TMSA 3

Soft skills
A gap analysis
TMSA: Tanker Management and Self Assessment

- **TMSA guide** is a tool created by **OCIMF** to help Tanker operators to assess and improve their SMS and is intended to encourage self-regulation and to promote continuous improvement.

- **TMSA brought along a new culture** in the industry and achieved its goal since now almost all Companies management systems are more or less in compliance with the most advanced industry standards.

- Being a standard imposed by the Oil Majors, TMSA implementation is mandatory. In fact it is a less flexible system than the one based on the ISM requirements, because ISM relies on international rules which may be rightfully challenged, whilst the TMSA compliance relates to auditors’ approach and instant behavior, which may well be arbitrary and non-negotiable.
TMSA - 13 Elements

TMSA 1 & 2 focused on ensuring a minimum level of compliance for all the Tanker companies, by imposing a deterministic approach. At first sight, the differences between TMSA 2 and TMSA 3 are the following:

• Specialized questions of Oil Majors own questionnaires have been incorporated.
• Frequent observations raised by TMSA auditors during Office audits have been implemented as new requirements.
• Certain KPIs have been shifted to a lower stage, rendering their implementation elementary.
• Last but not least, the level of difficulty has been raised and compliance to TMSA 3 is definitely more laborious than TMSA 2 compliance.

But the real difference is that TMSA 3 makes one step beyond by reducing the burden imposed by fixed term deterministic approaches, focusing on the Human Factors and Behavioural Safety, and promoting a competence management system as a tool for assessing crew competence, training requirements and managing from the crew selection process up to promotions.
### STAGE 2.3

**KPIs:** Vessel and shore-based management teams promote HSSE excellence.

**BEST PRACTICE GUIDE:** Strong, effective leadership is visibly demonstrated through:
- **Leading by example.**
- **Empowering personnel to intervene** to prevent hazardous situations developing.

### STAGE 4.3

**KPIs:** All personnel demonstrate commitment to HSSE excellence.

**BEST PRACTICE GUIDE:** Examples of commitment include participation in:
- **A Behavior-Based Safety system.**

Managers and S/Ts demonstrate commitment by their behavior.
**AIM**: To ensure that suitably qualified, competent and motivated shore personnel are recruited, trained and retained.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 - 1.2</td>
<td>Recruitment process ensures candidates for key shore positions have the appropriate qualifications, experience and competence.</td>
<td>This process include <em>interviews to assess competence</em>.</td>
</tr>
</tbody>
</table>
| 4.3 | The company promotes appropriate *interpersonal skills training*. | Training may include:  
  - Team building.  
  - Cultural diversity.  
  - Effective communication. |
**AIM:** To ensure that suitably qualified, **competent** and motivated vessel personnel are recruited, trained and retained to deliver safe and reliable operations.

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 1.1   | Procedures for the selection, recruitment and promotion of all vessel personnel. | Procedures, with rank specific requirements, may include:  
  • A review of experience and **competence by suitably qualified personnel**.  
  • Cross-cultural values and **attitudes**. |
| 2.4   | Procedures identify additional training needs for individual personnel. | The need for additional training may be identified by the following:  
  • Review of vessel performance trends.  
  • **Assessment of competence in rank or in preparation for promotion**. |
### STAGE 2.6

**KPIs**

The company monitors and records **training results and effectiveness**.

**BEST PRACTICE GUIDE**

The effectiveness of training may be measured by:
- Feedback from trainees.
- Review of appraisals.
- Review of vessel performance trends.

### STAGE 2.7

**KPIs**

There is a **promotion procedure**.

**BEST PRACTICE GUIDE**

Procedures cover a range of factors including:
- Competency assessment.
### Element 3
#### Recruitment and Management of Vessel Personnel

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 3.1   | Enhanced **appraisals for Senior Officers.** | Appraisals **by appropriate personnel** may include:  
- Leadership.  
- Personnel management.  
- Communication styles. |
## Element 3
Recruitment and Management of Vessel Personnel

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 4.1   | Procedures to **assess crew members for job competency.** | Procedures may include:  
- On the job observation.  
- Written / Oral & Computer-based assessments.  
- Scenario-based simulator assessments.  
- Company specific assessments.  
- Psychometric assessments.  
Any identified **competency gaps are addressed.** |
<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.3</td>
<td>Cross-cultural interpersonal skills are promoted.</td>
<td>Interpersonal skills <strong>training</strong> include:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cultural awareness.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Communication styles.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cross-cultural management skills.</td>
</tr>
<tr>
<td>3A.3.1</td>
<td><strong>Seminars</strong> for senior officers promote, emphasize and enhance the SMS.</td>
<td><strong>Regular seminars for Senior Officers</strong> include:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Company culture, ethics and values.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Safety &amp; human element.</td>
</tr>
</tbody>
</table>
## Vessel Reliability and Maintenance

