

REDUCING COMPLEXITY FOR TANKER OPERATORS

FACTORING IN THE HUMAN ELEMENT

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KEY QUESTIONS

*Do the crew add to the complexity ? or
are they the victims?*

*Are we really utilizing our human resources
effectively?*

*Can we harness the "power of many" to reduce
complexity and make our lives easier?*

WHY AVOID COMPLEXITY?

Increasing complexity is NORMAL

Complexity onboard and in every part of life, has been increasing from ANCIENT TIMES, and WILL CONTINUE TO GROW

We need to facilitate increased capabilities in our people to BETTER handle this increasing complexity, so that inefficiencies are avoided.

WHAT IS EFFICIENCY ?

*The sustained delivery,
of Services of high quality,
using
minimum Money, Resources, and Time.*

IN OUR CONTEXT.....

It means REDUCING operating costs in every area of a Ships operations without compromising on Quality or Standards.

THE POWER OF MANY

Can we achieve high efficiency by ourselves without involving our Crews?

Are inefficiencies increasing due to the Crew?

Or

Is it that WE may be falling short in our PEOPLE MANAGEMENT SKILLS and in utilizing TO THE BEST POSSIBLE EFFECT, the number of capable people we have ?

FACTORING IN THE HUMAN ELEMENT

While the laws (of Physics and of the Sea) , rules. regulations, procedures, bad weather, poorly designed ships and ever newer engine models, apply across the world, why do some vessels consistently stay in hot water, while others continue sailing relatively peacefully?

FACTORING IN THE HUMAN ELEMENT

If we agree that the critical cog in the wheel in our drive for greater efficiency and reliability, is the HUMAN ELEMENT,

Can we also agree that it is VITAL that we learn how to motivate and manage that vital resource to get the best out of it ?

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MARKETS CHANGE....

VALUES DON'T....

----UOB advertisement

FACTORING IN THE HUMAN ELEMENT

*There is a tight relationship
between
Employee Motivation
and
Organizational Efficiency!*

What is MOTIVATION?

*Internal and External factors
that stimulate desire and energy in people
to be continually interested and committed
to a job/role,
or
to make an effort to attain a goal.*

WHAT IS MOTIVATION?

Employee Motivation is enhanced by
EMPOWERMENT

&

RECOGNITION

*An Organization with a culture of
Empowerment and Recognition
has **MOTIVATED EMPLOYEES***

ORGANIZATIONAL CULTURE

A good organizational culture, driven directly by the top leadership, positively impacts staff retention, motivation, ownership and the desire for continuous improvement.

*A positive and no blame Culture of Respect, Empowerment and Recognition **inculcates** –*

Transparency, Trust, Dedication and Ownership in Employees

And results in -

- i. Long term retention,*
- ii. High staff satisfaction rates,*
- iii. Improved job performance*
- iv. Improved safety and loss prevention*

ORGANIZATIONAL CULTURE

A POSITIVE CULTURE, once created, needs to be maintained with continuous monitoring and intervention.

- *It requires high retention and increasing number of staff rising through the ranks.*
- *It requires continuous education, of ship and shore staff, not only in technical subjects, but more so in soft skills.*
- *It requires conscious empowerment of employees in every position*
 - *Finally it requires regular recognition and positive reinforcement of jobs well done.*

FACTORING IN THE HUMAN ELEMENT

Lessons from my own Experiences...

... ..

FUTURE OFFICERS

- Consistent Induction of large number of cadets over the years with a goal to eventually have 80% senior officers from our own grown trainees.
- Extremely stringent selection of cadets ONLY from *limited* number of *audited and approved* Schools.
- Continuous and close monitoring of Cadets training *while in schools* and when *onboard*.

GROW YOUR OWN !!

FUTURE OFFICERS



UPGRADE/MOTIVATE CURRENT OFFICERS

- *Compulsory attendance in Soft Skills training courses*
- *Compulsory attendance every 5 years on own Ship handling simulator (separate from the STCW requirements)*
- *Compulsory attendance for briefing for senior officers at Management Offices*
- *Performance Bonus for senior officers measured against a set of agreed KPIs onboard*
- *Regular Fleet Officer meetings in every major country*
- *Regular trainings conducted in own Training Centers and selected external facilities*
- *Regular involvement of families through Seafarers Wives Clubs*
- *Safety net for all Seafarers through a disaster relief fund*

UPGRADING CURRENT OFFICERS



Wives Clubs



- Outreach Program 2nd Aug 2014 at a residential care facility that provides care and rehabilitation services to abandoned and neglected children with special needs.
(Elsie Gaches Village, Manila)

UPGRADE /GROW YOUR OWN RATINGS

- *Stringent selection criteria for both existing and new inductions*
- *Regular Fleet Rating Meetings for information sharing*
- *Training modules for Ratings in our training Centers and some external facilities*
- *Mandatory briefings and debriefings at joining and disembarkation*
- *Safety net through in house Disaster fund*

WHAT ABOUT THE SHORE STAFF ?

