

ReportISM



The ISM Code Magazine...
by experts for professionals.

Issue 18

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Dr Phil's Diagnosis

Welcome to the late Spring / early summer edition of ReportISM. We are pleased to offer another issue full of what we hope you will find to be interesting and useful articles on ISM, Safety Management and Risk related topics.

I have been travelling around quite a lot in recent weeks and have been thrilled to hear more and more folks expressing cautious optimism that market conditions are starting to improve in various sectors. Slowly more and more ships are starting to come out of lay-up – some to enter service for the very first time. As they come back into service however we will be reminded of the very serious crisis facing the industry with the acute shortage of qualified and experienced seafarers.

I do not think I will need to remind you, but the latest amendments to the ISM Code, as set out in IMO Resolution MSC.273(85) will come into effect on 1st July 2010. In the last edition of ReportISM we included a detailed analysis of the amendments and changes. I have been approached by many ship operators seeking further guidance on what the Flag State Administrations, and Recognised Organisations (ROs) acting on their behalf, will actually be expecting to see on and after the 1st July with regard to Risk Assessments. Member Societies of IACS, who will be acting as RO in the majority of cases, when conducting DOC annual verification audits or renewal audits will not, so I am reliably informed, necessarily expect to see a full Risk Assessment of every Operational Activity of the Safety Management System (SMS). However, they will expect to see procedures in place for carrying out such Risk Assessments and evidence that a start has been made and progress is being made with such Risk Assessments. If there is no such evidence then the Company may well find itself with a Major Non-Conformity being raised – which could have serious potential consequences.

Such words of reassurance and comfort however should be taken with a certain degree of caution – since a particular Flag Administration or RO may not follow this lenient and pragmatic approach! Whilst it is somewhat difficult to imagine the circumstances in which this situation could arise – it should be borne in mind that Port State Control, or perhaps a Charterer or Insurer – could take a different, and more strict, point of view.

No doubt there will be a few months whilst those involve endeavour to come to terms with exactly what it is that they are supposed to do and observe to demonstrate compliance with these new requirements of the ISM Code.

My own recommendation to Companies is to take full advantage of this opportunity to carry out a meaningful and objective Risk Assessment on as many aspects of their business as they possibly can and use the results to 'de-risk' their business.

It is extremely important that ship operating companies carry out this exercise themselves – but the use of an external consultant can help ensure that objectivity is maintained throughout the process. At ConsultISM we are particularly well geared up to work with ship operating companies in undertaking such an exercise. Any Company which would like to discuss what assistance we might be able to provide is invited to contact me personally to discuss your requirements and the services we can offer.

In any event may I wish you all success with the exercise and a continued improvement with your SMS and generally with the management of Risk within your business.

Safe sailing and may the markets continue to improve,

Dr Phil



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ConsultISM News

Regular visitors to www.consultism.co.uk may have noticed something of a change over recent months.

During a recent re-design of the site, we looked to the additional value we could provide to visitors. We decided that information is key to making sure the site isn't just a static platform, but instead can become a lively, evolving tool which can be used to underpin safety and risk management resources. As a result we have vigorously begun to grow our very own news and safety intelligence archive.

Overseen and managed by the ConsultISM team, we are now gathering the latest news, views and industry feedback on the ISM Code and safety management. Access to the news is free, and we are looking to make it the must read area for all who work and manage the demands of maritime safety and risk.

The news area is designed to work in parallel with our quarterly newsletter ReportISM, so we are now able to not simply report on the latest news, but we can then look more deeply at the problems, failings or even successes which have hit the maritime media.

A vital part of any functioning safety management regime is the access to information. That is true also as we look to minimise risk to our businesses and vessels, while promoting best practice and lessons learned

across the industry, so we hope that the ConsultISM news area will be a welcome addition to your web favourites.

In providing this service ConsultISM believes that intelligence is a vital key to safety performance and in mitigating risk. According to Dr Phil, "Our news service is a continual reminder of how vital intelligence is in the process of driving safety improvement and of managing risk. We are working with commercial partners and like minded organisations to get information out to where it is needed, onto the desks of those making safety management work".

We don't just look at accidents and the negatives, we also look to develop and foster best practice. A look at the pages at the time of going to press gives a great insight into what we provide – with the archive now providing close to one hundred stories, and growing all the time. From articles on criminalisation, business and safety risks, case studies on fires, collisions and vessel detentions, there is the information on demand to make a positive difference to your company.

So please make sure you visit our news area, and if you would like to comment on any of the issues raised or would like to provide us with some insight or safety management intelligence please email enquiries@consultism.co.uk



Safety Failings

When assessing and managing safety, it is all too easy to overlook the true tests posed by accidents and incidents. Systems and training which may look perfectly adequate on paper, can quickly become unravelled and shown to be inadequate when the worst does happen.



