COMPETENCY MANAGEMENT: Roadblock to Complacency

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INTERTANKO
Structure of presentation

- INTERTANKO and the Human Element
- Why people do not follow rules/procedures
- Complacency – what does it mean
- Complacency – tackling the problem
- Competency Management
International Association of Independent Tanker Owners

Non-governmental org est. 1970 in Oslo

Strict membership criteria

210 Members in 40 countries

Champion - Advisor - Forum

Observer Status at IMO, IOPC, UNFCCC, OECD, UNCTAD

Oslo - London - Washington Singapore - Brussels
Complacency

[kuh m-pley-suh n-see]

Definitions:
A feeling of quiet pleasure or security, often while unaware of some potential danger (www.dictionary.com)

A feeling of contentment or self-satisfaction, especially when coupled with an unawareness of danger, trouble, or controversy (www.thefreedictionary.com)

A feeling of calm satisfaction with your own abilities or situation that prevents you from trying harder (dictionary.cambridge.org)
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BUT WHY?
Why rules/procedures are not followed

- Lack of knowledge
- Taking a short-cut
- Lack of surveillance and enforcement
- Lack of trust
- Rules could not cover everything
- Demonstrate professional skill
Route to complacency

- Professional skill
- Can handle any outcome
- It never goes wrong
- Absence of consequences
- Blind to risks
- Stops people from thinking
- Technology provides a veneer of security
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Combating complacency

- Seafarer buy-in
- Encourage feedback
- Avoid routine
- Check for compliance
- Correct poor performance
- Competence
Competence

Competence key to everything
Competence reduces accidents
Competence ensures efficient operations

Need to ensure competence does not breed over-confidence
Competence based training

- Traditional system:
  - Set list of tasks
  - Candidate completes training book
  - Officer signs off
  - Candidate deemed competent

True measure of competence? Reliability? Officer qualifications?

Experience based training

- Time in rank/co a measure of experience
  - competence

The greater the experience, the greater the competence

Again, is this true?
Balance Required

- Combination of tasks and experience
- Tasks must reflect the work
- Trainer or assessor must be trained
- System must be auditable

Way Forward

- Knowledge & skills
- Training & experience
- Candidate assessed through performance standards

Candidate deemed competent for the role
Competency Management System

- Working with OCIMF
  - INTERTANKO/OCIMF Joint Safety Initiative
  - INTERTANKO HEiSC developed Guiding Document
- Focus on tanker core competencies
  - Navigation
  - Mooring
  - Cargo Operations
  - Engineering
Competency Management System

- Combine knowledge and skills
- Key aspect: assessment of the officer
- Used for both competence management and talent management
- Aimed for completion by end 2017
- Not a mandatory system, rather a BEST PRACTICE
Competency: a roadblock to complacency

Competent crew can combat complacency
Competent crew can increase efficiency
Competent crew can increase safety
Competent crew will prevent accidents
Thank you.