

IMPLEMENTATION OF A HUMAN RESOURCE MANAGEMENT COURSE AT A SHIPPING COMPANY

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ABSTRACT

In the spirit of The 2010 Manila Conference recommendations, concerning amendments to the International Convention on Standards applied of Training, Certification and Watch-keeping the or Seafarers, 1978 and to the Seafarers Training, Certification and Watch-keeping Code (STCW Convention and Code), a shipping company deemed necessary to implement an internal course, to be applicable to both those who work on the deck and on the engine room. This was created just for the reason that the amendments to be referred to include common references applicable in both sectors. It is a course called Maritime Team Management, which itself is a human resource management course. Maritime Team Management training program is designed to equip seafarers with an understanding of the human issues that may affect them when dealing with the design, build, maintenance, operation and management of, in particular, safety critical technologies. The purpose of this course is to develop the skills and knowledge of Seafarers, Professional Standards and increasing their enhancing job satisfaction.

Keywords: *STCW Manila, resource management, team skills, training program.*

1. INTRODUCTION

STCW Manila amendments include a number of common provisions applicable to both deck and engine room.

They refer to the knowledge of resource management principles, including: allocation, assignment and prioritization of resources; effective communication; assertiveness and leadership; obtaining and maintaining situational awareness.

In these conditions, a shipping company found useful for his officers to implement a single common course simultaneously, both for those from the deck and for those from engine-room. This is the <<Maritime Team Management training program>>.

- monitors the standards exhibited by ships' personnel in the performance of their duties;
- encourages all officers serving on their ships to participate actively in the training of junior personnel;
- monitors carefully and review frequently the progress made by junior personnel in the acquisition of knowledge and skills during their service on board ship;
- provide refresher and updating training at suitable intervals, as may be required and
- takes all appropriate measures to instill pride in the maritime profession and encourage the creation of a safety culture and environmental conscience among all those who serve on their ship. >>

2. THE 2010 MANILA CONFERENCE RECOMENDATIONS

<< - Having adopted the Manila amendments to the International Convention on Standards of Training, Certification and Watch keeping for Seafarers, 1978 and to the Seafarers' Training, Certification and Watch keeping Code, as amended (STCW Convention and Code),

- Noting with concern the reported and anticipated shortage of qualified officers to effectively man and operate ships engaged in international trade,
 - Appreciating that the overall effectiveness of selection, training and certification processes can only be evaluated through the skills, abilities and competence exhibited by seafarers during the course of their service on board ship,
- Recommends that Administrations make arrangements to ensure that shipping companies:
- establish criteria and processes for the selection of seafarers exhibiting the highest practicable standards of technical knowledge, skills and professionalism;

(From the *Resolution 7 - Promotion of technical knowledge, skills and professionalism of seafarers*)

3. MARITIME TEAM MANAGEMENT TRAINING PROGRAM

3.1 Course Description and Aim:

Maritime Team Management training program is designed to equip seafarers with an understanding of the human issues that may affect them when dealing with the design, build, maintenance, operation and management of, in particular, safety critical technologies.

The purpose of this course is to develop the skills and knowledge of Seafarers, Professional Standards and increasing their enhancing job satisfaction.

Also wants to develop non-technical skills and team work Applying Procedures Company. Last but not least, the objective refers to the maximum extreme to collect and share experience and to learn more about personal behavior in a stressful Situation.

3.2 Format of the Course

Taking the model from the aviation industry at this Maritime Team Management Training Course is attending a psychologist as expert on human error and human/machine interface. It is important that different professional knowledge blend together to counteract human error.

Training Team must be composed of one Seafarer per rank:

- Deck: Master / Chef Officer / Deck Officers /
- Engine: Chef Engineer/2nd Engineer/ Engineers / Off Electrician

In addition could attend on temporary basis:

- Cadets (Deck, Engine or Electrical)
- Reefer-man
- Sea trainers
- All other Rating

The course includes a series of Learning Objective:

- Develop individual & collective actions with respect Quality Improvement of safety of operation and protection of environment;
- Apply natural planning work method: proactive methodical, approach to the management systems, Effective communication, review;
- Risk awareness and safety of the team. Human Behavioral factors;
- Prioritization of actions;
- Errors identification chains in various Circumstances (operational, emergency and crisis situation);
- Technical resources management;
- Assess own performance and made Objectives for "Continuing Professional Development" Purposes;
- Briefing / debriefing and guidance Techniques.

The course is both: seminar / group workshop and simulator based and aims to over four days to go through a series of mandatory items.

