

# Shore-based Support Guide

Learn more at:

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developed by

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# Safety Delta

## Shore-based Support Guide



"I've been in the company for many years. This is the first time I see the interaction among crew, officers, and officer personnel. It is not only one-way; it is three-way because the office is also involved. And that is very good. Everyone becomes aware and takes care of each other."

[Captain]

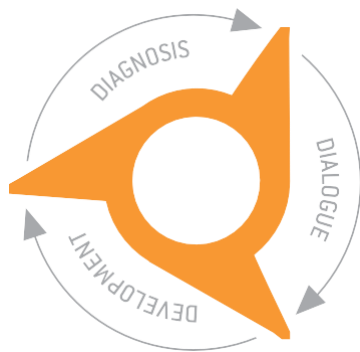
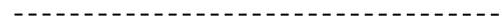
# Establishing a proactive safety culture with Safety Delta

In our company, we have decided to use Safety Delta as a tool to reach a proactive safety culture.

In your capacity as office staff, you play an important part in this process.



To learn more about what Safety Delta is, go to [www.library.safety-delta.com](http://www.library.safety-delta.com) using your company login details. Or you can go to [www.safety-delta.com](http://www.safety-delta.com).



Safety Delta enables us to:

- Let crew **diagnose** their present safety culture on board
- Increase safety **dialogues** and collaboration on board and between ship and shore
- Continuously **develop** our safety skills and safety culture

## Your role in Safety Delta

Even though most Safety Delta activities are managed on board, office staff's **support and engagement** in Safety Delta is very important.

Your role as office staff is to act as a **shore-based supporter** of the Safety Delta process on board by:

**1** Engaging in Safety Delta activities to ensure progress

"When we are just waiting for feedback from the office, and it stops, then Safety Delta is forgotten because we proceed with normal operations." [Captain]

**2** Showing interest to increase crew motivation

"If the superintendents have Safety Delta on the agenda, then we will know they are also concerned about the safety of the vessel and the safety culture on board." [Captain]

**3** Assisting and helping crew if they experience challenges

When the crew experience challenges during the Safety Delta process and activities, your support and assistance can help them overcome these challenges.

# Your interest increases the crew's motivation

When crew experience that the office prioritises safety, their job **motivation** and general work **performance** increase.

A simple way to show that you and the office side **care** about the safety on board is to **put Safety Delta on the agenda** during ship visits and when talking to the vessels on the phone.

**During vessel visits, you can also:**

- Participate in a learning exercise or a dialogue session
- Consider having a dialogue session only with ratings and/or junior officers and ask about their opinions, insights, or perceptions

**Questions to ask when talking to seafarers:**

- How is it going with Safety Delta?
- What are the next steps?
- Any learnings/insights worth sharing?
- Any issues/challenges?
- Anything I/the shore staff can help you with?



## WHEN SUPPORTING THE SAFETY DELTA PROCESS ON BOARD:

	DOs	DON'Ts
DIAGNOSIS	Emphasise the importance of giving honest answers in the Diagnosis survey	Pressure crew to give positive answers
	Focus on trends in the report in order to identify relevant areas of improvement	Focus only on the numbers/scores. Safety Delta is about developing the safety culture, not getting high scores.
DIALOGUE	Encourage dialogue: Ask questions, be curious	"Shut down" the dialogue by jumping to conclusions
	Involve crew members: Ask about crew perceptions, experiences, input, ideas	Ridicule or put down crew ideas
DEVELOPMENT	Encourage crew engagement and activity: e.g. let Captain and crew make the development plan (SDP) and decide on areas for improvement	Take over the process and decide everything, e.g., make the SDP and select focus areas of improvement on behalf of the vessel
HANDOVER	Support handover of Safety Delta between captains/ senior officers: Ensure sharing of status and next steps, insight/learnings gained so far, relevant materials	Assume Safety Delta is handed over easily

