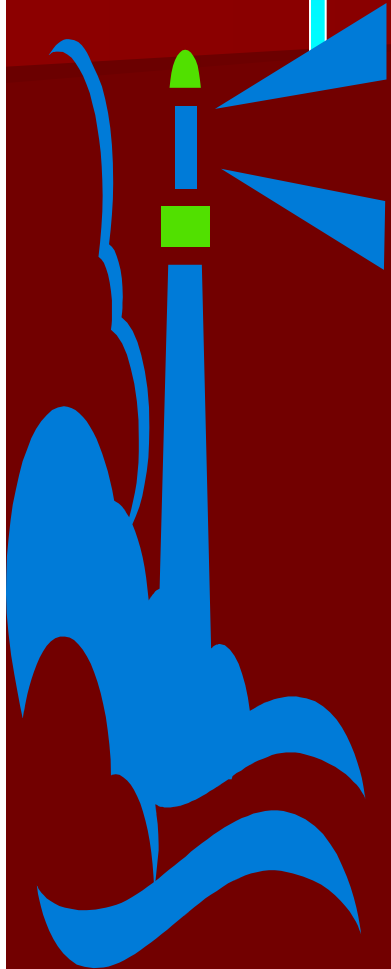
# Reactive Approach

- Shipping is a compliance driven industry. The higher the risk, the bigger the basket of rules and regulations. Each time there is a major accident, the basket enlarges further. This has resulted in an industry wide **reactive** approach to ship management.

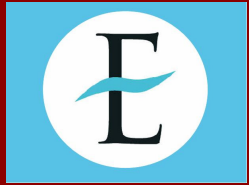




# Proactive Approach

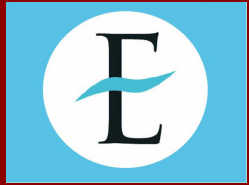


- TMSA is a beacon – **industry expectations** are **clearly** laid out.
- It encourages operators to move **beyond** the **minimum compliance** business philosophy.
- TMSA is a **pro-active approach** **towards mitigation of operational risks** to acceptable levels in high risk activities like tanker operations.



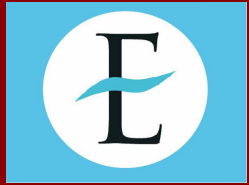
# Flexible & Comprehensive

- TMSA allows the user the flexibility to design a dynamic **business process model** based on the company's core values, customer's quality expectations and projected safety and environmental objectives.
- **Unifies** the concepts of ISO 9001, 14001 and 18001 and **gives best practice guidance** to facilitate **better risk management** of key ship operation activities.



# Opportunity

- Provides a unique opportunity to project the Management's approach towards **targeting safety and environmental excellence** to business partners.
- It **offsets** some of the lagging indicators to give a more wholesome picture.
- Oil companies are increasingly using TMSA scores for determining operator ratings.



# Leading v/s Lagging

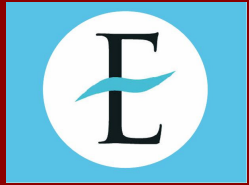
## TMSA Leading Indicators

- **Management Leadership and Accountability**
- **Recruitment Management of Sea Going Personnel**
- **Recruitment Management of Shore Based Personnel.**
- **Reliability and Maintenance**
- **Navigational Safety**
- **Cargo, Ballast & Mooring Ops**
- **Management of Change**
- **Incident Investigation**
- **Safety Management**
- **Environment Management**
- **Emergency Preparedness**
- **Measurement and Analysis**

## Lagging Indicators

- **Inspection Results**
- **Incident History**
- **Terminal Reports**
- **Port State Detentions**



