

TMSA ATHENS CONFERENCE REPORT – WEDNESDAY OCTOBER 18th



“If you want a BP time charter but you’re not level 2, don’t bother them,” said David Stockley, chief operating officer of Stealth Maritime, speaking at Tanker Operator’s TMSA conference in October. “We have at least two other oil majors making the same kinds of noises. TMSA was never meant to be a mandatory requirement, but has become one.”

If you want certain types of business, tanker operators have to decide where they stand with TMSA and put together a plan to improve. And just because you think your risk is acceptable does not mean the oil companies will agree.

“Suddenly it’s not a matter of bringing cargo from A to B – it’s how you do it, and how you document how you do it,” said Claus Holm, director of safety and quality with Danish shipmanagement company TESMA. “And if everybody is in compliance with level 2, then it will go to level 3, then level 4.”

Dimitris Lyras, conference chairman, said that the level of what oil companies consider to be acceptable risk has changed. “The bar is higher with respect to incidents,” he said. “The oil companies have every right to have requirements in how we operate our vessels.”

The general idea of continuous improvement is – the best way to make your company as good as possible, is to continually assess how well you are doing things and work out what you can do better.

“Our core interest here is to drive this initiative our selves, to steer it in a direction where it is less prescriptive, so we can operate vessels safely and at a profit,” said Mr Lyras. “I think we can try to drive TMSA in a direction that provides a differentiation between different companies, and provides tanker companies with an economic and sustainable way to exceed the expectations of their clients.

Most people agree that TMSA has done better at focusing senior management’s attention on safety issues than any other system.

“It focuses management’s attention more than any document I’ve ever seen,” said Captain Stockley. “If the shipowner says, I want to be 4. He has no idea what it means. Your chartering department want to be 4 as well.”

Most people would also agree that the key to safe ships is happy seafarers, and this is something which has been neglected too much in the industry. “We’re dealing with the results what the people who ran the industry before us did 25 years ago,” said Captain Stockley.

“People started to outsource where they get the seafarers from. Now they have to live with that. We have lost a group of well travelled seafarers with the sea in their blood, through their experience and training would know what to do if the ships runs aground.”

Captain Panos Hatzikyriakos, head of safety, quality and environment with tanker giant OSG, echoed the frustrations of many tanker company safety managers, asking why safety was still seen as the safety managers’ responsibility, rather than the responsibility of everyone.

Claus J Holm, director safety and quality, TESMA, has worked out how to sort out the problem. “I say, if it takes 3 days, so be it, let the commercial people scream at you,” he said. I feel like I'm from another planet when I say, I don't care what it costs, you have to do it.”

Meanwhile there seems to be some convergence of opinion, according to conference chairman Dimitris Lyras, that getting to stage 2 is a good place to be.

Many companies still have a long way to go in finding organised ways to resolve goal conflicts which frequently arise between safety and commercial departments – one example being if the vessel had to rush to get to a shipyard on time to meet a slot, which might entail compromising safety.

The best idea at the conference came from Captain Tony Field, marine management systems manager, Piraeus, Lloyd's Register, of a planned maintenance system for seafarers.

Imagine – treating seafarers with the care that shipping companies treat their machinery – with a computer system to make sure that for a certain amount of working hours, the seafarer also gets a certain amount of food, drink, rest, exercise, time off, privacy, social activity, training, and mental / physical health checks. Wouldn't that be a good idea?

SUBHEAD
CLAUS HOLM



Claus J Holm, director safety and quality, TESMA, said that one of the effects of TMSA so far is to give stronger information to shipowners and commercial managers about the effects of their decisions in terms of safety. “I think it's a lot about giving information to the commercial people – what are the consequences of the actions they are looking for,” he said.

Seafarers, and how the company treats them, is the main factor in how well the whole company performs, he said. This applies both in attracting crew and persuading them to build up experience working on ships, rather than leaving as soon as they can for more attractive shore jobs.