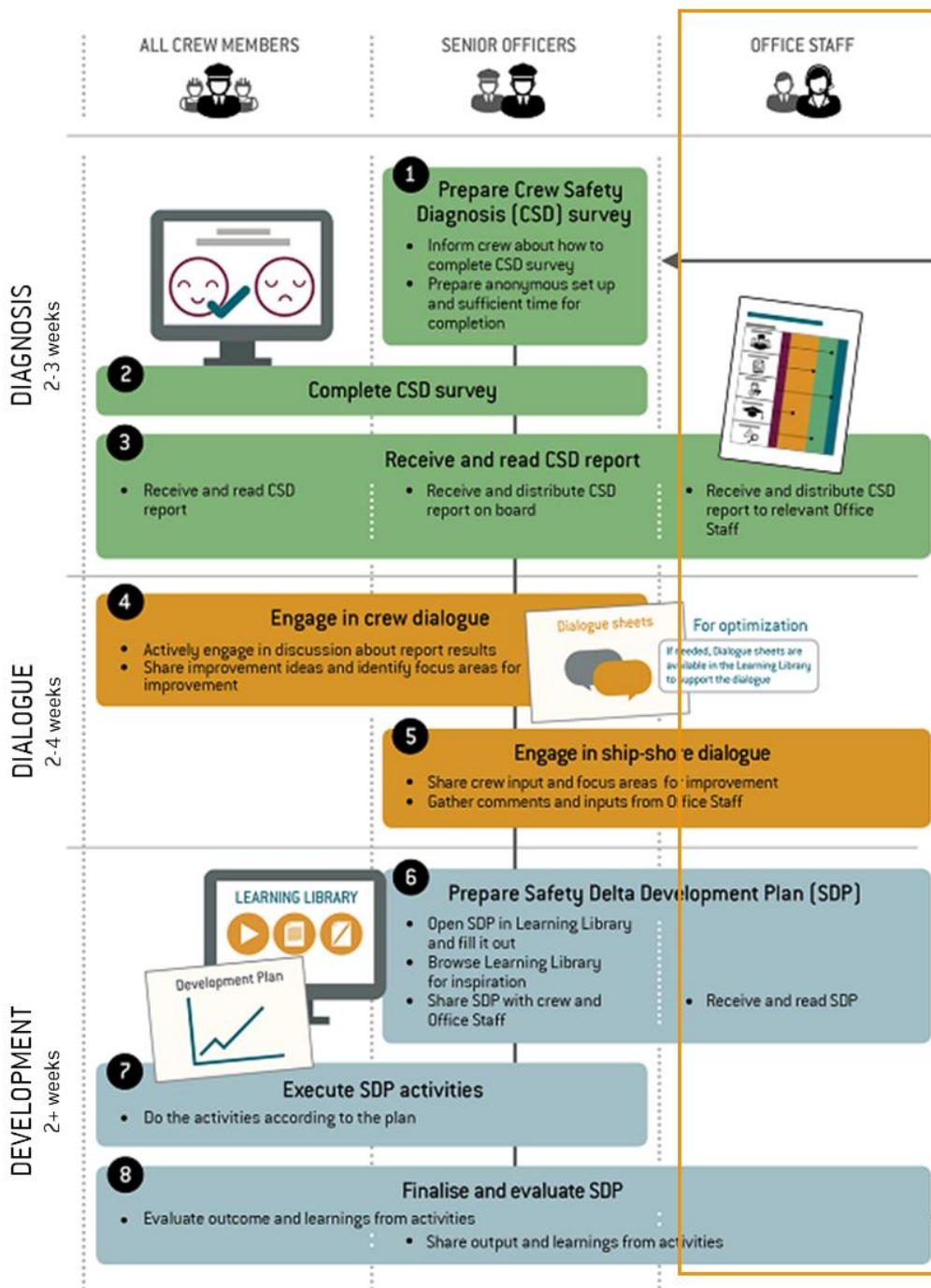
# Your involvement in the Safety Delta process

This chart shows the Safety Delta workflow. Your involvement as a Safety Delta supporter is shown in the highlighted column to the right.

On the next pages, you can find ideas and inspiration on how to engage in each step of the process.

**The Safety Delta Admin team helps and assists you in the Safety Delta process**

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# DIAGNOSIS STAGE

## Receive the CSD report

In the Diagnosis stage, the crew completes the CSD survey. Based on the survey input, a CSD report is generated.

The CSD Report is sent via email to the vessel and designated office staff (typically VM/TSI, MSI and the appointed Safety Delta contact person).

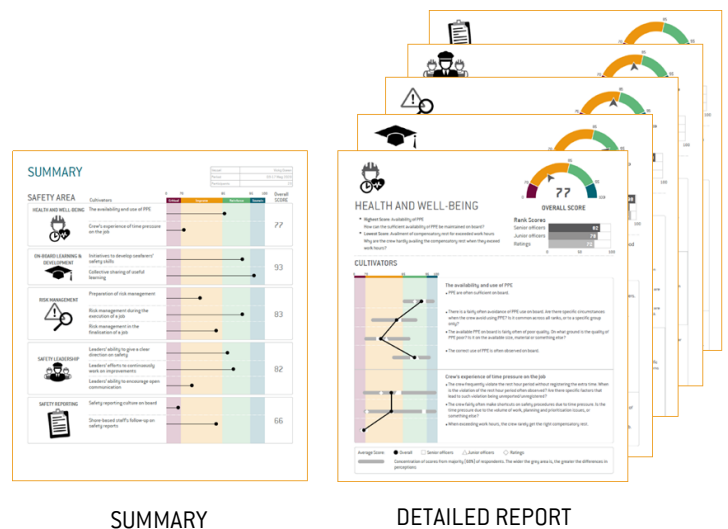
## The CSD report

The CSD report consist of a 1-page 'Summary' and a 'Detailed report' per safety area.

