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## How to improve crew / staff morale, motivation and management?

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# CSM Overview





# Introduction

Founded in 1978

Private owned company

Headquartered in Limassol, Cyprus

One of the largest independent ship managers

Diversified client & fleet structure

Strategic offices worldwide

Vessels under Management  
Contracts

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**350**

Tankers under Management  
Contracts

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**115**

Employees  
Worldwide

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**13.500**

onshore & offshore





COLUMBIA  
Shipmanagement  
(Deutschland) GmbH  
Hamburg/ Germany



COLUMBIA  
Shipmanagement  
Shanghai  
China

COLUMBIA  
Shipmanagement Ltd.  
Limassol/Cyprus

COLUMBIA Shipmanagement  
(Singapore) Pte Ltd  
Singapore

Core Shipmanagement  
Office Locations

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CSM Crew Agency Locations

# Tanker Pools

	<p><i>STREAMLINE 13000dwt Chemical Tankers Pool</i></p>		<p><i>HEIDMAR BLUE FIN Suezmax Pool</i></p>
	<p><i>UPT Handymax Pool &amp; UPT Panamax Pool</i></p>		<p><i>GEMINI Suezmax Pool</i></p>
	<p><i>SCORPIO Handymax Pool &amp; SCORPIO Panamax Pool</i></p>		<p><i>SKS Suezmax Tankers</i></p>
	<p><i>HAFNIA MR Pool</i></p>		<p><i>SHELL: Time Charterers MR and Handy Tankers</i></p>
	<p><i>HEIDMAR STAR Panamax Pool</i></p>		<p><i>PETROBRAS: Time Charterers MR Tankers</i></p>
	<p><i>TAURUS LR2 Pool</i></p>		<p><i>NAVOIL: Time Charterers 13000dwt Chemical Tankers</i></p>
			<p><i>PENFIELD Marine: Time Charterers Panamax Tankers</i></p>



# Oil Companies

Our clients include following Oil Majors and Traders:

- TRAFIGURA
- LUKOIL
- CSS SA
- VITOL
- REPSOL
- SHELL
- CEPESA
- CLEARLAKE
- NEWTON
- BP
- ST SHIPPING
- ENI
- NOBLE
- CHEVRON
- EXXONMOBIL
- SAUDI ARAMCO/VELA
- ERG
- P66
- INEOS
- LYONDELL
- PETROBRAS
- SUNOCO
- CITGO
- DOW
- OMV
- BHP
- STATOIL
- ERG
- PETRONAS







# How to improve crew / staff morale, motivation and management?



Our people are  
the driving force  
behind COLUMBIA.