“What is the most important part of shipmanagement? I think everybody is in agreement, quality crew is hard to get. “How do you see the crew? Are they well treated and appreciated? Is it

quality to run your dear multimillion dollar investments? Are we investing in the crew? Do we give them what they want?”

“Or is it as cheap as possible? Do we say it’s a cost and if the crewmember leaves, we lose all the money?” he asked. “Do we use them as cattle, and say, next?”

Mr Holm was very sceptical about the quality of seafarer comfort onboard vessels being built today, which includes sit-down toilets without cubicles for privacy, and double cabins. “Some countries have higher demand for standards of prison cells,” he said. “Why doesn’t someone do something about that?”

“Recently the International Labour Organisation (ILO) came up with a big huge report on new legislation. It had no demands about accommodation,” he said.

“Bridge equipment, cargo equipment, is being constantly improved to increasing performance. In the office, people know, if you give them a better office environment their performance grows. Why is it so hard to understand this on vessels?”

“But why is it so difficult for a junior officer to get a job if he has no sailing experience? We see officers going to sea training as apprentices.”

“How many of you would you advise your kids to go to sea? Hardly any. Is there a message there somehow? Are we just asking these questions – or are we going to really do something to change it?”

TESMA has made a decision to opt for transparency in everything it does. “We believe – if you want to be in this business, you need to be transparent,” he said. “We believe in the long run this pays off, even if you have to pay some heavy prices in between. Customer care is about information and transparency.”

Mr Holm, said he thought TMSA was very different to ISO9001, which often has little substance behind it. “I think to be honest ISO9001 is a show off. We are doing this and this, and we can pull up a certificate,” he said.

Mr Holm said he did not think it was possible to run a shipping company on paper any more. “We are getting to the point where seafarers spend most of their time during administration work,” he said. “We use ShipNet for accounting and purchasing, Synergi for quality, and Ulysses for documentation and control of our ISM system..

Mr Holm’s gripe was that oil companies are not offering information about what scores other tanker companies are submitting, which is rather hypocritical when benchmarking yourself against other companies is cited in TMSA itself.

“If they really mean TMSA, why don’t they provide more feedback?” he said. “When you visit oil majors, you should request it, we do,” he said. “I don’t think it will help unless you have a dialogue ongoing with your customers.”

Another gripe was how oil majors are still rejecting ships for small documentary mistakes, which seems unnecessary when they are gathering so much in-depth information about the ships. “Its strange,” he said.

Mr Holm was unhappy about the level of inconsistency in how TMSA is being applied by oil companies. “I think TMSA will help when everyone agrees to a level of TMSA and all oil majors have the same approach to it,” he said.

Mr Holm was asked how much he has gone out of his way over TMSA. "I don't think there's anything new," he said. "What we are experiencing a lot of is new procedures and management of change." – In other words, a more corporate-type approach.

It is important that it is not only the safety and quality departments that get involved in TMSA, he said. "If the rest of the organisation doesn't have the right spirit, you never change things."

Mr Holm noted that oil companies have had to reduce their expectations in order to move their cargoes. "Oil companies wanted level 4 for time charters, now they have to lower to level 2," he said.

SUBHEAD

Marco Ahrens, marine manager, Interiorient Navigation



Marco Ahrens, marine manager, Interiorient Navigation, sees TMSA principally as a tool "to assist and guide efforts of continual improvement," he said. "It has not proved to be a hugely costly affair to date."

Interiorient owns and manages about 130 vessels, including 50 under full management.

Interiorient's approach to TMSA has been to sit down, go through it, and identify gaps, putting together an improvement plan with a time scale and methodically working on this .

"We complied with 70 per cent of the KPIs. But we did not and do not aim to reach a certain level by a certain date," he said. "Instead we put priority to the performance indicators which are of benefit to our business. "

Since then, the company has worked particularly hard on environmental management, reliability and maintenance standards, he said.