The Summary provides an overview of the report results. It is important to also read the detailed report to gain better and more concrete insight into the safety on board.

### Learning and knowledge sharing in the office

- After reading the report(s), arrange a meeting with your colleagues to discuss:
- Insights and learnings from the report(s)
- Strengths and weaknesses
- Trends across the fleet
- Improvement ideas on board/in the office/across the fleet



## WHEN READING THE REPORT:



Read the entire report, especially the detailed report

Appreciate all scores. Low scores indicate what can be improved and high scores what to do more of.

Be curious and note down questions to the report for the ship-shore dialogue. Leave room for the crew to provide their answers/perceptions.

Use the office staff dialogue sheets (or a piece of paper) to note down your input, comments and questions



Read only the summary. It provides only an overview and not detailed insight.

Punish vessels due to low scores. Focus only on low scores and forget to appreciate and learn from the high scores.

Jump to conclusions based on the report only and anticipate that you know what is going on on board

Be unprepared and empty-handed for the ship-shore dialogue

# DIALOGUE STAGE

## The ship-shore dialogue

The Dialogue stage consists of the crew dialogue and the ship-shore dialogue. First, the crew dialogue is held with the crew on board. Then Captain, the Senior officers, and shore-based supporters/vessel managers conduct the ship-shore dialogue. The ship-shore dialogue is an opportunity for the ship and shore to discuss the CSD report, the safety culture and identify improvement areas.

The 'ship-shore dialogue' is carried out via phone/conference call at a time convenient for vessel and shore side. If timing allows, conducting the ship-shore dialogue during vessel visits is beneficial.

The 'conversation starters' below gives you an easy four-step structure for the dialogue.

### DURING THE DIALOGUES



DOs

Be curious and ask questions

Listen. Let crew do the talking. You should only provide answers when asked

Keep a constructive mindset: Focus on things that can be managed, influenced and improved by the crew or office staff.

Focus on strengths and what can be learned/reinforced



DON'Ts

Jump to conclusions

Take over the dialogue and tell the crew what to do

Dwell on issues and conditions that cannot be changed or improved by the crew or office staff.

Focus only on low scores

### CONVERSATION STARTERS

1

Listen to vessel input

- What are your thoughts on the CSD report?
- How did the crew react to the CSD report? What comments did they have?
- How did the dialogue with the crew go?
- What could be the key insights from the dialogue?
- What appears to go well? And not so well?

2

Share office input

- What I find interesting is...
- I was wondering why...
- It could seem that... Did crew have any comments relating to this?
- I'm concerned about... What are your thoughts? Do you have any suggestions about what to do?

3

Define focus areas

- How about selecting approx. 2-3 focus areas for improvement?
- How could the focus areas be defined to be as concrete/practical as possible?

4

Round off

- What would be the next steps in the process?
  - Crew prepare Safety Development Plan (SDP)
  - Crew send copy to office staff
  - Crew execute SDP and do training activities
- And what do you suggest the time frame is?

### REMINDERS

Start by asking about the crew's perceptions of the CSD report and crew dialogue. Hereby you show interest in the crew's perspectives.

Phrase your comments to the report as questions and let the crew give their answers. In this way you avoid jumping to conclusions.

Guide the crew towards realistic focus areas for improvement, but let them decide which to focus on

Remind crew to browse the Learning Library for inspiration for the SDP and the onboard training

# DEVELOPMENT STAGE

## The Development stage

Your role as a shore-based supporter during the development stage is basically to show interest in the development activities.

It is particularly important to follow up after the development activities have been finalised. This can be done during routine calls, on board visits, or via email.

Even though the development stage is not dependent on the office staff's involvement, your engagement and interest help motivate the crew in the development activities and hereby improve the outcome.

The senior officers on board are responsible for preparing the Safety Development Plan (SDP), executing the learning activities, and finalising the SDP.

## DURING THE DEVELOPMENT STAGE



DOs

Show that you care and are interested in the crew's learning activities: Ask questions; listen to the crew.

