



ISM – The Role of the DPA

ISALOS Forum

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- The idea of a Code related to safety management was in the agenda of the maritime industry since the middle of the Eighties, however the concept of the Designated Person Ashore appeared only after the **accident of HERALD OF FREE ENTERPRISE (HOFE)** on 6.3.87 while she was sailing from ZEEBRUGGE. The accident caused the loss of 188 human lives.
- Deeply influenced by the investigation following the accident, the **British introduced the Designated Person term.**
- The DPA is an addition to the normal staff of a traditional shipping company; a person especially designated to ensure **a reliable connection between the management and the personnel on board and to supervise the operations of their ships.**

History

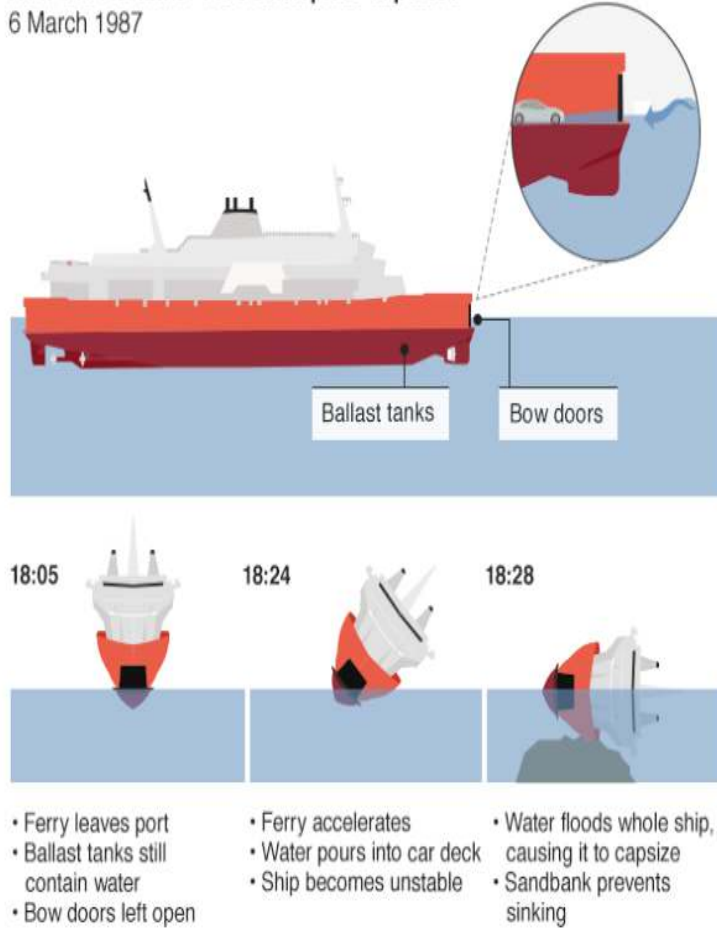
The Concept of the Designated Person Ashore (DPA).

New Role

Why?

80's – 90's

How the Herald of Free Enterprise capsized
6 March 1987



The first idea of a DPA .

The Management of Townsend-Thoresen, was held accountable for the failure in the management of safety of its ferries and it was estimated that *a person particularly designated to deal with the problems of safety in the company was needed.*

This failure was regarded as one of the causes of the accident. This was perhaps the case in this company, but in the majority of the other shipping companies, a marine superintendent – with assistant for large companies - was traditionally the "Safety Officer" in charge of all the problems related to the safety of ships and to safe operations.

The General Management of TOWNSEND THORESEN reorganized its management structure after the trial and named an Operation manager as DPA.



Source: Department of Transport formal investigation, 1987





Scandinavian Star Fire Incident :

- Many people probably did not hear the alarms due to distance between their cabins and the alarms, and due to ordinary mechanical noise of the ship systems.
- Some people probably could not find their way out because of thick smoke obscuring the exit routes and signage.
- Burning melamine panels in the hallways produced poisonous [hydrogen cyanide](#) and [carbon monoxide](#), causing rapid unconsciousness and death.
- Numerous Portuguese crew members did not speak or understand Norwegian, Danish or English, were unfamiliar with the ship, and had never practiced a fire drill.
- Only a few crew members even thought to put on breathing masks before entering smoke filled corridors.
- On Deck 5, where most passenger deaths occurred, the hallways were arranged in a layout that contained dead-ends and did not otherwise logically lead to emergency exits.