The company runs in-house office seminars. It develops its own in-house software, and has a continuous process of trying to improve it.

Interiorient's TMSA efforts started in August 2004, when the company general manager and quality managers visited London, in connection with the launch of TMSA.

The £25 fee was submitted to OCIMF in October 2004, and the first TMSA database was populated in December 2004, in response to a request from a time charter customer. Interiorient has updated the TMSA database in August 2005, July 2005 and November 2005, and had its first audit in November 2005.

Since December 2005, it has updated quarterly . The second oil major TMSA audit was in July 2006.

Mr Ahrens said that being conservative when submitting has paid off, because what oil majors really want to see is an improvement plan. Interorient does not change anything in its TMSA submission until it feels that the applicable change is fully in place.

Mr Ahrens stressed that oil majors put together a picture of the business from many different sources, and they must all match together, so they will have a rough idea of how good your TMSA score should be anyway.

Unlike many of TMSAs critics, Mr Ahrens said he finds TMSA clearly defined. "The listed performance indicators are of benefit to any organisation if well implemented," he said.

Mr Ahrens said that there has not been any noticeable reduction in the number of oil major audits, but two different approaches have been seen.. "We had 2 full day audits by 2 people, and a 1-day audit by 1 person." The purpose of the audit was to assess the company's suitability for a time charter. "We felt it was a non-event," he said. "We were reasonably pleased."

"I think the feedback from oil companies has been reasonable. I think it's an opportunity to tap into their experience. People that handle thousands of ships. We have a limited source of that information."

Mr Ahrens said it was difficult to pinpoint how much the company is spending additionally due to TMSA. "It depends where you start off. Possibly as a result of long term time charter relationship with one particular oil major, we had a fair amount of the elements in place ," he said.



Captain David Stockley, chief operating officer, Stealth Maritime,

Captain David Stockley, chief operating officer of Stealth Maritime, admitted to being highly skeptical about TMSA when it first came out. But, after being involved in implementing it at both General Maritime Management and Stealth Maritime, has come to see it as a very good tool.

"TMSA is one of the best guidelines ever written," he said. "It's the oil majors' opinion of best practises. As a guideline, it helps you define your steps to improvement. Only a fool would say TMSA is not a benefit.

Captain Stockley's main gripe was that today's seafarers do not have the same level of experience as the seafarers of twenty years ago, and are too reliant on manuals and checklists. But he admitted he did not know what the solution was.

"We're dealing with the results what the people who ran the industry before us did 25 years ago. People started to outsource where they get the seafarers from. Now they have to live with that. We have lost a group of well travelled seafarers with the sea in their blood, through their experience and training would know what to do if the ships runs aground."

Captain Stockley said that one time, when working as a oil company vetting inspector, he went onboard a ship, which had a checklist on the bridge ready for the inspector called 'checklist for running aground'.

“This is an example of how the industry has gone stark raving bonkers,” he said. “It should have said ‘captain don’t do it.’”

“We have an industry that relies more on manuals, and I don’t know what the end is. If a master runs a ship aground, would he know what to do without picking up a checklist? I don’t know, but I don’t see things being answered by software and checklists.”

Captain Stockley said he did not believe that training could solve the problem of a lack of experienced seafarers. “Training without experience is nothing. You can train my grandmother but she can’t drive a ship.” he said.

On the issue of IMO rating of seafarer training, he said, “We have this helpful white list and black list – then we’re all white. Did standards increase, or did we leave standards to the lowest common denominator? I believe it’s the latter. IMO has a lot to answer for.”

“We had more training now than we ever had in our life. But I maintain, without experience, it is nothing.”

“Most people still at sea would consider themselves sceptics,” he said. “We’ve been burdened by bureaucratic processes, spelling out what we used to call good seamenlike practises. I would say, for each change, there has been a cost, and I don’t think only a financial one.”