Last year saw a tragic accident in which three crew were killed as an asphalt carrier en-route between South Korea and China was subjected to a ravaging fire. The subsequent investigation uncovered an almost-total failure of the systems meant to prevent such incidents. The following account has been drawn together from the public report into the accident.

Investigators uncovered a litany of failure – from equipment through to falsified records and a lack of training, to an abandonment that was not only ill conceived it was positively lethal. Nothing onboard the vessel was seemingly set up to deal with safety threats, much less a devastating fire.

Not only had equipment, including vital fire fighting and lifesaving systems, been so badly maintained they failed at the critical moment, but the crew

had not been properly trained in emergency procedures - although records falsely claimed they were. A poignant snapshot of the failures came in the revelation that the Master lost control of the situation to such an extent he was unaware most of his crew had taken to a lifeboat and would have abandoned him and his burning ship but for the failure of the lifeboat's engine to work.

“ A litany of failure”

This may sound like a worst case scenario, but sadly too many vessels would fail in similar, if not quite dramatic ways. Press reports at the time stated that, “Given the virtual collapse of safety and discipline, it is surprising only three died. In the recently-released report into the incident, investigators have described the ship as “sub-standard”; a more accurate term would be “death-trap”.” The investigation provides

an overview of where things went wrong – from the initial casualties through to the systematic failings, communication breakdowns and discovery of a lack of maintenance of critical systems.

The fire, which started as a main-engine crank case explosion, quickly claimed two victims in the engine room, as they tried to escape without wearing emergency escape breathing devices (EEBD). According to the report, one of two EEBDs kept in the control room was found later unused on the control room's console; the report says they probably did not know how to use the equipment.

As the fire spread to the accommodation block, most of the crew, including the Chief Officer and Chief Engineer, reportedly began to panic. Ordered by the Master to muster at the lifeboat stations but not yet to abandon ship, they tried

first to launch the port lifeboat but found it to be unusable due to a defective gearbox. They then succeeded in launching the starboard lifeboat but its engine would not start and they were unable to get away from the blazing ship.

On discovering the attempted abandonment, the Master, frantically engaged in discussions with the vessels managers and search-and-rescue organisations, ordered the men back on the ship. In gale-force winds some climbed up a rope ladder while others made use of the lifeboat falls, but two of the latter group fell into the sea: one was rescued by the crew but the other was carried away by the strong current to his death. Three others who presumably had refused to attempt the perilous ascent drifted off in the lifeboat to be rescued later by another ship.

“Systematic failings, communication breakdowns and a lack of maintenance”

While the human drama unfolded the fire was spreading rapidly and unchecked, as the emergency fire pump failed after running for less than an hour. There were also problems with the fire-suppressing CO2 system.

Looking at the initial stages of the blaze, investigators believe the oil-mist detector that could have prevented the explosion and the engine room’s fire detection and alarm system all failed. Defects had been found during a port-state control (PSC) inspection in China less than two months earlier, but subsequent repairs had obviously failed, probably hindered by poor or non-existent maintenance. Given the dreadful catalogue

of failure, one would think it impossible to cover up the obvious weaknesses in the vessels management, systems and equipment the ship. However, the vessel had passed an audit of its safety management just months earlier.

According to the audit report the “major non-conformities” revealed the owning and operating company, “had failed to monitor effectively the implementation of its safety management system”.

“Safety exists as part of a wider system, no vessel exists in isolation”

While the defective fire detection and alarm system had been picked up in the earlier PSC inspection, through half of all PSC inspections prior to the incident (10 across, China, New Zealand, Singapore and The Philippines) no deficiencies had been reported at all and the ship had not been detained, according the Tokyo MoU database.

While we can bemoan the lack of standards on board, and point fingers at the crew and management, it should be remembered that safety exists as part of a wider system, no vessel exists in isolation. This vessel was flagged within a Paris and Tokyo White List nation, so there are clear indications that the lax application and understanding of the rules does not stop with the vessel or within the management ashore. It seems that there are problems identifying seemingly fundamental and life

threatening problems by the very organisations who are supposed to have safety as their core tenet.

“Are we sure our vessels can cope when the worst does happen?”

We should not apportion blame, but we should be ready to recognise responsibility and to ensure that lessons are learned from such dreadful incidents. The people, the systems and the equipment which are seemingly able to convince “professional” inspectors of their ability to cope with crisis may be more susceptible than we could reasonably think.

As such inspections and audits should perhaps take a tougher stance, exploring not simply how the vessel appears when sat calmly and quietly alongside, but questioning what will happen when the heat and hell of fire or collision occur.