Why? *Another Incident*

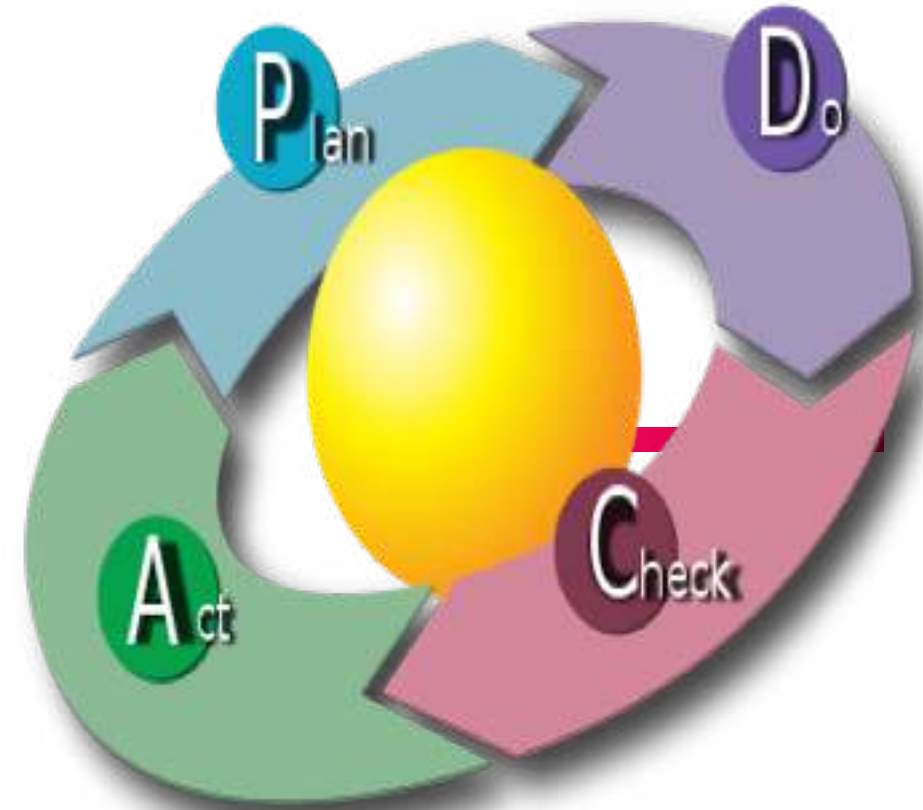
The birth of the ISM CODE

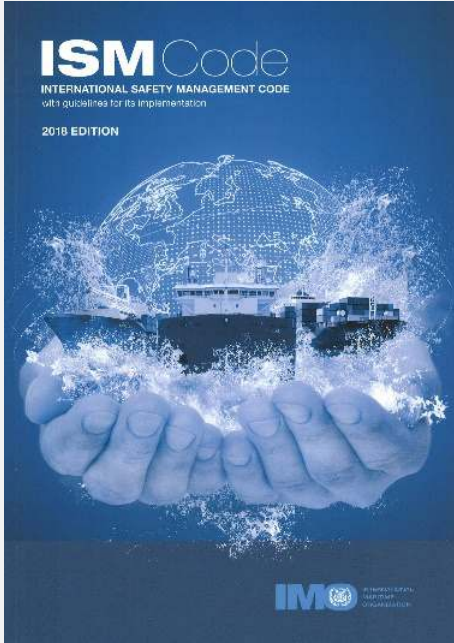
- The concept of the Designated Person Ashore presented by the British had problems to integrate in the successive resolutions of IMO on the management of safety.
- Once again it is a dramatic accident, **the fire on board “SCANDINAVIAN STAR” in April 90 with 158 casualties**, which rushed towards passing Resolution A 680 in 1991 followed by Resolution [A 741 in 1993](#) which led to the [birth of the ISM Code](#) as we know it.
- The concept of the Designated Person Ashore was supported by the British and was finally presented and agreed in its current form by the working group on the ISM then by the MSC and finally by the 17th assembly of IMO in 93.
- The ISM Code entered into force on July 1st 1998.