- System approach / Safety of operations / Environmental issues
- Professional Conduct / Operational Performance
- Situational awareness / Perception/
- Decision-making / Interaction with technologies
- Communication
- Stress
- Team skills / Team competencies / Delegation
- Leadership / Functional leadership
- Management
- Risk Assessment and Risk Management
- Error chain
- Efficient use of available resources / Equipment limitations
- Planning and prioritizing / Contingency planning

- Identification of cause of problem and timely correct response
- Emergency preparedness
- Crisis situations

3.3 Course References

Maritime Team Management is designed in Compliance with international standard regulations

- STCW 1978/ 95 as amended :
 - Section A-II/1;
 - Section A-II/1&2;
 - Section A-III/1;
 - Section A-III/1&2;
 - Section B-VIII/2
 - MRM – Teamwork
- International Convention of Training, Certification and Watch keeping for Seafarers STCW 1978 as amended
- IMO model courses:
 - Model course 1.08 Radar Navigation - Management Level
 - IMO Model Course 1.22 BTM Bridge Team Management
 - Model Course 1.27 Operational use of ECDIS
 - Model Course 1.29 Proficiency in Crisis Management
 - Model Course 1.30 - On-Board Assessment
- International SOLAS Conventions :
 - Chapter II-2 - Fire protection, fire detection and fire extinction
 - Chapter IV – Radio communications
 - Chapter V - Safety of navigation
 - Chapter IX - Management for the Safe Operation of Ships

Maritime Team Management training program is designed by using DNV – Standard for certification No. 3.201 learning programmes (April 2011) and particularly approved by DNV (with class notation Machinery operation simulator ERS 5000 to the Class A Standard for Certification of Maritime Simulators).

4. APPLYING THE RESOURCE MANAGEMENT COURSE

4.1 About Resource management concept

Resource management involves the utilisation of all available human, informational, and equipment resources toward the goal of safe and efficient operations.

The Main Tenets of Resource management are:

- Cooperation – the ability to work effectively in a team
- Leadership and management skills – achieving effective joint task completion within a motivated

fully functioning team through coordination and persuasion.

- Situational awareness – the perception of the elements in the environment within volume of time and space, the comprehension of their meaning, and the projection of their status in the near future.
- Decision-making – the process of reaching a judgement or choosing an option.

All of these are Non-technical Skills.

4.2 Deployment and functionality

Every one of the company officers must achieve and be able:

- to enhance the operational safety of company vessels,
- to reduce the likelihood of an incident to a company vessel,
- to reinforce the company's Vision and Mission

These aims to be met in particular by emphasising skills which will increase Shipboard Officers' abilities to act responsibly to environmental concerns; resource management and team building being principle values.

The course aims to demonstrate the importance of:

- Possession of the "whole picture"
- Possession of the facts and essential information
- The leader being an organiser
- Planning, prioritising, and taking advantage of windows of opportunity
- Communications and keeping people informed
- "Being Prepared"
- Teamwork
- The dangers of "tunnel vision"
- That NOBODY knows it all!

The knowledge gained during the course must to provide course participants with the skills necessary to effectively:

- Use resource management skills.
- Identify and analyse risk factors, arriving at decisions which maintain vessel safety.
- Recognise the need to make contingency plans.
- Recognise the development of an error chain and effectively break such a chain

By the end of the course, participants should be able to demonstrate the ability to apply appropriate and effective safety management skills and resource management skills in order to:

- Establish and maintain safe working platform and pollution free safe working environment.
- Provide for safe working practices in ship and machinery space operation, placing emphasis on preventive actions.

- Identify risks and establish safeguards against them.

Human factor plays an important part in both causing and preventing accidents.

- Technical excellence alone is not sufficient to ensure good performance and that the knowledge and application of non-technical skills is essential.

- Human performance training is designed to equip people with an understanding of the human issues that may affect them when dealing with the design, build, maintenance, operation and management of, in particular, safety critical technologies.

5. CONCLUSIONS

It follows that in the medium term that officers be able to prepare and action emergency plans and procedures, including "maintenance of effective communications" and "preparedness training", for emergencies related to safety of personnel, plant, ship and environment and also, correctly identify, respond to and correct abnormal, hazardous or emergency situations. With respect to reduction of "Human Error" contributions to accidents, this "Medium Term" objectives should be willingly and conscientiously obtain the necessary knowledge and skills to manage, operate and contribute to the improvement of the company's SAFETY MANAGEMENT SYSTEM, in keeping with the "spirit and intent" of the IMO International Safety Management Code (ISM Code) as well as STCW 95 Code Section A-VIII.

The long-term goal is to determine the course participants to devise and adopt the programs of "Continuous Professional Development" in order and action to support the Ideals and Requirements of the ISM Code.

Also, long-term it is recommended to encourage others to adopt the objective above mentioned.

Always must remember: Technical excellence alone is not sufficient to ensure good performance and that the knowledge and application of non-technical skills is essential.

6. REFERENCES

[1] IMO model courses: 1.22 BTM Bridge Team Management; 1.27 Operational use of ECDIS; 1.29 Proficiency in Crisis Management; 1.30 - On-Board Assessment; Published by International Maritime Organization (IMO)

[2] STCW 1978/95 as amended:

- Section A-II/1;
- Section A-II/1&2;
- Section A-III/1;
- Section A-III/1&2;
- Section B-VIII/2
- MRM – Teamwork

[3] <http://www.stcw.org/>

[4] <http://www.steamshipmutual.com>

[5] <http://www.imo.org/OurWork/HumanElement/>

[TrainingCertification/Pages/STCW-Convention.aspx](#)

[6] http://www.mptusa.com/pdf/STCW_guide_english.pdf