Are we sure our vessels can cope when the worst does happen? A simple question, yet with some very difficult and important answers.



Mind The Gap

While our industry struggles through the economic downturn, there is an increasing problem developing as companies look to manage the gap between shrinking budgets and the costs of maintaining quality safety and environmental performance through competence.

However, it seems that according to DNV, the issue is widely misunderstood and that many are battling problems of their own creation. Magnar Eide, project manager for DNV's SeaSkill, a unit in DNV devoted to maritime competence and training, says: "Ship owners should consider carefully the long and short term impact of these reductions not only on safety and environmental performance, but their business," he says. "Our analysis of this issue over many years suggests that competence is strategically vital to achieving business objectives."

Over the past two years, DNV SeaSkill has focused on the issues of cost versus competence, looking to develop cost effective solutions to turn competence development into sound business policy. However, Eide says that many companies continue to struggle to bridge the gap between senior executives and competence development personnel, who may have different views on the role and cost of skills programmes. "Senior shipping executives probably realize that competence is vital to attracting and retaining experienced seafarers in a tough market," he says. "But few consider the enterprise risk of underfunded competence development programmes."

In an effort to clarify the issue, DNV has prepared the following 'open letter' to senior shipping executives, and we thought it important to share it with you.

Dear CEO,

You probably realize that competence is an issue to attract and retain experienced seafarers to man your ships in a tough market. You may have already mobilized the HR /training manager to develop a comprehensive recruitment and competence program, or perhaps you've asked your HSE personnel to manage STCW issues. Either way, you probably acknowledge the risk companies face when a lack of competence, caused by bad performance, makes the evening news.

We know now that nearly 80 percent of accidents and incident at sea are caused by human error and like many CEOs, you probably acknowledge that your company has room to improve. However, you may also be aware that competence personnel and top decision-makers may not share the same views on the impact of competence and training on the business. To help clarify the issue, we have prepared a list of issues related to competence which have a real impact on the success of your business.

What every maritime CEO should know about competence:

1 Competence does not equal training

To view competence only as an issue related to training is to miss the point. Competence is a strategic resource which is as important as finance. Ensuring that competence is nurtured and allowed to develop enables companies to deal with the good times, the bad times, diversification and changing strategic goals.





2 Protect and manage competencies

Human error accounts for over 80 percent of accidents and incidents at sea. The cost of such accidents and incidents can have dire and unpredictable strategic implications for a company. Identifying critical operational competences are the necessary pre-requisites to minimising damaging financial outcomes.

3 Bring competence into the business model of your company

Make sure your organisation values and supports learning. If there is a culture with little sharing of knowledge, little involvement from senior staff in the promotion of learning, or if the organisation operates in “silos”, no amount of investment can ensure a strong learning culture.

4 Know the cost of ignoring competence

Many of the incidents and accidents in recent years can be attributed to short-sighted leadership decisions to reduce costs related to competence development and training. CEOs must consider the risk to the bottom line against short term cost reductions. The loss of brand equity is a huge risk posed by lax competence and training practices, one which many CEOs need to address. A company’s brand is the bedrock upon which most major enterprises build their business. When that bedrock cracks, many businesses have a hard time recovering.

5 E-learning is here to stay

Shipping companies increasingly operate as borderless entities. As a result, it is imperative for company leadership to realize that a business operating without the advantages of E-learning is at a comparative disadvantage to those that embrace this new technology. If E-learning becomes a part of a company’s strategic planning, it can have a direct impact on competitiveness, employee retention, recruitment and lowering costs. Avoiding this transformation can place organisational readiness at risk. Learn what it can do for you.

6 The competence role of the CEO

It is clear that CEOs need to provide leadership by challenging the organisation to understand risks and requirements, so that the organisation can review and refine its approach to competence issues. Is the organisation on track with competence initiatives? Has it experienced any incidents lately? How can we differentiate ourselves from the competition? These are the types of questions that the CEO must ask HR and others in order to keep the company message relevant. Competence personnel must not only report to the CEO, but be engaged in an open dialogue.

7 Increasing technological complexity in shipping demands higher levels of competence

To be able to access new business opportunities such as Arctic voyaging, offshore energy production and cope with increasingly strict regulatory environmental requirements, shipping companies must develop competence beyond compliance requirements. The initiative to raise competence to the levels required needs to come from the enterprise as part of the strategic business plan.

8 Changing attitudes from compliance-driven mindset to a business centric mindset is vital

The maritime sector has a long history of training been driven by the regulatory demands for minimum safe levels of competence. This instills a reactive approach to training that is driven by prescriptive models such as the IMO model courses and traditional classroom training. Beyond compliance might well be a good slogan to place competence as a change agent in the organisation and harness new ways to learn. Social networking and virtual competence driven methods can be applicable. Exploit them.