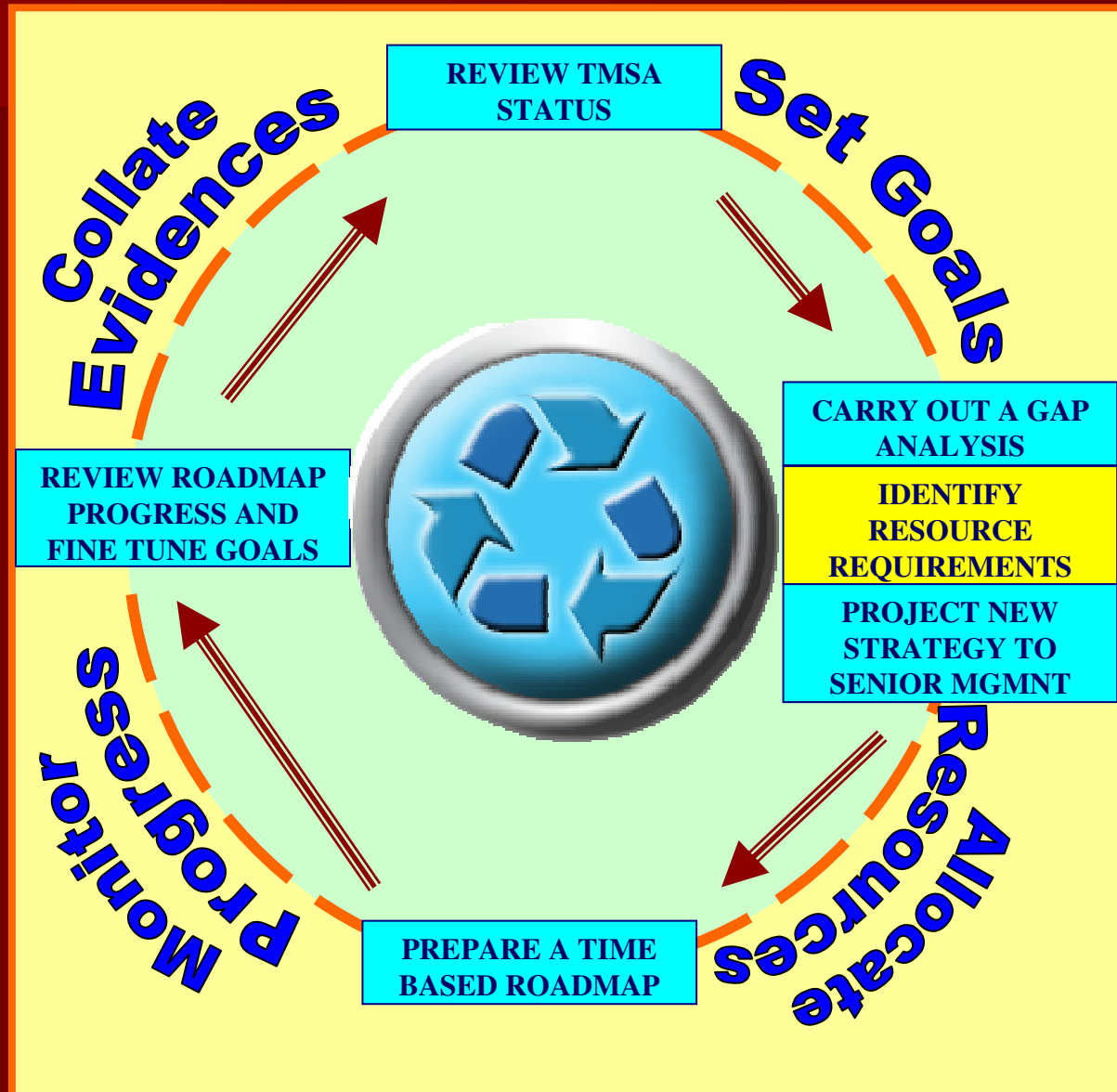


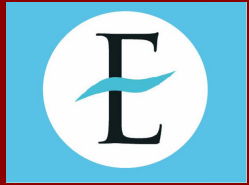
# An Onerous Task

- There are **250 Key Performance Indicators** in the TMSA guidelines.
- Against each KPI, one or more '**best practice guidance**' is given.
- In order to measure whether or not one conforms with given guidance, a series of objective evidences are required. Some of these involve collation, analysis and benchmarking of vast amounts of data.
- It is an onerous task and the entire exercise from evaluation to planning to monitoring **therefore requires careful management.**



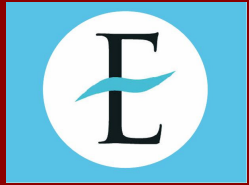
# The Cycle





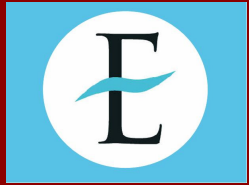
# The TMSA Team

- Right Resources from Within the Management.
- Knowledge of SMS.
- Knowledge of TMSA Best Practice Guidance.
- Objective Approach.
- Understanding of Business Concepts and Core Values.
- TMSA is a dynamic process. The assessment should preferably not be outsourced.



# Initial Analysis

- Understand requirements. [Best practice guidance is often misinterpreted].
- Collate tangible evidence of conformance with each KPI.
- Tabulate data with objective evidences.