- *It takes two hands to clap*
- *All the training and positivity will come to naught if the Shore staff behavior is autocratic or blame focused or disrespectful towards the Ship's team.*
- *Mandatory soft skill training for Shore staff is a must !*

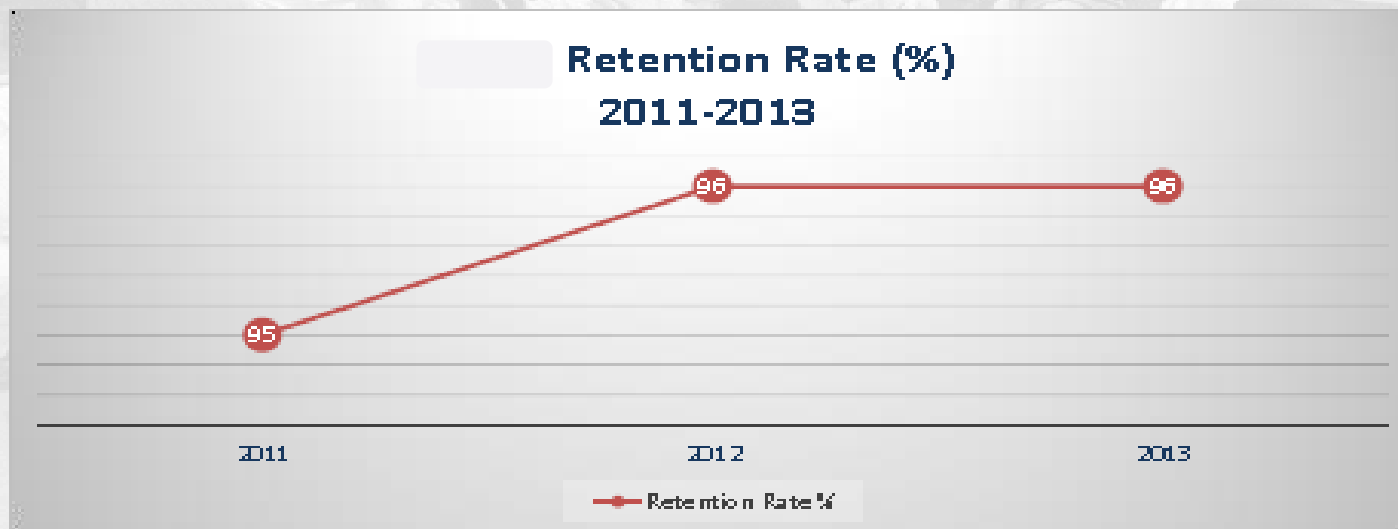
FACTORING IN THE HUMAN ELEMENT

RESULTS

EFFECT ON RETENTION

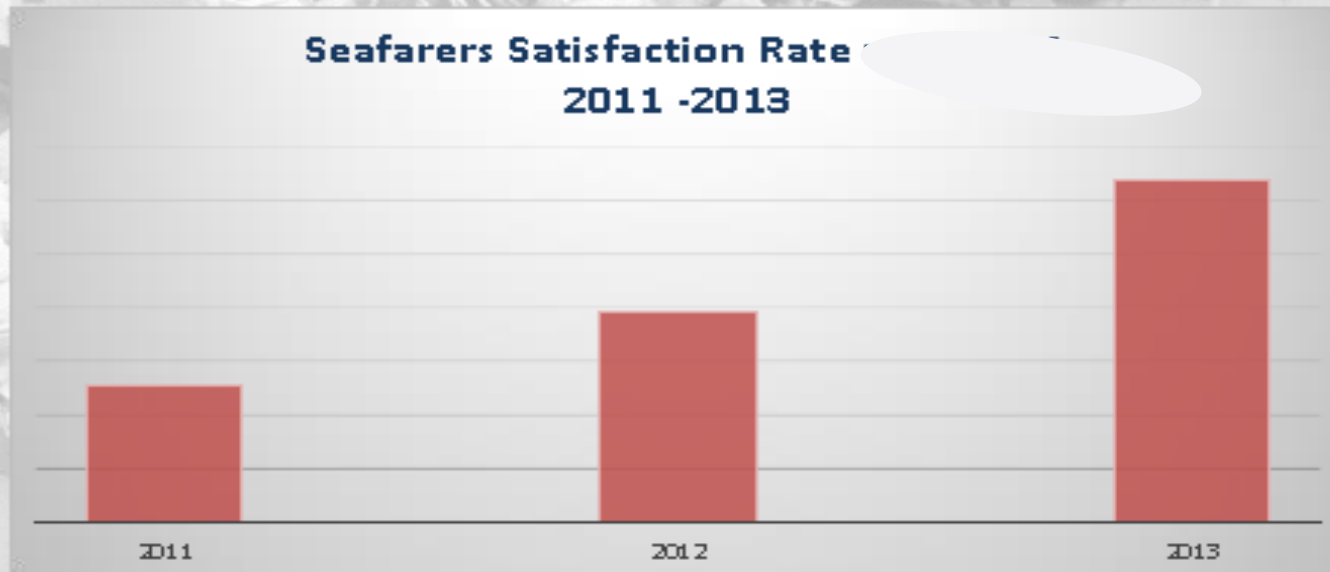
In the past 6 years, we have achieved:

- ☐ Increased *Retention* rates (currently over 95%)



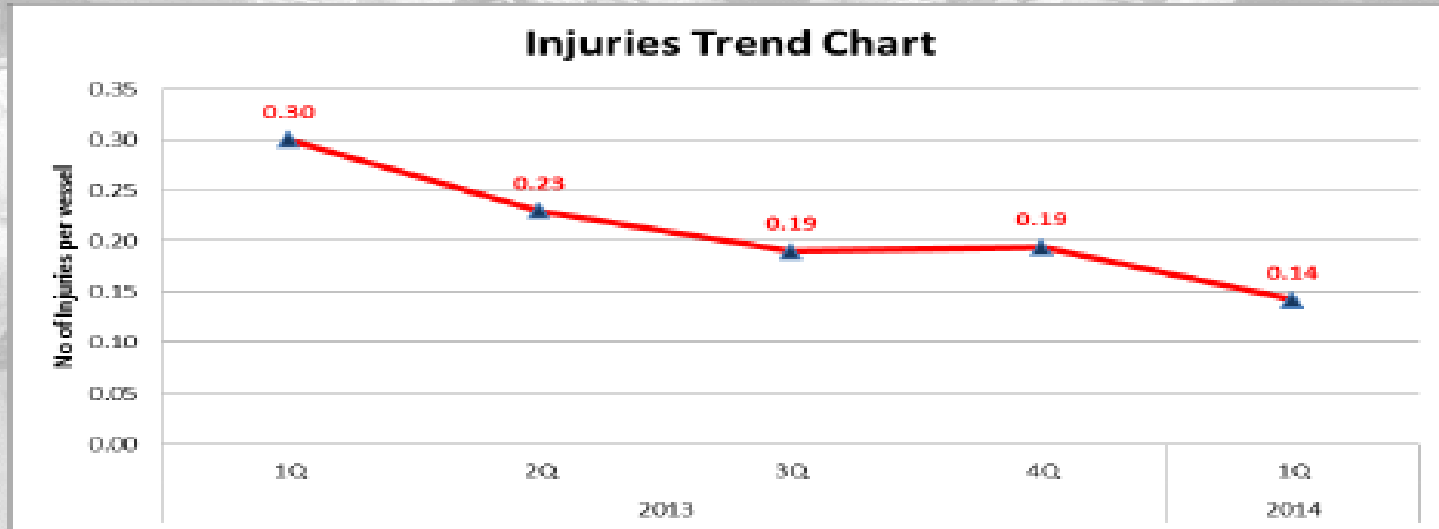
EFFECT ON CREW SATISFACTION

- Continuously Improving *satisfaction rates*



EFFECT ON LOSSES & INJURIES

- Improving *LTIF* across the group
- Improving *accident and loss rates* across the group



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CONCLUSION

FACTORING IN THE HUMAN ELEMENT

To increase EFFICIENCY and COST EFFECTIVENESS in today's increasingly complex environment, skilled, experienced and motivated staff on board and ashore are essential.

The starting point is a POSITIVE culture in the organization, which respects and empowers their employees at every level, and gives recognition and reward for good results.

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Culture once created needs CONTINUOUS EFFORTS to maintain it, including regular interventions to improve attitude and soft skills of both ship and shore staff.

Our challenge as managers and operators is not to manage the ships directly, but to MANAGE THE SEAFARERS.

These MOTIVATED CAPABLE and COMMITTED seafarers will then manage the vessels in the best way possible.



THANK YOU!