ISM, Risk Management and Motivation

Presentation to the Company of Master Mariners of Canada
St. John’s, Newfoundland

Gordon Halsey, DNV
30 September, 2010
Amendments to the ISM code

Amendments to the ISM Code were adopted through Resolution MSC.273(85) on 4th December 2008, and will enter into force on 1st July 2010.
Enhancing Management of Risk

ISM Requirements:

- …to ensure safety at sea, prevention of injury or loss of life, environmental damage, and property damage (ISM 1.2.1)
- …provide for safe practices in ship operation and a safe working environment (ISM 1.2.2.1)
- …(establish safeguards against all identified risks) (ISM 1.2.2.2)
  …assess all identified risks to its ships, personnel and the environment and establish appropriate safeguards; (revision, in force July 1, 2010)
- …continuously improve safety management skills (ISM 1.2.2.3)
- …report, investigate & analyze non-conformities, accidents & hazardous occurrences/situations and implement corrective actions (ISM 9.1)
  …The Company should establish procedures for the implementation of corrective action, including measures to prevent recurrence (ISM 9.2) (revision, in force July 1, 2010)
- …Motivating the crew… (ISM 5.1.2) (Master’s responsibility)
The existing paragraph is replaced with the following:

“The Company should establish procedures, plans and instructions, including checklists as appropriate, for key shipboard operations concerning the safety of the personnel, ship and protection of the environment. The various tasks should be defined and assigned to qualified personnel.”

“Safety of personnel” and the environment is now explicitly included.

Companies are expected to provide evidence that the shipboard operational procedures are based on risk assessment. It is recognized that this may not be available for all existing procedures in the SMS immediately after 1st of July.
Managing Risks
Basic Risk Management

**ASKS THE QUESTIONS:**
- What can go wrong?
- How bad could it be?
- How likely is it to happen?
- What should we do about it?
What can go wrong?
How bad could it be?
How likely is it to happen?
What should we do about it?
Take corrective/preventive action!
Basic Risk Management – Job “P.R.E.P.”

Personal Risk Evaluation Plan

- What am I about to do?
- What do I need to succeed?
  - What could go wrong?
  - How bad could it be?
  - How likely is it to happen?
  - So what do I need to do about it?

If ANYTHING changes, stop and re-evaluate
(change could be in people, equipment, material, work environment, processes, procedures, etc.)

- After the work – what have we learned?
- What can we change/improve for next time? (document it!!)
- How can we share this with others? (watch, crew, fleet)

Pre-task briefing

Repeat as often as needed!

Awareness during task

Post-task debriefing
Motivating Safety Effectiveness
Motivating Safety Effectiveness
Basic Risk Management – Job “P.R.E.P.”

Personal Risk Evaluation Plan

- What am I about to do?
- What do I need to succeed?
  - What could go wrong?
  - How bad could it be?
  - How likely is it to happen?
  - So what do I need to do about it?

If ANYTHING changes, stop and re-evaluate
(change could be in people, equipment, material, work environment, processes, procedures, etc.)

- After the work – what have we learned?
- What can we change/improve for next time? (document it!!)
- How can we share this with others? (watch, crew, fleet)

Pre-task briefing
Repeat as often as needed!
Awareness during task
Post-task debriefing
Motivating Safety
Effectiveness
Motivating Safety Effectiveness
Basic Risk Management – Job “P.R.E.P.”

Personal Risk Evaluation Plan

- What am I about to do?
- What do I need to succeed?
  - What could go wrong?
  - How bad could it be?
  - How likely is it to happen?
  - So what do I need to do about it?

If ANYTHING changes, stop and re-evaluate
(change could be in people, equipment, material, work environment, processes, procedures, etc.)

- After the work – what have we learned?
- What can we change/improve for next time? (document it!!)
- How can we share this with others? (watch, crew, fleet)

Pre-task briefing
Repeat as often as needed!
Awareness during task
Post-task debriefing
Motivating Safety Effectiveness
Motivating Safety Effectiveness
Basic Risk Management – Job “P.R.E.P.”

Personal Risk Evaluation Plan

- What am I about to do?
- What do I need to succeed?
  - What could go wrong?
  - How bad could it be?
  - How likely is it to happen?
  - So what do I need to do about it?

If ANYTHING changes, stop and re-evaluate
(change could be in people, equipment, material, work environment, processes, procedures, etc.)

- After the work – what have we learned?
- What can we change/improve for next time? (document it!!)
- How can we share this with others? (watch, crew, fleet)

Pre-task briefing
Repeat as often as needed!
Awareness during task
Post-task debriefing
Motivating Safety Effectiveness

Motivating the crew…

- How do we do this?
- How can we do this even better?

Motivation includes:

- Identifying meaningful objectives
- Objectives clearly linked to important, desired outcome(s)
- Objectives clearly communicated and agreed (W I I F M)
- Conditions provided to be able to achieve the agreed objectives
- Guidance on how to achieve objectives
- Ongoing monitoring and coaching performance compared to objectives
  - Emphasis on positive reinforcement
- Clear, specific, timely feedback comparing performance to objectives
  - Emphasis on positive achievements
Successful Motivation
Getting them to do what you want them to…
Even when you are not there…
Because THEY want to!