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 4.5   | Engineering audits by a suitably qualified and experienced company representative while on passage. | The purpose of the annual audit is to:  
• Assess the skills of the engineering team members.  
• Evaluate the effective functioning of the engineering team.  
Identify any additional training needs, whether they are specific to an individual, a vessel, or a fleet wide need. |
<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Senior Officers receive appropriate <strong>ship-handling training</strong> before promotion to Master or assignment to a new vessel type.</td>
<td>Ship-handling experience is gained by training <strong>as a part of a competency development system</strong>.</td>
</tr>
<tr>
<td>STAGE</td>
<td>KPIs</td>
<td>BEST PRACTICE GUIDE</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| 3.3   | **Navigational audits while on passage** by a suitably qualified & experienced company representative. | • Assess the skills of the bridge team members.  
• Evaluate the effective functioning of the bridge team.  
• Identify any additional training needs. |
| 4.3   | **Competency assessment** programs ensure that Masters and navigation officers maintain core and specialist skills. | The assessment program, which may be simulator based, includes an **assessment of**:  
• Bridge team management behaviours. |
| 4.4   | Navigation officers undertake periodic refresher **BRM simulator training**. | The training team composition reflects the nationalities of the bridge teams in the fleet. The BRM training is used to enhance the dynamics within bridge team members and to increase awareness of cultural diversity, communication style and hierarchy bias among the team. |
## Element 6

### Cargo, Ballast, Tank Cleaning, Bunkering and Mooring operations

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 4.2   | **Audits** by a qualified and experienced company representative include observation of **cargo, ballast, tank cleaning, bunker handling and mooring ops.** | Annual audits may look at:  
  - Skills and proficiency levels of the personnel.  
  - Leadership and effectiveness of team.  
  - Identifying additional training needs. |
### STAGE 3.2

<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2</td>
<td>Proprietary safety tools are used to encourage hazard identification and to improve safety awareness.</td>
<td>Such tools may include:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Unsafe Act Awareness programmes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Behaviour-based safety system.</td>
</tr>
</tbody>
</table>

![Average Incidents per Month](image)
<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2</td>
<td>The <strong>company safety culture</strong> encourages all personnel to identify, report and address hazards.</td>
<td>Procedures require that any identified hazards are addressed.</td>
</tr>
</tbody>
</table>
| 2.1   | **Intervention to prevent unsafe acts & conditions** is encouraged. | **Safety intervention techniques** may include:  
- Unsafe Act Awareness and intervention.  
- Stop work authority.  
- Safety observations. |
### STAGE 3.1

**Procedures encourage the reporting of safety best practices.**

Personnel are actively encouraged to submit safety ideas by methods such as personnel competitions or individual recognition.

### STAGE 3.2

**Procedures measure and compare the strength of safety culture across the fleet to identify areas for improvement and to provide motivation to crew.**

Procedures measure:

- Near miss reports.
- BBS system observations.
- Best practices identified.
- Hazards identified.
- Unsafe acts identified.
- Safety suggestions.
<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 3.3   | Management identifies opportunities to strengthen the safety culture through interaction with fleet personnel. | Examples of methods of interaction might include presentations via:  
- Safety themed seminars.  
- Telephone conferences.  
- Webinars.  
- Safety magazines.  
- Company produced videos. |
| 4.1   | Leading and lagging indicators of safety performance are analysed across the fleet and on an individual vessel basis to identify areas where the safety culture can be improved. | The analysis is used to:  
- Identify weaknesses across the fleet.  
- Prioritise vessels for targeted training. |
<table>
<thead>
<tr>
<th>STAGE</th>
<th>KPIs</th>
<th>BEST PRACTICE GUIDE</th>
</tr>
</thead>
</table>
| 4.2    | **Fleet safety trainers sail with the vessel to conduct training and** promote the company values and safety culture. | The fleet safety trainers are:  
• Committed to company safety culture and values.  
• Suitably trained and capable of motivating seafaring personnel.  

While onboard, the fleet safety trainer:  
• Assesses the current level of safety culture.  
• Provides training/mentoring as required. |
Thank you for your attention...