



RIGHT FIRST TIME

IFSTS 2019

Capt. Gordon J. Ghirxi

International Safety Management Code



- Say what you do
- Do what you say
- Show that you **do** what you say

Personality and Relationships

An aerial, high-angle view of the deck of a large oil tanker. The deck is a complex network of red-painted steel structures, including pipes, ladders, and walkways. The ship's hull is visible on the left, and the ocean extends to the horizon in the background. The lighting is bright, suggesting a clear day.

- How far do we get to know the people – as far as exchanging emails or face to face meetings?
- Do we actually perform as a team or across a counter?
- Policing vs Guardianship
- Do we empathise?

Commercial Pressure

- *“The Master has the overriding authority and the responsibility to make decisions with respect to safety and pollution prevention”*
- *“The safety of an STS operation must never be compromised on account of expediency due to commercial pressure, or any other form of pressure that challenges any decision taken in the interests of safety”*
- Commercial Pressure = Money

Performance Capability

- Is the provider of the STS – whether a trader or an STS Service Provider – capable to perform?
- Manning – numbers and competency
- Safety and Quality values – Safety first; Safety only at first; or Safety Always
- Training – type and frequency, academic and mentoring
- Assessment – the rules of the game, the location, the bias
- Coverage – industry presence

----- Forwarded message -----

From: <[REDACTED]>

Date: Tue, 23 Oct 2018 at 14:48

Subject: [REDACTED] JPO

To: <[REDACTED]>

Cc: <[REDACTED]>

Good day [REDACTED]

Pls fill in the attached JPO for both ops of las week as same is required for auditing purposes.

(See attached file: doc04508620181023134041.pdf)

Kindly treat as urgent.

Also a reminder for the previously sent LOI.

Best Regards

[REDACTED]

Risk Assessment and Mitigation



- In mitigating risks, the first line of defence is to try and eliminate the risk. The next is to minimise it.
- Do we really expect a Master that has limited experience of STS operations to break down all the steps of the operation, filter those that are critical from those that are not, assess the residual risk and agree on the way forward in real-time?



You will be mobilised to [REDACTED] on 22-May-2018, to be transferred by personnel transfer vessel on [REDACTED]

[REDACTED]

Attend on board the [REDACTED] oversee the STS Operation, ensuring it is completed safely and efficiently in accordance with the agreed procedures. You will be there as [REDACTED] STS Operations Marine Representative and others will be in charge of the operation. You must carefully monitor their activities and intervene where you think there is danger to life, property and the environment. All incidents and near misses must be reported to [REDACTED] immediately, keeping [REDACTED] copy. All concerns with the operation, which cannot be reasonably concluded on board should be discussed with [REDACTED], as required. Everything must be to your satisfaction and nothing must be left to chance. [REDACTED] want the operation done safely, regardless of perceived time constraints, otherwise it should not be done at all. [REDACTED] stop work policy must be implement – any person can stop the job if they think there is a danger to personnel.

Complete the relevant [REDACTED] checklist during the STS Operation.

Report on the outcome of the STS Operation and highlight areas for improvement, making recommendations where relevant. The [REDACTED]

Enhancing Decision Making Skills through Simulations



- Modelling of imagined scenarios
- Comparisons with real situations and concerns
- Anticipating possibilities
- Getting to know limitations

[REDACTED]

To: Ghirxi

Cc: [REDACTED]

1 May at 10:49

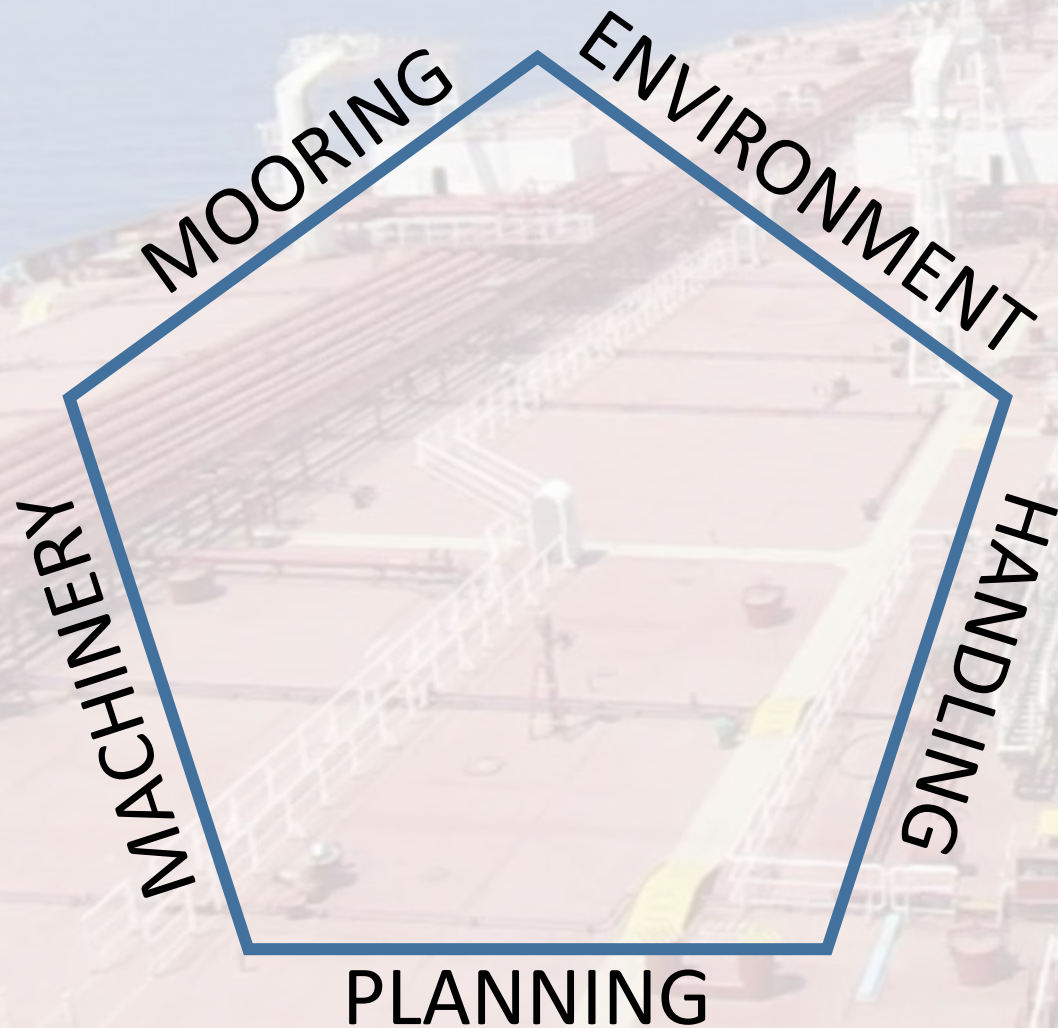
Hi Capt Gordon,

Further to our last unfortunately we weren't the chosen STS Provider as our Limits were more strict than [REDACTED] who won the contract in the end for the floating storage.

Best Regards,

[REDACTED]

The STS safety pentagon



- **Planning:** Vessels; Crew; SMS; Cargo; STS Location; STS Service Provider; Contingency
- **Machinery:** Propulsion; Bow Thrust; Type of Approach
- **Handling:** Bridge Team Management; Steering and Propulsion Controls
- **Mooring:** Equipment; Layout; Plan; Effectiveness; Weaknesses
- **Environment:** Predominant Characteristics; Critical criteria for approach; Limiting criteria during cargo transfer; Operational Window