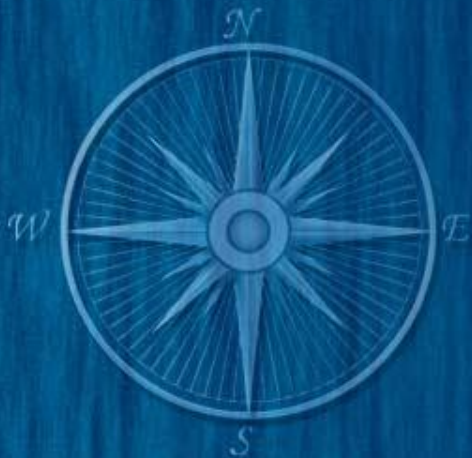


Risk Management- Developing Policies and Identifying Gaps in Sail Training Operations



1) Traditional vessels draw the attention of the public. Some vessels operate as uninspected vessels while underway, but operate with a COI exclusively as a Moored Passenger/Attraction Vessel. Inspections for these vessels include stability, firefighting, boarding/egress, MOB, capacity and other safety related concerns.

a) If your vessel operates with a COI for underway operations (Subchapter T, Subchapter R) do you have dockside visitations? Is the vessel and crew adequately prepared and trained to manage dockside visitations?



2) While underway you operate with a Watch Station Bill to define the planned response to emergencies.

a) Do you have a similar or complimentary plan when the vessel is alongside and not in operations/program mode?

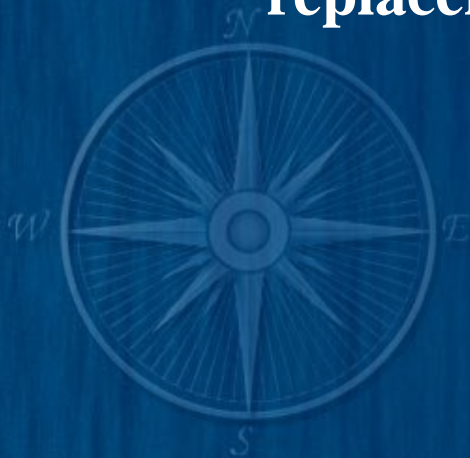
b) Is it necessary to create a revised emergency plan when the vessel is contracted to provide a program or sailing experience outside of normal operations (special contract, alumni sails, fund raisers)? How is this managed?

c) Mission Creep: Does programing outside of normal operations compromise safety?



3) How do you manage preventative maintenance? A USCG annual or five year inspection will often define required maintenance to be completed before the COI is issued.

a) How are maintenance concerns managed when they are not identified during Coast Guard inspections? “Do List”? Scheduled preventative maintenance? Standing rig wire/line replacement? How is work prioritized?



4) Sail training programs often include activities beyond sailing the ship and vessel operations. What are your policies and procedures for:

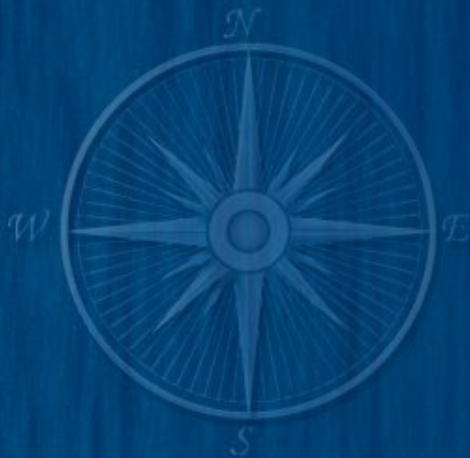
- a) Shore visits? Supervised/unsupervised? Briefing for local cultures? Plans for dealing with shore side emergencies/crisis? Communications with shore parties?**
- b) Swimming: Where? Student/client swim assessment? Site and activity management (safety equipment, water entry, remote site assessment)? Distressed swimmer response? Trained/certified “lifeguards”? Crew swimming assessment?**
- c) Snorkeling: Site selection and management? Activity guidelines (buddy system, distance from vessel, support boat, ratio – crew to students)? What about sharks?**
- d) SCUBA: Site selection and management? Activity guidelines (buddy system, distance from vessel, support boat, ratio – crew to students)? Certification; crew, students?**



5) Employment of local services:

a) Transportation – Program vehicle? rental vehicles (who drives?)? Contracted busses/taxis/local pick-up trucks? Local support vessel: for transportation? Snorkel trips? Vetting of contractors?

b) Shore activities – adventure activities (climbing, rafting, surfing)? Vetting of contractors?