Be constructive and supportive of the crew's learning efforts

If relevant, share suggestions about improvement of learning activities and learning experiences in a positive manner



DON'Ts

Be ignorant/unengaged and act as if you don't care

Ridicule the crew's learning efforts

Keep improvement suggestions to yourself

## CONVERSATION STARTERS

When following up on the development activities, you can use these questions as conversation starters:

- How is it going with Safety Delta?
- What SDP activities have the crew conducted so far?
- How did it go?
- Did the crew participate actively in the activities?
- What did the crew get out of the activities?
- What went well? What did not go so well?
- Is there anything that you now do differently in the tasks/operations?



### Familiarising with the Learning Library

- Browse the Learning Library to familiarise yourself with the available learning material and Safety Delta introduction videos
- In this way, you are able to discuss, guide and support the crew in finding and selecting relevant learning materials and guides



# Safety Delta Learning Library

In the Safety Delta Learning Library, you can find learning materials to develop the crew's safety skills.

The list on the next page provides an overview of all the subjects available in the learning library.

For each subject, you can find:

- Learning videos
- Briefs
- Activities

The learning library also contains:

- Guides to Safety Delta
- Best practice descriptions









One of the most important tools found in the SDLL is the set of Dialogue Sheets. The Office Staff Dialogue Sheet helps the Office Staff capture insights into the survey results and share inputs and learnings from the industry or other vessels in the fleet.



# ON-BOARD LEARNING MATERIALS

The Safety Delta Learning Library has a lot of onboard materials to support your safety learning and efforts. Each safety area and cultivator has relevant learning materials and activities ready for your ongoing training.

SAFETY AREA	CULTIVATOR	SUBJECT	
<b>SAFETY LEADERSHIP</b> 	Leaders' ability to give a clear direction on safety	Safety Leadership	
	Leaders' efforts to continuously work on improvements	Giving clear instructions Prioritising safety	Consistent safety standards
	Leaders' ability to encourage open communication	From reactive to proactive Turning safety ideas into actions	Decision-making
<b>HEALTH AND WELL-BEING</b> 	The availability and use of PPE	Health and Well-Being	
	Crew's experience of time pressure on the job	Using appropriate PPE	
		Handling time pressure Fatigue management	Mental health awareness Stress management
<b>RISK MANAGEMENT</b> 	Preparation of risk management	Risk Management	
	Risk management during the execution of a job	Risk assessment practices Hazard identification	Preparations for the job Principles of controlling hazards
	Risk management in the finalisation of a job	Toolbox talk Situational awareness	Stopping unsafe acts Team communication
<b>ON-BOARD LEARNING AND DEVELOPMENT</b> 	Initiatives to develop seafarers' safety skills	On-Board Learning and Development	
		Corrective feedback GROW coaching model Appreciative feedback	Performance appraisal Observing performance and behaviour
	Collective sharing of useful learning	Sharing improvement insight	
<b>SAFETY REPORTING</b> 	Safety reporting culture on board	Safety Reporting	
		Safety reporting No blame culture	Incident investigation Responding to reports
	Shore-based staff's follow-up on safety reports	Safety reporting	Turning safety ideas into actions
<b>SAFETY BEHAVIOURS</b> 	Insight: Seeking and sharing knowledge	Safety Behaviours	
	Innovation: Improvement initiatives and mindset	Insight	
	Influence: Contributing to a strong safety culture	Innovation	
	Intervention: Intervening when necessary	Influence	
	Integration: Making safety a natural part of everyday work life	Intervention	
<b>LEADING THE ON-BOARD CULTURE</b> 	Contribution to company values and goals	Leading the On-Board Culture	
	Leaders ability to create a trusting and respectful culture	Corrective feedback Intervention	Turning company values into behaviours
		Positivity at work Encouraging crew to speak up Appreciative feedback Leadership styles	Active listening Communicating across cultures Responsible use of social media
	Awareness and respect for cultural differences	Conflict handling Harassment and bullying	Cultural awareness and bias

**CRITICAL EQUIPMENT**



	Critical Equipment
Awareness of critical equipment	Insight
Understanding of usage	
Quality of critical equipment	Principles of controlling hazards

**TASKS AND PROCEDURES**



	Tasks and Procedures
Work as imagined	
Work as done	Principles of controlling hazards Handling time pressure Fatigue management
	Insight Mental health awareness Stress management

**PROACTIVE AND REACTIVE LEARNING**



	Proactive and Reactive Learning
Proactive learning	Toolbox talk Hazard identification
	Work debrief
Reactive learning	Incident investigation Safety reporting
	Responding to reports

**EMERGING SITUATIONS**



	Emerging Situations
Crew skills	Intervention Insight
	Team communication
Emerging situations	Stress management Fatigue management Hazard identification
	Mental health awareness Situational awareness Situational understanding
Recovery	GROW coaching model
	Observing performance and behaviour

The subject list will be updated as soon as new titles become available.