As master of a VLCC before ISM, ISPS and TMSA came along, Captain Stockley said he thought at the time he commanded a good ship with an excellent shore team, without any of these management systems to help him. “Now we are breeding a new breed of seafarers who have stopped using common sense,” he said.

Captain Stockley said he had initially been highly sceptical about TMSA, seeing it as another bureaucratic scheme which would provide little benefit.

“I participated in the first seminars run by Exxon. I listened to them, read the book and asked questions. Here I was, running 50 tankers, 40 more than Exxon had, all with fully vetted, with fully trained seafarers. The offices were always subject to ISPS audits, flag audits, PSC inspections. Now I had something else coming up. I walked away mystified.

“I decided, as usual, you can’t beat the system, let’s read the book. “We asked, do we do it now, must we do it now, do we need it now, do we want it now, what does it involve, how much is it going to cost.”

“Within days of this book, I got calls from experts, from class and consultancies. They wanted to teach us how to do TMSA. They were offering courses and procedures so we’d all suddenly become compliant.

“A new industry seemed to be evolving. I wondered how they were going to teach us how to manage ships. This is one of the dangers – everybody is an expert. The difficult thing is deciding which experts can help you.

“Where did they get this expertise? They picked up the book. Many of them chose to ignore the word self, the word ‘guide’.

“Software was and is being offered not on needs but on a selling pitch, ‘this is what is required by TMSA’”.

Since TMSA was introduced, Captain Stockley has been involved in two implementations, working as operations director of General Maritime Management, managing one of the world’s

largest tanker fleets, and then as chief operating officer with Stealth Maritime, which has 4 Aframax and 1 VLCC, with a further 28 LPG vessels under commercial management.

"In General Maritime the safety management system is fully evolved. It was a matter of answering the questions and deciding where we want to go," he said.

"In Stealth we had a new company. We wanted to bring our ships in house and reduce our management ships by 50 per cent. We had to build a complete infrastructure to manage the number of ships."

On working out your approach to TMSA, Captain Stockley said that the first step is to decide what your company is. "Don't let Exxon tell you who you are," he said. "If you are a four ship company doing a good job in Piraeus, you are not Interorient or TESMA."

"The key to getting the best out of TMSA is in how it is implemented. "If it's implemented properly, we need it. But if it's a means to an end, procedures put in place without infrastructure, commitment and knowledge, then it doesn't help. Setting a target is one thing, producing is another."

"You can treat TMSA as a regulation or a guideline," he stressed. "I would prefer that common sense is used. We need it as a tool to improve rather than forcing it on people. TMSA will not work properly unless everyone is committed."

"Management should set targets - that's the easy one," he said. "Then you have to supply the resources. You can keep spending money on this if you want to, or you can spend nothing. It's up to management at the highest level."

"How can a company become good? Set goals, be organised and systematic, and make sure changes don't affect what you're doing too greatly. Oversee if performance meets the targets."

The concept of KPIs is often misunderstood, he said. "They are a useful tool to measure and improve. If you do think about it, KPIs are a good tool. But you need to think, do we really want to do this, or is it a bureaucratic exercise without any benefit at all. A lot of KPIs put in place have been done for the sake of it."

Captain Stockley said that it isn't true to say, as other tanker companies have done, that there is no extra workload involved with a TMSA implementation. "If your company did not have an environmental policy, and they want to be level 2, I defy anyone to say there is no extra workload," he said. "I would like to know any quality department that has not grown in the last 2 years. For a company that did not have anything in place before, to put a fully integrated shipmanagement software in place, you don't let a lot of change from \$300,000."

TMSA has made it very difficult for shipping companies who want to bring ship operations in house. "In many ways, it is forcing ships out to management. Which, in many ways I do think is good," he said.

Whilst the most common root cause of accidents is failure to follow procedures, conversely you could say that the more procedures that are put in place that are not relevant to the job you're doing, the more likely they are to actually contribute to having an accident, he said.