Risky Business

In the last issue of ReportISM we launched our new campaign to promote proper, workable and realistic risk management across shipping; in an innovative process we call “Deriskification”. The aim was to prompt ship owners and operators to take a long, hard and honest look at their exposure to risk...and what they are going to do about it.

With risk an everyday, unavoidable aspect of the industry, it is vital to understand how we deal with it, while developing plans and systems to make us more resilient, helping us to manage and control risk. Shipping is a business laden with risks, and it is vital that all strategic corporate decisions are developed on the foundations of a full assessment, with risk and reward and insured and uninsured risk fully examined.

Since last issue we have sadly witnessed one of the biggest, and perhaps what may ultimately be one of the most costly maritime disasters of all time, as the drillship “Deepwater Horizon” sank. While thankfully the death count and number of injured were mercifully low, the loss of the ultra deepwater drillship continues to pose threats not just to the environment and livelihoods of those living on the Gulf of Mexico coastlines, but there are immense and increasing repercussions being felt across the companies involved – and perhaps across the entire offshore industry too.

As the waters darken with oil leaking from the ruptured well deep under the sea, the clouds are darkening too over BP, Transocean and Halliburton. Charterer, owner and contractor alike, all seemingly running scared as the costs spiral, and as the United States Government looks to come down hard on those involved and found to be responsible.

While not a traditional nautical pursuit, the offshore drilling sector does provide a large and vivid picture of the importance of thorough and effective risk management in the maritime domain.

As part of the ConsultISM “deriskification” process, we look at all aspects of the marine adventure, from the crew, cargo, vessel and business, asking whether clients are truly able to mitigate or protect themselves if the worst does happen. In today’s high pressure environment, it is vitally important to deconstruct the way we operate, to look at the pieces and “derisk” our business, to ensure our people, assets, resources, expertise and systems are all adequate – and that there are no hidden weaknesses which could either have a detrimental effect on the business, or which might represent weak points for lawyers and investigators to exploit if the worst happens.

ConsultISM is serious and committed to this influential and hugely significant new approach. As we set out to look beyond just issues of safety, to take a wider more holistic view through the whole company, the chains of management and the threads of instructions, processes and systems within it.

The process has already proved valuable, and Dr Phil Anderson, ConsultISM MD states, “From our own observations of a wide range of ship operating companies, the many and varied hazards have not always been recognised or indeed fully assessed. Failure to identify hazards means the risks cannot be properly assessed – or effectively managed.

Risks which are not effectively managed pose very real threats to the Company and to the individuals working within – particularly at a very senior level. The process which a Company goes through of identifying its hazards, conducting a risk assessment and implementing appropriate action to reduce those risks to an absolute minimum is what we mean by ‘Deriskification’.

In our experience, shipping people are more likely to be reactive. When the call comes and an incident or accident has occurred, then and only then do most companies tend to recognize the risk and the impact of events. There is a dreadful moment as the full awful realization of what this could mean to people and the company suddenly is writ large. Much perhaps as executives working with Deepwater Horizon felt when it became clear the extent of the incident, and of the fallout this would likely generate.

The disaster currently being played out under, on and around the Gulf of Mexico has been termed as the USA’s Piper Alpha, an accident after which nothing will be the same again. As all parties jostle to apportion blame on the other, the regulations which will likely emerge, and the operational constraints which will also be developed will be felt for decades to come. Add to that the legal cases and implications of liability and the consequences of ignoring or mismanaging risk can be catastrophic.

In the words of ConsultISM’s Captain Peter Cooney, “Do you have faith and are you controlling risk?” The answers aren’t just important for business they can have grave implications on life, liberty and the environment. So isn’t it time you took another look at your business and how you really manage risk?

Contact Dr Phil Anderson and the ConsultISM team of experts if you would like to discuss your requirements or how we can help you ‘de-risk’ your business on: enquiries@consultism.co.uk or +44(0)1434 605512

ICS/ISF ISM Guide Launched

In the 1990's, ahead of ISM implementation, the International Chamber of Shipping (ICS) and the International Shipping Federation (ISF) jointly published 'Guidelines on the application of the IMO International Safety Management (ISM) Code.' This publication quickly became the industry standard reference work and authoritative commentary on the ISM Code – with copies to be found in the offices of every Ship Operating Company and on board almost every ship in the world.

The third edition was published in 1996, two years ahead of Phase 1 ISM implementation deadline. Although there have been a number of amendments to the Code and much learning experience in the intervening period – a decision to bring the Guidelines up to date was eventually taken in 2009.