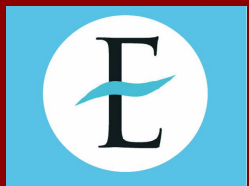
# Initial Analysis

Element 1A -

## MANAGEMENT, LEADERSHIP AND ACCOUNTABILITY

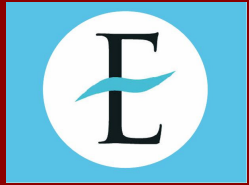
AIM - Through strong leaderships, management promotes the concepts of safety and environmental excellence at all levels in an organization.

Stage	KPI	Best Practice Guidance	Y/N	Objective Evidence(s)	Remarks
2.1	The concepts of safety and environmental excellence are fully understood and supported by ship-based and shore-based management teams.	The company establishes communication links to encourage information sharing. Best practices are promoted across the fleet. The company records lesson learned and then delivers this information to the entire fleet. When required, managers track the recommendations to ensure that all necessary changes have been made.	Y	<ul style="list-style-type: none"> <li>•Wide promulgation of experience feed back through Safety Bulletins dealing with issues relating to operational safety and Protection of Environment.</li> <li>•All recommendations closed out within planned timeframes.</li> </ul>	LPG/C TEMSA incident shared across the fleet and adequately followed up on gas tankers



# Initial Analysis

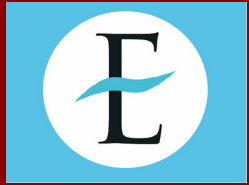
<b>Stage 4</b>	Ques 5				Y							
	Ques 4			N	N							
	Ques 3	N	Y	N	N	N	N	Y		Y		
	Ques 2	N	N	N	Y	N	Y	Y		N	N	
	Ques 1	N	N	N	Y	N	N	N	N	Y	N	N
<b>Stage 3</b>	Ques 5				N							
	Ques 4				N	Y		N		Y		
	Ques 3	Y	N		Y	Y	Y	N		Y		
	Ques 2	N	Y	Y	Y	N	Y	N		Y	Y	Y
	Ques 1	Y	Y	Y	Y	Y	Y	Y	N	N	Y	N
<b>Stage 2</b>	Ques 5				Y		Y					
	Ques 4				Y	Y	Y			Y	Y	
	Ques 3	Y		Y	Y	Y	Y			Y	Y	Y
	Ques 2	Y	Y	Y	Y	Y	Y			Y	Y	Y
	Ques 1	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
<b>Stage 1</b>	Ques 5											
	Ques 4		Y	Y	Y					Y		
	Ques 3		Y	Y	Y	Y	Y			Y	Y	Y
	Ques 2	Y	Y	Y	Y	Y	Y	Y		Y	Y	Y
	Ques 1	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
		<b>1A</b>	<b>1B</b>	<b>2A</b>	<b>3A</b>	<b>3B</b>	<b>4A</b>	<b>4B</b>	<b>4C</b>	<b>5A</b>	<b>6A</b>	<b>6B</b>



# The Goals



- Balance between business objectives and industry expectations determines the next set of achievable goals. The goals may be different for different management activities.



# Gap Analysis

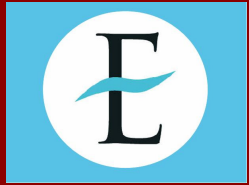
- In order to develop a time bound strategy (road map), it is important to assess the gaps between the present status and targeted goals.
- The senior management should be actively involved in determining the targeted levels for each element depending upon foreseen business needs.
- A proper anticipation of the resource requirements assists greatly in filling these gaps.



# Resource Identification

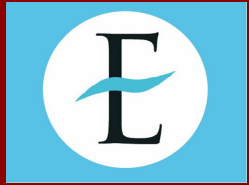


SM-19 Sep 2007



# The Road Map- Fundamentals

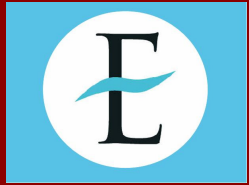
- The framework for achieving these objectives depends on (1) resource availability and (2) a realistic estimation of the time required for implementing the identified processes.
- A **cost versus benefit** assessment is essential for setting achievable targets. The biggest stumbling block in getting to the next level is '**Vitamin M**'.



# The Road Map- Fundamentals

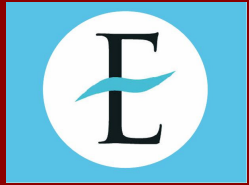
- Even-though, various Major Oil Companies use different software to determine overall **weighted** averages, the TMSA tool should be used with a focus on quality improvement rather than as a **numbers game**.
- The top management should be in sync with the projected improvements in letter and spirit so that appropriate resources can be allocated.