Captain Stockley's said he thought oil companies are quick come up with conflicting requirements if they have to for commercial reasons.

"Don't assume every oil major cares about TMSA," he noted. "When you have orders, TMSA gets dropped very fast. One US chemical company spent a lot of time inspecting a ship, then they

said, you have to change half of the crew by 50 per cent because of local employment regulations.”

Captain Stockley was asked how to ensure seafarers use common sense, particularly when a lot of accident prevention comes down to doing the right thing when an unusual event occurs. It could be said that dealing with a grounding the best way involves a lot of imagination.

“We should call it uncommon sense,” he replied. “The more I get involved in ships, It amazes me what I see and hear, supposedly from competent people. Anyone who has tried to get competent ship staff will know what I’m talking about.

Captain Stockley was asked if he thought software in the hands of a good user could be a useful tool. “You should have said correct software,” he replied. “if I had a dollar for everyone who has offered me a CD-ROM I would be really rich.”

“You have to worry about software for software’s sake – if its not needed. It will have to be about what we need and not what someone thinks we need. Very rarely – does anyone ask you what you want.”

Capt. Panos Hatzikyriakos, head of safety, quality and environment



Captain Panos Hatzikyriakos, head of safety, quality and environment with tanker company OSG, talked about OSG’s approach.

In accordance with the TMSA indicator “management commitment is clearly defined in documentation that includes mission statements, policies and procedures”, OSG’s CEO and head of shipping regularly visits the vessels. “That’s a huge task – we have 130 vessels,” he said.

The company also has a DVD explaining what the company wants to achieve, and holds a lot of safety meetings. “We have so many meetings I never know how we have the time to do the day to day work,” he said.

There is a very tough formal induction process for new seafarers.

Seafarers and shore staff are encouraged and supported to take higher education courses to improve their value to the company and their possibility for promotion within the organisation, he said.

OSG spends “an eight digit number” [over \$10m] every year on crew training. “The amount of training I got in four years is the same amount today’s seafarers get in two years,” he said.

OSG is pioneering efforts to develop software to measure seafarers’ competence.

OSG also has software to calculate work rest periods. “We are very strict about working hours,” he said. “Captains can stop the vessel when resting hours would otherwise go above the limits. If there is any deviation the office is notified immediately. There is no issue of crew fatigue.”

OSG has two or three seafarers working in the company office at any time, as specified in TMSA. "The knowledge they pass when they go back to the vessel is so valuable," he said. "It's one of the best things that the TMSA introduces."

OSG is currently looking at different software tools for root cause analysis. "There's a lot in the market," he said.

On the issue of risk assessment, OSG initially was not receiving enough risk assessments, but now it has so many risk assessments it doesn't know what to do with them. "We try to identify trends and changes to our management performance," he said.

The biggest resistance from TMSA came not from old Greek or English captains, which are often expected to be resistant to change, but from young educated professionals. "People with two degrees - they thought they knew better than anyone else," he said.

One gripe is that safety is often considered to be the safety manager's responsibility, not the whole company's responsibility. "Sometimes I feel that we are alone in this problem. This is the problem of all modern shipping companies," he said.

"We've been through the TMSA audits. Why do I have to fly to New York when there's an audit over there? Why don't operations people have any ownership over it themselves?"

SUBHEAD Goal conflict



An interesting discussion was held about how goal conflicts could be resolved.

To stimulate discussion, Captain Hatzykyriakos from OSG presented an e-mail which could have been sent from a captain to a company safety manager, saying that he was so busy with the vessel in a shipyard, he was unable to reply to e-mails, he would do safety drills on the last day in the shipyard, and if the safety manager was not happy with this, he was welcome to discuss with the superintendent.

"Messages like this can come from experienced captains with good marks, he said. "How come a captain experience can send a message like this - he's going to do escape and fire drills the last day before sailing? There is more important work for the captain than his own safety?"