ConsultISM M.D., Dr Phil Anderson, was commissioned by the ICS / ISF to assist with the updating and the preparation of the fourth edition. The formal launch of the updated and expanded fourth edition took place at headquarters of the ICS / ISF in London on 4th June 2010. Dr Anderson was invited to say a few words as part of the launch ceremony: he said '...not only was it a very great honour to have been invited to work with the team at ICS / ISF in bringing the Guidelines up-to-date, but also a great responsibility...'



ICS/ISF Secretary General, Tony Mason said at the launch of the new guide, "The essential purpose of the ISM Code is to instil a commitment to continuous improvement and the eradication of behavioural complacency. It is clear that many companies have benefited significantly from the successful implementation of the ISM Code. Other companies, however, while complying with ISM requirements, may still not yet have realised the Code's full potential to make their operations safer, cleaner, and more efficient. The underlying principle of ISM is to help achieve the ultimate goal of zero accidents and zero pollution. It is greatly hoped that the new edition of the ICS/ISF Guidelines will contribute to the fulfilment of this vital objective."



The new edition will continue to use the Commentary style which had been adopted in earlier editions – but the Commentary has been much expanded to take into account the 14 years learning experience since the last edition was published. Much of the various Annexes and Parts of the Third Edition have been retained but updated and restructured into a more orderly format – with new sections being included to provide a more comprehensive coverage of the subject.

The fourth edition includes expanded sections on Pollution Prevention and also new material on accident causation and the important role played by the DPA. The hard copy of the new edition of the book also comes with a searchable CD Rom.

Copies of the new Guideline can be obtained on line from the Publishers: Marisec at www.marisec.org

Effective Internal Auditing

Possibly one of the most knowledgeable ISM guys around, former Head of Marine Management Systems at Lloyd's Register in London, Captain Andy Mitchell, shares some thoughts here on the most effective methods of Internal Auditing of Management Systems.



The ISM Code was developed through a committee process at the IMO during the early 1990s based upon the existing interpretations of the ISO 9000 family of Standards, formerly BS 5750, and includes the requirement of “company verification, review and evaluation” in section 12.

The concept of internal auditing carries through all the international Standards which have been subsequently developed based upon the ISO 9000 family e.g. ISO 14001, 18001, 28001 to name but a few.

Independent internal auditing

Internal auditing has always been viewed as a critical process through which a company can continually improve its process, regardless of what that process may be. The role of the internal auditor may be defined in many ways but can be summed up as “providing an objective assessment of evidence to provide an independent opinion or conclusion regarding an entity, an operation, a process, a system, or other subject matter”.

It is recognised and discussed in the many guideline documents and courses which are held on the subject of internal auditing that, in general, human nature does not allow for self criticism! This is a part of a wider topic coming under the now accepted title of “human element” which results in people making non-rational decisions and comment.

Interpretation of *independent* in the ISM Code

In my previous position as Head of Marine Management Systems at Lloyd's Register in London, as chair of the IACS Working Group on the ISM Code and as the IACs representative on ISM to the IMO, the interpretation of section 12.4 was a key topic. As noted above, if the internal auditor is prevented for whatever reason from carrying out an objective assessment, the company cannot “continuously improve safety management skills...etc” (section 1.2.2.3), hence the intent of the Code may not be achieved and hence major non-compliance may result.

Despite this many companies to which the Code applies view internal auditing as a necessary evil, something to satisfy the external auditor! This is generally due to the fact that they do not understand the benefits to be gained from such an activity and view it as a direct unnecessary cost on the bottom line.

Looking specifically at ships. Taking all the above into consideration the interpretation is that personnel cannot be considered independent, and hence the audit does not meet the intent of the Code, if carried

out within the confines of the ship e.g. deck department auditing the engine department. External auditors from the Flag Administration or the Recognised Organisation will seek to establish the independence of the auditors and such an arrangement will result in non-conformance.

So what is acceptable? Three acceptable approaches:

1. Internal audits are carried out by shoreside personnel coincident with ship visits for other reasons. This has the obvious advantages of cost reduction through minimising ship visits. It has the down side that time constraints may reduce the effectiveness of the audit; independence may be questioned as the “auditor” may also have financial responsibility for the ship, but more importantly audit consistency due to auditor competence may be affected. This is due to the fact that many people may have to be trained, they may not be suitable (it takes a particular “kind” of person to audit effectively) and refresher training may be a cost issue.
2. The company establishes a dedicated audit department. The up side is that the correct “kind” of people are trained, the number is matched to the audit programme, consistency of audit is achieved, feed back to achieve continuous improvement is maximised. The down side is that auditors may become bored through a repetitive activity, complacency may be an issue and, of course, non operational departments are seen as a direct cost.
3. The company identifies a suitable number of personnel from mixed disciplines who are willing (the right “kind” of person) to be auditors and trains them to be auditors and lead auditors. They form audit teams deployed across the company to meet the requirements of the audit programme. The upside is that the audit teams are multi disciplined and if correctly organised, independent of the areas being audited, but equally as important an internal company network is established. The down side is potentially increased travel costs and the organisation of stand-ins for personnel on audit duties.