# The Road Map Strategy

- Identify system weaknesses and fine tune policies and procedures.
- Treat each targeted goal as a ladder and plan a step-by-step approach where possible.
- Set tangible targets at each step.
- Set a time line for each step.
- Determine the right personnel responsible for implementing the individual goals.
- Review strategy at pre-determined intervals and make corrections where required.
- Monitor progress carefully.

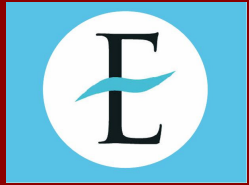


# The Road Map - Example

5A - NAVIGATION SAFETY

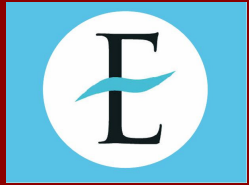
REVIEW DATE 19 SEP. 2007

Stage	KPI	Gap	Road Map	Person Responsible	Planned Completion	Completed
3.1	Electronic charts are in use aboard company vessels.	<b><u>HARDWARE</u></b> Electronic charts are not provided on company vessels.	<ul style="list-style-type: none"> <li>Installation and testing of type approved ECDIS equipment on two tankers as a trial.</li> <li>Supply of ENC's for applicable regions.</li> </ul>	Fleet Manager	1 Mar.2008	
		<b><u>SOFTWARE</u></b> There is no system to ensure that electronic charts are kept fully corrected	Determine/contract cost effective and reliable service provider for auto updates	SHEQ Manager	1 Feb. 2008	
			Navigational audits to be completed for these tankers after a month of usage.	Fleet Training Manager	1 Apr. 2008	
		<b><u>TRAINING</u></b> There is no system to train navigation officers in the use of electronic chart system.	Familiarisation and refresher training for navigating officers.	Fleet Training Manager	1 Feb. 2008	
			Selection criteria to be amended to include ECDIS course.	Fleet Personnel Manager	1 Nov. 2008	
			Navigational audit check lists to be revised.	SHEQ Manager	1 Nov. 2008	



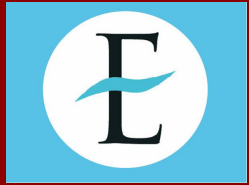
# Know the Expectations

- Each Office Audit by Major Oil Company does not have to be a shot in the dark.
- Know their specific requirements. Most companies are happy to share their audit agendas.
- Benchmark own safety and environmental performance against industry leaders and identify areas that need more attention or greater resource allocation.



# Best Practice Guidance

- It should be remembered that these are **guidelines** based on commonly perceived 'good management practices'. These may not necessarily be the 'best' depending on the individual company's needs and limitations. Some are therefore subject to individual interpretations.
- The easiest approach is to be guided by what objective evidences the major oil companies wish to see for different stages of individual elements.



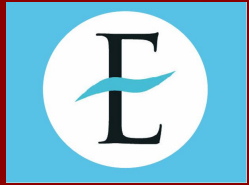
# Know the Requirements

8A

## INCIDENT INVESTIGATION AND ANALYSIS

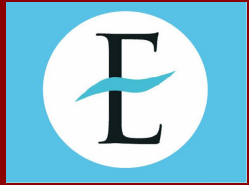
Comprehensive procedures are prepared and maintained for incident management.

Stage	KPI	Best Practice Guidance	Audited Process	Process Verification
2.1	The fleet operator has procedures that compel prompt investigation of all incidents or accidents, including high-potential near misses.	Investigation reports include a proposed timescale for closing out of corrective actions. Shore management should review this timescale until all issues are resolved. The company has access to publications that assist with conducting an incident investigation.	Does the company have an Accident / incident investigation procedure.	<b>Review risk procedure to ensure:</b> <ul style="list-style-type: none"> <li>•Incidents are promptly investigated.</li> <li>•Include investigations for accidents, incidents and high potential near misses.</li> <li>•Investigation reports include a timescale to close out corrective actions.</li> <li>•Management reviews the corrective actions are closed out within the specified timescale.</li> <li>•The company has access to publications that assist with conducting an incident investigation.</li> </ul>



# Role of Software

- Variety of TMSA software modules are available in the market for data-entry and analysis.
- Some of these are more versatile than others and can be a useful aid for reviewing the KPI status.
- However, the TMSA guidance is pretty straight forward and as seen in the preceding slides, simple tabulations can be equally effective.



# Last Word...

The difference between **completing** a task and **accomplishing** it determines whether your TMSA experience is



or



Thank you for listening and good luck with your assessments.