"There is always commercial pressure - but there always was commercial pressure."

"Shipyards don't have time – they give you a 20 day slot, to do a 5 year survey on a VLCC."

Captain Hatzykyriakos said he had heard of situations where seafarers had broken bones, because they were pressed by superintendents to work faster.

Marco Ahrens from Interorient pointed out that the master is employed to say 'no' when asked to do something which isn't safe, because he has to live with the consequences. "You can't refer to superintendents," he said.

Conference chairman Dimitris Lyras said that the problem was making agreement between commercial and safety departments. "The top management should say, we are all aware we have to catch this slot without compromising safety," said Mr Lyras. "Risk management is – do we catch this slot at any cost, or look very carefully at how we manage the slot."

"How will you remind people, yes we want the ship to reach this slot, but there is sea flooding in the tank, there are risk, we would prefer to lose the slot than have anything happen on the ship?" "Who will the superintendent answer to if he's over budget? You can't communicate like a lawyer, and say hurry up, but read this disclaimer."

"It comes down to commitment from management," said David Stockley. "The most innovative people I've met can fix things, mend things, but they don't get the big things. They only get the big things if it comes from the top.

"If a superintendent sees someone not wearing a helmet and doesn't say anything, he's saying it's OK, don't wear the helmet. You can put procedures in place, it doesn't come across without management commitment."

"We have to ensure superintendents have ownership of the system," said Claus Holm. "We have superintendents saying, why do I have to follow the procedure. We say, it's not our procedure, it's your procedure. If you don't like it, change it. Its like when a financial controller says, it's not my figures, it's your figures, you're responsible for running this vessel."

"And if you don't bring employees in and get the commitment, you won't get up and running the way you want it."

Ex submarine commander Dimitris Angelopoulos, currently at the University of the Aegean, said that in the more complex environment of a submarine, the only way to manage all the necessary processes is to put people through detailed training and let them know what they have to learn. Conflicts of interest can be resolved using balanced score cards, he said.

It is also important that people understand the global implications of their decisions, not just the immediate ones. "If people are assessed over the local measurements, they will never think of the global result," he said. "They like to think, this is not my job."

"The problem is that TMSA is seen from other people as a QSE project. Maybe the company should incorporate it as a global management system. [On the submarine] "it took us 2/3 years top bring new systems onboard and have the people well trained on them," he said. "It takes time to absorb the training."

A good example of a company which is involving financial decisions together with safety decisions is BW Shipping, he said, which has created its own additional TMSA index for financial performance.

David Stockley commented that if a company had a KPI for financial performance, then it would want to continually improve its financial performance, increasing the pressures to rush to meet a tight shipyard slot.

"Shipping is a risk business, and the risk needs analysing," he said. "I'm the one who says – the ship shouldn't take more than 20 days. There's a difference between safety conscious and safety

stupidity, and you can't say, we can't sail because of stupidity. It's good we have common pressure. If shipowners want guaranteed returns without risk, put the money in the bank," he said.



Haris G Giantzikis, technical manager, Arcadia Shipmanagement

Haris Giantzikis, technical manager of Arcadia Shipmanagement talked about his company's approach to TMSA. Altogether the company is scoring itself on TMSA 2.86. "We're trying to see which level of level 3s we can work out," he said.

"We were formally helped by DNV, and risk assessment was running with the assistance of ABS." "Commitment came from all of our departments.

"The risk assessment took about six months with ABS. The gap analysis took two months. Preparing and revising procedures took three months. Software selection took four months."

As a result of the work, "we are more aware of our critical processes," he said.

"Areas we can improve include identifying critical equipment, management of spare parts, risk assessment, best practises and benchmarking," he said. "We asked the question – where do we start, what do we do," he said.

"We are forty people altogether, together with the shipowners," he said. "There are six of us in the technical department."