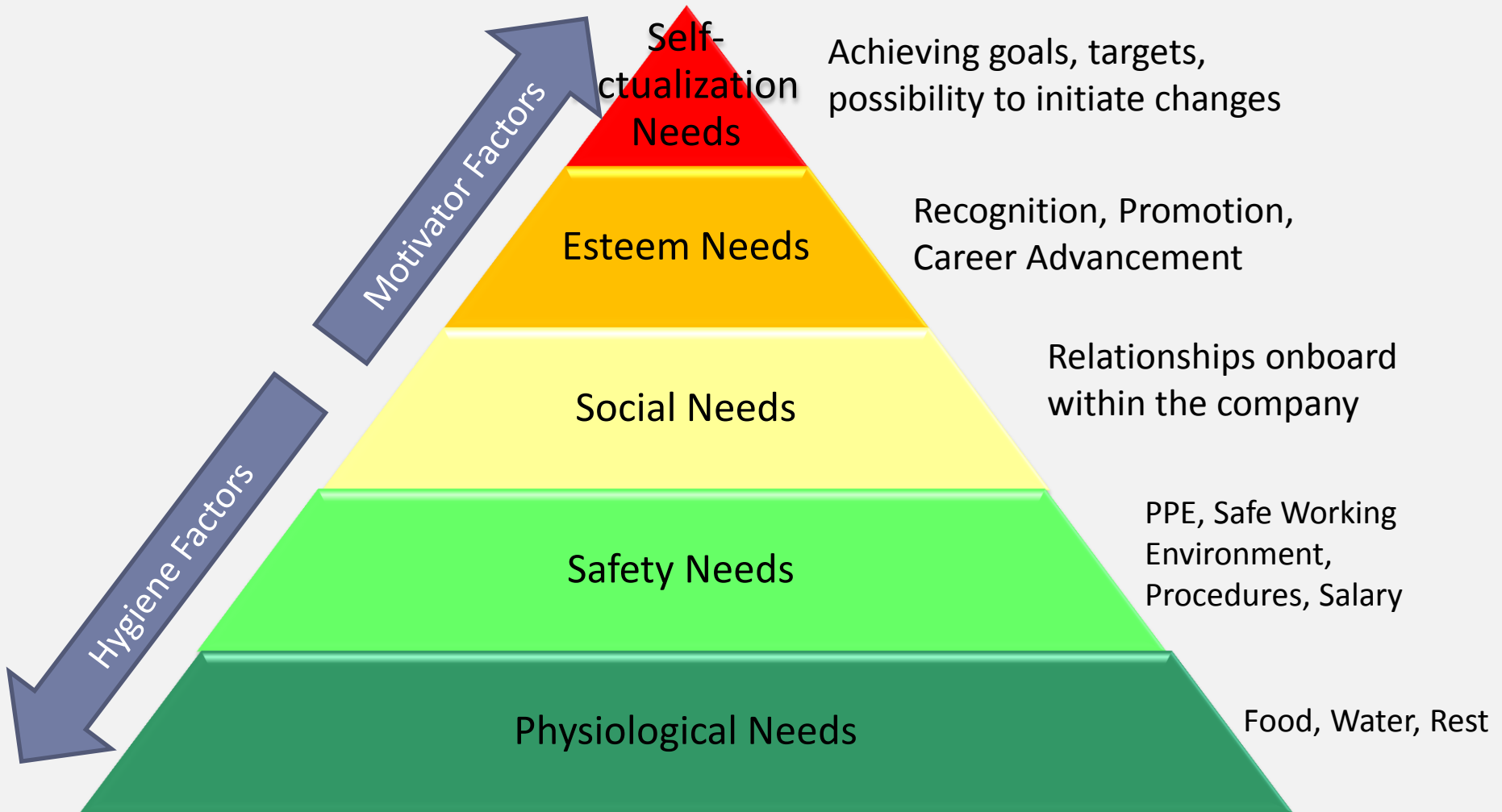
# Motivation

Motivated, dedicated crew will:

- follow rules and regulations as well as procedures
- pass vetting inspections
- receive favourable terminal feedback
- save on bunkers when possible
- reduce time in port by good planning
- reduce port expenditure
- optimise vessel's trim
- ensure efficient tank cleaning
- ensure good cargo care
- maximize cargo intake
- will participate in management reviews to improve the existing systems

**They will run a good ship and a safe good operation.**

# Motivation





# Motivation

## Hygiene Factors

- Company policy, Mission, Vision, Values
- Management System
- Working Conditions
- Rotation Schedule
- Safe Working
- Salaries & Wages
- Work Live Balance

When in place  
these result in

- General Satisfaction
- Prevention of Dissatisfaction

## Motivator Factors

- Sense of Personal Achievements
- Recognition
- Responsibility
- Career Advancement
- Promotion
- Challenging work

When in place  
these result in

- High Motivation
- High Satisfaction
- Strong Commitment



# Company

The management should

- communicate the Mission, Vision, Policy and Values in a clear and simple way
- set clear targets and give directions
- empower staff to think as they would be owners
- keep things simple
- pay attention to details and stay approachable
- invest in efficient IT systems reducing double/triple work
- ensure that shipboard and office personnel act as a team and treat each other with respect
- share incidents, circulate lessons learned and encourage a open reporting's
- explain the background of decisions made



# Rotation Schedule

The crewing department should

- plan crew rotations in accordance with the contract durations of crew onboard and availability dates of the crew ashore
- arrange for a rotation on a group of vessels and not necessarily plan crew always to return to the same vessels
- consider matrix requirements while planning

MINIMUM MATRIX REQUIREMENTS	Master & Chief Officer	Chief Engineer & 2nd Engineer	Junior Officers
TIME WITH COMPANY (YRS) – TOTAL	2.00*	2.00*	1.50**
TIME IN RANK (YRS) – SEA SERVICE ONLY	3.00*	3.00*	1.00**
TIME ON TANKERS (YRS) – SEA SERVICE ONLY	6	6	1.00**
* If time in rank is below two years the minimum requirements for the time with the company shall be minimum two years. If the time with the company is below two years the time in rank shall be minimum two years.			
** If there is only one junior officer onboard the figures will be half. If the Junior officer years in Rank figure does not comply and there is more than one junior officer on board , the years of the previous Rank on watch will be considered to check the compliance .In such case ,the years of the previous Rank figure is provided in parenthesis.			