6) Medical:

- a) Crew medical screening – Is a USCG medical acceptable documentation (5 yr. or 2 yr.)? Are crew medicals screened differently than student medicals?**
- b) Student screening – process? Consultants for support? Are there variations for different programs?; short form?**
- c) Mental health screening – How are standards developed? Who manages medications?**
- d) What is the minimal training for crew/medical officer?**
- e) Is there shore side support – consulting physician? Contracted medical service? Reliance on local medical services?**
- f) What equipment and medications are carried onboard?**

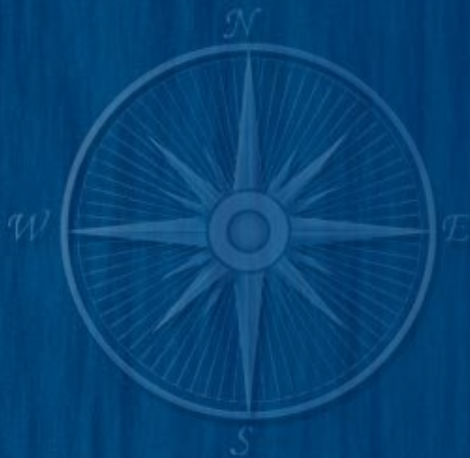


7) Crisis Management Plan:

a) Home office response and support

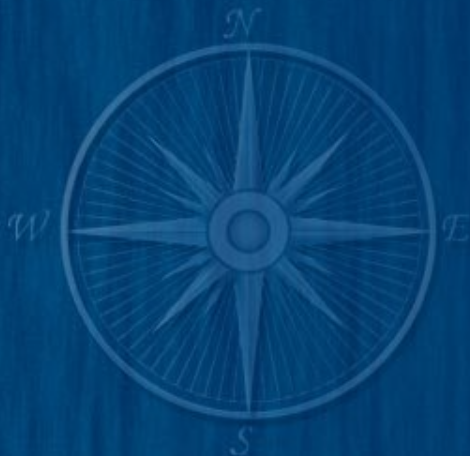
**b) Communications – internal/external, media
(at the ship – at the home office), social
media plan?**

c) Drills: “Table top drill”



8) Incident reporting:

- a) Required reports: Accidents, illnesses, vessel incidents, behavioral incidents?**
- b) How is important information regarding incidents disseminated to other crew?**
- c) Are “Near Misses” documented?**



The Deadly Dozen

Fit for Duty

Are you REALLY fit to work?

- Avoid alcohol and drugs – they are major killers
- Illness can impair judgement and thinking
- Injuries can be distracting

Fatigue

*Just Tired
OR Dangerously Fatigued?*

- DON'T accept it - It's a killer!
- Leads to accidents and ill health
- Ever present danger at sea
- Learn about cause, effect and prevention
- Recognise it, report it, manage it – effectively!

Situational Awareness

*Do You REALLY Know
What's Happening?*

- The Big Picture AND fine detail
- Constantly update your awareness
- Actively seek input from others
- Never assume another's intentions
- WILM – ask: "What Have I Missed?"

Alerting

*Do You REALLY Speak Up
When You Should?*

- Vital skill – use it effectively – encourage it
- Be positive and constructive – propose solutions
- Some may find it difficult to do
- It's not a threat – it's good teamwork
- Be assertive – it can save lives!

Communication

*Do You REALLY
Understand Everyone?*

- Message understood? DON'T assume - CHECK
- Use closed loop communications
- Words are only 30% of communication
- Remember effect of tone and body language
- Different cultures may interpret things differently
- Watch out for accidentally causing offence

Complacency

Is Everything REALLY OK?

- Never assume all is OK
- Follow procedures – they work!
- Use checklists
- Seek input from others
- Early action avoids later difficulties
- Check your situation - CONSTANTLY

Culture

*Do You REALLY have a good safety
culture?*

- Applies to individuals and whole teams/organisations
- Does everyone really care about safety?
- Do you have a Just Culture?
- Do you strive for continual improvement?

Local Practices

*Efficiency
OR Dangerous Shortcut?*

- Don't cut corners
- Follow procedures – they are there for a reason!
- Beware local norms becoming the "new standard"
- Poor or inadequate procedures? – report them
- Efficient or not thorough enough?

Distractions

*Multi-Tasking
OR Dangerously Distracted?*

- It happens very easily
- Personal as well as job distractions
- Use checklists and "Red Zone" techniques
- If distracted – go back 2 steps
- Be assertive – insist on calling back when convenient

Pressure

*Just Busy
OR Dangerously Overloaded?*

- Good pressure can improve performance
- Too much leads to stress – always bad
- Don't let pressure lead to taking short cuts
- Ensure adequate resources – people, time, tools

Capability

Is Your Team REALLY Capable?

- Check training and qualifications and experience
- Regularly assess capability
- Provide on-board training, mentoring, coaching
- Ensure any capability gap is addressed

Teamwork

*How Well Do You REALLY
Work Together?*

- Ensure shared mental model
- Beware "group think"
- Encourage challenge
- You can be in more than one team at a time

THE DEADLY DOZEN
CHIRP Near-Miss Reports 2003-2015