Mr Giantzikis talked about the company's efforts on maintenance and reliability (TMSA element 4). It implemented a new software system, which helped the number of overdue tasks reduce from 10 to 2.5 per cent.

The primary purpose of the system was to identify problems linked with other related issues, manage historic data, co-ordinate and implement solutions, and learn from problem solving, he said.

"I think maintenance is as important as safety," he said. "You will not be safe if you don't have a properly maintained ship."

Arcadia wanted to find a software package which would enable seafarers to fill out the necessary documentation, but save time. "We started investigating the market for a software tool and decided to buy one," he said.

"We need to make sure the software is user friendly and fit for purpose," he said. "The software system is going to be used by crew onboard – they have plenty of work to do. They have to find critical information very quickly, it must be easier for the crew to report. We are trying to buy time – this is how we see it."

“We have to be able to prove that the work was done. Make sure your planned maintenance system includes all this information. You can open a specific item and see all the history.”

“We did not buy the software just for TMSA,” he said. “To have information about the history of the equipment – this is very important.”

Arcadia chose the Ulysses Systems software package, and installed it on five ships in a year.

“We are very happy with the planned maintenance (PMS) system on the one ship running new software for a year. There has been an improvement in promptness of maintenance through use of the new PMS system.”

Arcadia did the data management in-house. “We could outsource the data population – but we wanted to be in control.

Not all response to the system has been positive, he said. “Change is never easy. There was a four months overlap between old and new system, and transition time less for other ships.

“We had a chief engineer who did not send reports, or told us there was something wrong with the software,” he said. “We had misunderstandings between the office and the ship.”

Correspondence between the office and vessel is very important to discuss technical items, he said.

Mr Giantzikis was asked how quickly he found the right level of maintenance activities. “We had to study and revise trying always to find sound justification to extend intervals in discussions also with engine manufacturers,” he said.

SUBHEAD TONY FIELD



Capt Tony Field, marine management systems manager, Piraeus, Lloyd's Register, gave some suggestions about how companies could improve seafarer's performance.

Shipping companies could form seafarers into teams which always work together, one team on and one team off, so they get to know each other better.

Multinational crews don't help encourage teamwork, he said. Also teamwork could be improved between the office and crew.

It might be good to look at the level of diversity in the teams. “People say, if you get more similar people, you will get a faster decision, but perhaps it's not the best decision. On a ship – an engineering department is better with a mixture of time served engineers and cadets.”

Seafarers are motivated by money, but they also want a good lifestyle, development prospects, job satisfaction, and to feel part of the company,” he said. “Its not rocket science – but we have to do things.”

Dr. Alessia Vergine, **RINA**



Dr. Alessia Vergine, project manager, marine services department, RINA, said that her company offers training, gap analysis and continuous improvement monitoring, in connection with TMSA.

RINA invited 43 companies to have a TMSA assessment, and 50 per cent of them agreed.

In the assessment in December 2004, only 88 per cent of KPIs at level 1 were reached; 8 per cent level 2 KPIs; 3 per cent of level 3, and 1 per cent of level 4.

25 per cent of the companies requested training on risk management, management of change and incident investigation, she said.

By September 2006, 50 per cent of the companies were at level 1, 40 per cent at level 2, and 9 per cent at level 3. 38 per cent of the KPIs at levels 2 and 3 were met.

The biggest problem was the compliance culture. "The question we frequently get – what is the minimum we need to comply," she said.

"Compliance reinforces the idea of minimum level - we comply with 'whoever's' minimum level so everything must be ok – until it goes wrong!"

Common complaints were of more paperwork – although this does not necessarily have to be the case, since data can be electronic.

Common difficulties and challenges are Risk Assessment, critical equipment, incident investigation, near misses, management of change, KPI identification, measurement and analysis, top management involvement, crew management and environmental management she said.

Common problems are with critical equipment, incident investigation and near misses, and management of change, she said.