Each of these is considered acceptable within the interpretation of the ISM Code

Application to the offshore industry

As an ex Offshore Installation Manager with Shell and a senior manager in its corporate HSE Department in Aberdeen I have considerable experience in the industry. I believe that if internal auditing is carried out as an “on installation” activity, independence in internal auditing cannot be achieved. Yes, it will be carried out and results produced, but there is the potential for a paper work exercise with little corporate gain.

On the installations to which the Code applies, I would be surprised if the external auditor did not raise such a practice as an observation if not as a non conformance. Whilst the auditor is there to assess compliance with the Code and its accepted interpretations, he is also there to judge effectiveness of implementation. Having worked offshore for many years I am aware of the culture which exists and where the operational priorities lie, neither of which is conducive to continuous improvement.

So what is the solution?

There is no easy solution, nor perfect solution. Each company must implement what it sees will be most effective, but the solution must lie within the three options above.

My recommendation would be option 3 with the multi-disciplined, independent teams.



ConsultISM Courses



ConsultISM is delighted to be working with Bureau Veritas Regional Training Centre in Croatia in providing an exciting range of training courses for the shore based as well as the ship staff of ship operating companies.

The first courses were delivered by Project Manager Captain David McFarlane in Dubrovnik and Zadar where he delivered practical training and workshops on the subjects of Risk Assessment and Incident Investigation.

Feedback from the delegates was extremely positive, including comments such as:

“We should have done that [training] earlier“

“Good and useful examples”

“We should have these training programmes more often“

“All materials and presentation absolutely necessary in my job“

Dr. Phil Anderson followed by running a two and half day ‘DPA Update and Refresher’ workshop in Rijeka which was attended by DPAs and other involved parties from throughout Croatia and as far afield as Lithuania, Malta, Turkey and Norway.

The third program was delivered by ConsultISM Consultant Captain Alasdair Adamson, who is an ex-OCIMF Vetting Inspector, who ran a training course and practical workshops on the increasingly important subject of ‘Management of Change’.

A further course has also been prepared providing practical training in all aspects of Vetting Inspections – suitable for shore based managers and superintendents as well as ship staff. This will probably be delivered to B.V. clients outside of Croatia.

This is proving to be an extremely interesting and mutually productive cooperative venture between ConsultISM and B.V. One of the DPA delegates summed up the secret of this instant success when he said: ‘...this was the best course I have ever attended – it is taught by people who are not only industry leaders in their field but presented in a totally practical way – such that we can take what we have learnt and instantly apply it to our job...’



Whilst ConsultISM is delighted to be working with B.V. in providing these training courses, and to develop further courses and deliver them in many other centres, there is no element of exclusivity in this training. Indeed we would be very pleased to discuss with other organisations, or individual ship operating companies, how we may be able to assist with in-house, bespoke programmes to those in either the role of the DPA, Operational, Technical or Safety Personnel, as well as to Company CEOs

and Senior Management with the aim of helping you take the risk out of your company, the ConsultISM “deriskification” process. We can bring to the training room a unique wealth of experience gained not only at the sharp end of Risk Management and ISM implementation onboard ships and in the offices of ship operators but also the learning experience of having been involved in over 100 legal cases where the management of risk and safety have been contributory factors.

See page13 for further details about each of the Courses we offer:

Risk Management and Risk Assessment

Typical Duration: Two and half days

The unique course on Risk Management and Risk Assessments has been designed through a common-sense approach to marine risk combined with interactive workshops, enabling delegates to better understand the purpose and importance of risk management and the use of risk assessments in their daily work. This practical knowledge forms an essential element to assist and strengthen the way that risk is handled within an organisation and promotes a stronger safety culture – an essential ingredient in any ship operating company. The course is suitable for both office staff and ships' officers alike and is facilitated by trainers who have had hands-on experience in marine risk management.

Incident Investigation

Typical Duration: Two and half days

The Incident Investigation course guides the delegate through the process of carrying out an efficient and effective investigations. Accidents, unfortunately, do happen but it is important that they are correctly investigated with a view to determining the real causes behind the event, using the results to learn important lessons and avoiding recurrence of a similar incident in the future. The course involves real-life maritime case studies and practical workshops and is designed to give delegates an understanding of the various approaches involved in conducting an investigation. This includes the methods of analysing information, root cause analysis, gathering evidence, interviewing witnesses and preparing a meaningful report as well as exploring the human factor issues that invariably surround most incidents.