# Rotation Schedule

Vessel Name	Vessel Type	Compliance	Deck Years in Rank	Deck Years With Operator	Deck Years on Tanklers	Engine Years in Rank	Engine Years With Operator	Engine Years on Tanklers	Junior Deck Years in Rank	Junior Deck Years With Operator	Junior Deck Years on Tanklers	Junior Engine Years in Rank	Junior Engine Years With Operator	Junior Engine Years on Tanklers
Vessel 1	OIL/CHEMICAL TANKER	YES	8.88	15.92	13.79	3.39	5.59	15.99	4.15	16.39	10.23	2.17	7.39	3.87
Vessel 2	OIL/CHEMICAL TANKER	YES	12.74	13.26	16.73	14.24	36.05	22.42	3.53	5.88	4.87	3.64	17.61	11.5
Vessel 3	OIL/CHEMICAL TANKER	YES	14.95	22.08	21.29	12.32	17.03	13.39	4.32	22.53	19.17	2.06	12.8	8.3
Vessel 4	OIL/CHEMICAL TANKER	YES	8.13	3.49	8.1	8.48	15.02	11.91	1.64	6.72	8.28	1.14	9.79	3.77
Vessel 5	OIL/CHEMICAL TANKER	YES	11.38	24.71	23.83	8.34	20.5	14.73	3.45	14.55	10.64	1.28	6.05	2.84
Vessel 6	OIL/CHEMICAL TANKER	YES	6.67	12.84	22.64	3.35	23.64	14.1	4.05	22.56	15.2	3.06	1.24	3.55
Vessel 7	OIL/CHEMICAL TANKER	YES	6.48	22.2	18.53	13.54	10.71	12.7	2.96	10.26	7.16	1.76	7.12	5.56
Vessel 8	OIL/CHEMICAL TANKER	YES	3.86	6.2	11.1	5.44	13.97	13.55	4.02	11.16	8.83	1.1	6.51	8.25
Vessel 9	OIL/CHEMICAL TANKER	YES	5.53	9.56	14.39	10.58	12.31	15.41	1.27	10.16	5.81	5.5	26.1	16.79
Vessel 10	OIL/CHEMICAL TANKER	YES	5.37	16.53	16.57	5.02	11.14	10.37	5.79	20.07	19.35	2.2	14.06	8.72
Vessel 11	OIL/CHEMICAL TANKER	YES	10.28	18.38	19.27	5.58	18.68	14.19	4.61	13.73	10.25	5.14	10.23	6.79
Vessel 12	OIL/CHEMICAL TANKER	YES	6.18	11	14.52	5.71	16.44	18.81	6.19	25.11	23.84	2.87	2.67	7.28
Vessel 13	OIL/CHEMICAL TANKER	YES	4.44	26.38	13.77	9.74	24.13	15.01	2.25	8.33	5.79	2.32	2.87	4.3
Vessel 14	OIL/CHEMICAL TANKER	NO	3.65	7.51	11.5	4.15	15.48	16.86	1.36	6.26	3.28	0.04	2.16	1.77
Vessel 15	OIL/CHEMICAL TANKER	YES	6.24	10.49	15.96	12.44	14.57	17.08	1.21	11.09	7.54	4.94	8.97	7.08
Vessel 16	OIL/CHEMICAL TANKER	YES	7.48	19.14	15.87	7.22	19.38	18.93	3.5	13.52	9.58	5.31	19.47	12.79
Vessel 17	LIQUID PETROLEUM GAS TANKER	NO	2.99	0.25	5.49	12.19	7.52	9.03	4.18	4.92	3.67	N/A	N/A	N/A
Vessel 18	LIQUID PETROLEUM GAS TANKER	YES	4.43	7.87	9.99	10.22	16.43	17.03	0.74(1.72)	8.67	5.37	1.87	9.95	8.55



# Recognition

- feedback – positive reinforcement
- must be specific and relevant to a specific performance or a defined target
- good performance as well as underperformance should be recognized as close to the occurrence as possible
- rewards granted should be unpredictable and intermittent

**Rewards should not necessarily be monetary and the common bonus practice in the industry has shown that performance bonus payments do not necessarily lead to better performance.**





# Promotions

- provide clear guidance on the expectations requirements to be achieved to assume a higher position
- support training and guidance onboard as well as ashore to
- make people responsible for their own career
- have a clear priority when it comes to internal promotions and external hiring
- create a positive pressure within the fleet



# Promotions

- 90 % of junior officers onboard CSM tankers are ex cadets
  - Years with the operator
  - Familiarity with QA System
  - Years on Tankers
  - Clear career vision
- >50 % of senior officers onboard CSM tankers are ex cadets
  - Years with the operator
  - Familiarity with QA System
  - Years on tankers
- Until 01/10/2014 we had on all CSM vessels 104 promotions to senior officers



# Career Advancement

- provide career opportunities ashore
- allow cross departmental/company transfers
- establish guidelines for employees to know which steps can be taken
- ensure that the staff understands the needs of the company
- ensure that the company understands the need of the employee
- motivate individually through guidance and training



# Conclusion

- the staff working for you will make the difference
- motivation depends on many factors however most of them are very basic and relatively easy to influence
- keep everything simple and whatever requirements are wanted by the industry do not over administrate



# Questions?