DPA Update and Refresher

Typical Duration: Two days

This is not intended as a training course, in the strict sense of the term but, rather, is an opportunity for busy executives to stand back and reflect upon changes and developments which have been occurring in the industry which have a direct impact upon the way in which a ship operator manages safety and implements its SMS. The program includes updates on such things as the Role of the DPA and the requirements with regard to conducting risk assessments on the Company's operational risks and constructing a SMS around such Risk Assessments. Also included are topics such as an exploration of why accidents still occur and some ideas on how to prevent them. The importance of near miss reporting and how to encourage ship staff to report near misses will be considered. The sessions can be made specific to the requirements of a particular Company. The course is suitable not only for DPA's but also for Operations, Technical, Crewing and other line managers and superintendents as well as Masters and senior ship staff.

Management of Change

Typical Duration: Two to Three Days

The MoC program adopts a very practical 'hands on' approach to taking delegates step by step through the process of understanding the need to manage change, what drives change, how to effectively manage change and recognising barriers which may appear which may inhibit change and how to deal with those barriers. The course also explores related issues such as the relationship between MoC and TMSA program.

Formal DPA Training and Workshops

The full DPA Training Course and the CEO / Senior Managers ISM Awareness Seminars – which are run in conjunction with Maersk Training Centre - are also still available both as advertised courses or by individual company commission. The next advertised courses and seminars are due to be held in Limassol in September 2010. Company specific courses will be run at times mutually convenient to suit the clients requirements and subject to suitable trainers being available from ConsultISM.

What to do next!

If you would like to discuss how ConsultISM can help you with your own training needs either with these currently available courses or with bespoke courses specifically tailored to your own needs and requirements the please contact us on enquiries@consultism.co.uk

The last few months have been particularly busy for the ConsultISM with many exciting events on the near horizon.



World Maritime University

Dr Phil was delighted to attend the World Maritime University in Malmo, Sweden on 1st March 2010 as Visiting Professor to deliver lectures to the post graduate students studying Shipping Management . The lectures addressed the important role 'Safety Management ' plays within the larger framework of ship management in general. Emphasis was placed upon the potential significance to a ship operating company of possible non-compliance with the requirements of the ISM Code.



Institute of Chartered Shipbrokers – Cyprus Branch

On Tuesday 25th May 2010, Dr. Phil was delighted to accept an invitation to present a paper to the quarterly Members Meeting of the Cyprus Branch of the Institute of Chartered Shipbrokers (ICS) in Limassol. Guests were also invited from the Cyprus Shipping Chamber, the Cyprus Flag – Department of Merchant Shipping, the Nautical Institute and the Cyprus Marine Environment Protection Association (CYMEPA). The lecture had the somewhat provocative title: 'How Safe are YOU in your Management System?'. Dr Phil challenged attendees to take a step back and objectively assess just how well they had assessed the hazards facing their business and were effectively managing the associated Risks.

The lecture provided a taster of what was on offer when ConsultISM and Maersk Training Centre (UK) return to Limassol in September 2010 with the DPA Workshops and the Senior Managers ISM Awareness Courses.



Maersk Training Centre

DPA Workshops were held in Glasgow in March and Copenhagen in April. The DPA training courses continue to attract participants from high profile companies. At the Glasgow Workshop we were pleased to welcome delegates from ASP Ship Management, Calmac Ferries, Campbell Maritime, OSG and Svitzer (Portugal).

The Copenhagen Workshop was held in the Maersk Headquarters building at the Esplanaden where, in addition to delegates from Maersk Line and Maersk Shipmanagement, we were also delighted to welcome delegates from Star Reefers, DFDS, Lauritzen, Vroon Offshore and DOF. Prior to attending the practical Workshops delegates are expected to have completed an eight module Computer Based Training (CBT) course which provide the theoretical background to the ISM Code and related issues.

The next Workshops will be held in Limassol Cyprus, during the week commencing 20th September 2010. Further Workshops are planned in Singapore in November 2010.

Full details of the DPA Training Course, which is run as a training partnership between ConsultISM and Maersk Training Centre (UK), and Registration Forms can be found on our website at www.consultism.co.uk or www.mtc-maersk.com .

The ConsultISM / Maersk DPA course remains the only training course formally recognised by the UK Maritime and Coastguard Agency (MCA) – an Executive Agency of the Department of Transport of the U.K. as meeting the requirements of IMO Circular MSC-MEPC.7/Circ.6 Section 5.



Bureau Veritas - Training Cooperation

ConsultISM is delighted to be working with Bureau Veritas (BV) in offering a range of training courses. Initially the courses were held in May and June in the regional training centres in Croatia although it is hoped that these courses will be offered further afield. The two and half and three day courses include Risk Assessment, Incident Investigation, Management of Change and an 'Update and Refresher for DPA's. It is anticipated that an additional Training Course on Vetting Inspections will be held in the near future. Feedback from the delegates and the organisers made it very clear that the wealth of experience and practical 'hands on' shipping background which ConsultISM brought to the courses made them memorable and very worthwhile events.

Other organisations who would like to utilise the services of ConsultISM to assist with their own training programs are invited to contact us to discuss your requirements.



Safety at Sea - Inaugural Lecture

Perhaps one of the greatest personal accolades to be bestowed upon Dr Phil was the invitation to present the Inaugural Annual Lecture of the Safety at Sea International (SASI) Awards event which will take place in London onboard HMS Belfast on 22nd June 2010. The title of his presentation will be 'Who Cares about Safety?'

His lecture will readily accept that all responsible ship operators care passionately about safety but, in times of deep recession, there are many pressures to cut back on spending which can, inevitably, have a very real impact on safety. He will reflect upon that crucial balance which must be achieved in any ship operating company – regardless of the prevailing economic situation – between maximum profits and minimum risk.

Details of the event can be found on the organisers website: www.safetyatsea.net



UK Maritime and Coastguard Agency – 'Human Element Advisory Group' (HEAG)

Dr. Phil has participated as an active member of the UK Maritime and Coastguard Agency – 'Human Element Advisory Group' (HEAG) almost since its formation in 2006. Although he had delivered a paper at a previous meeting, he was most flattered to be invited to again address the most prestigious gathering of Government and Industry representatives at HEAG 12 which was held on board the Honourable Company of Master Mariners' HQS Wellington on 29th April 2010.

His lecture was titled 'ISM and Deriskification' where he described how effective use of Risk Management techniques can form a firm foundation for a Company Safety Management System (SMS). He reminded delegates that shipping is a risky business – in many respects – and pointed out that a well structured SMS will help a Company 'de-risk' its business – or at least help it to manage risk effectively.

Drawing upon his experience of being involved in over 100 legal cases during the last 5 years or so – he used illustrative examples to explain the potentially disastrous effects for a ship operating company of failing to adequately manage risk.

The HEAG 12 meeting was also used as an excellent opportunity to launch a new publication: 'The Human Element – A Guide to Human Behaviour in the Shipping Industry'. The book is destined to become an industry standard reference work on the subject and was produced through collaboration between the MCA, BP Shipping, Teekay Marine Services and the Standard P&I Club.



Nautical Institute - Mariner and Maritime Law

In the late 1980's Dr Phil was instrumental in establishing two initiatives which were to become established as part of a maritime tradition. Twenty years ago, under the banner of the Nautical Institute, and specifically the North East of England branch of the Institute he brought together a group of practicing Master Mariners and other seafarers with lawyers, marine insurance staff, marine college lecturers and others from shore-based ship operating organisations to write a unique guide book – which was initially titled: 'The Master's Role in Collecting Evidence'.

This title was subsequently changed when the second edition was published to: 'The Mariner's Role in Collecting Evidence' to reflect the wider application of the principles put forward by the book. The publication rapidly became the industry standard work on the subject and remains so today – in its third edition – with copies found on board most ships of the world as well as in the offices of ship operating companies. Encouraged by the success of the 'Mariners Role in Collecting Evidence' – and recognising a need to bridge a gap which seemed to exist between somewhat theoretical maritime law which was taught in Marine Colleges to Masters and

Officers preparing for their Certificates of Competency and the practical application of legal issues within the context of a working commercial ship – Dr Phil and his colleagues in the North East branch of the Nautical Institute inaugurated what was to become an extremely successful series of annual seminars under the general heading: 'The Mariner and the Maritime Law'.

The next in the Mariner and the Maritime Law seminars is scheduled to be held in Newcastle / Gateshead on 12th / 13th November 2010. Quite appropriately the subject of the seminar will be 'The Mariner's Role' and the event will be used to launch a new publication: 'The Mariner's Role in Collecting Evidence – the Handbook'. The Handbook has been produced by the North of England P&I Association and is intended as a practical, handy to carry, complement to the main publication.

A splendid program of related topics with high calibre speakers from around the world will guarantee this to be an event not to be missed. Dr Phil has been invited to Moderate an open forum discussion on the first day. Full details will shortly be posted on the website of the Nautical Institute North East Branch www.ninebranch.org

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www.consultism.co.uk

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