ISM Code as incorporated in Chapter IX of Solas

• CONTENTS OF THE ISM CODE

- General – Definitions – Objectives – Functional Requirements
- Safety and Environmental Protection Policy
- Company Responsibilities and Authority
- Designated Person
- Master's Responsibility and Authority
- Resources and Personnel
- Shipboard Operations
- Emergency Preparedness
- Reports and Analysis of Non-Conformities, Accidents and Hazardous Occurrences
- Maintenance of the Ship and Equipment
- Documentation
- Company Verification, Review and Evaluation





DPA-Task No. 1

Designated Person Ashorethe link

- To **ensure the safe operation** of each ship and to **provide a link between the company and those on board**, every company, as appropriate, should designate a person or persons ashore **having direct access to the highest level of management.**

...by highest management we include the decisional level and in particular the financial level and when we speak about those on board we think of all the crew members because if not, the Code could have assigned this to the master of the ships.

This lack of connection was clarified by the court in the accident of HOFE and specifies in its “attendus”: "the need for... maintenance of proper channels of communication between Ship and Shore for the receipt and dissemination of information"



DPA -Task No.2



... ensuring that adequate resources and shore-based support are applied, as required

The practice of the **HOFE's** and other ferries' Captain which had taken their responsibility in these **unacceptable practices with a unique commercial aim** (departure before the scheduled time, arrival on time, maximizing passengers and freight) were not granted but did not receive any answer or even a verbal refusal !

They asked for:

- Warning lamps for the opening of the front doors (doors were invisible from the bridge), request which made the "directors" laugh ... They even acknowledged it in front of the court!
- Replacement of the ballast pump by a more powerful one to accelerate the correction of trim after the departure
- Request for calculation of stability in this significant negative trim situation (abnormal situation not studied in the stability booklet)

These **requests from the captains were blocked at "management" level** by one or more of the non-competent persons in the management company.

A qualified person ashore having these managerial skills and taking care of these requests could have intervened and at least ensured an answer to the Captain.

DPA – How?



The responsibilities and the minimum authority of the DPA (Designated Person Ashore) are found here:

- Often forgotten, this responsibility of the Designated Person is not simple to ensure.
- How can the DPA supervise the operations of each ship concerning safety and environmental protection from his/her base on shore?

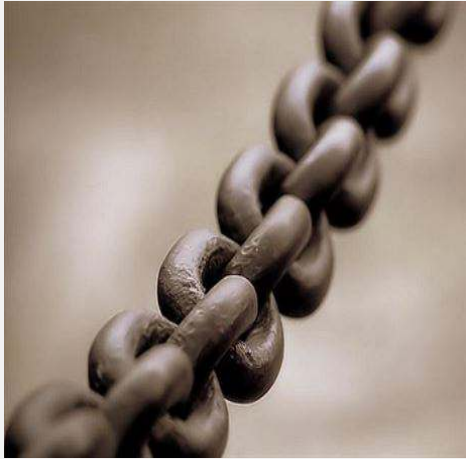
Risky practices followed by the crew of **TOWNSEND THORESEN** (several ships were concerned) to leave the port with *ship's doors open and/or with a negative trim of almost 1m, would have perhaps been corrected if a person, responsible to supervise the operations, had informed the highest level of the management of these bad practices!*



FIRE ONBOARD THE MS SCANDINAVIAN STAR

SMS connection

Designated Person Ashorethe link



Consequently, the Safety Management System (SMS) of the company must envisage the operation of this connection :

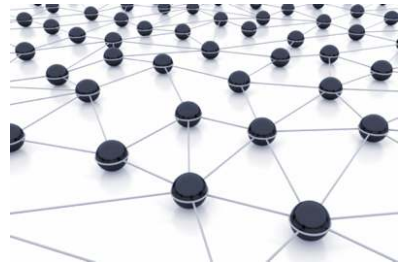
- Reality of the **possibility for the designated person to contact the CEO for a problem** which can not be solved at the lower management level;
- **Proof of evidence of transmission** (E mail/recording/letter);
- The **name and the role of DPA are known to all persons on board**; moreover small posters on the bridge and in crew accommodations provide additional information;
- The **designated person (or substitute) should be contactable 24/7** by telephone or E mail;
- The SMS will specify the responsibilities for DPA in this transmission.

In the event of an accident, the court looking for the cause, will seek to find who did not ensure "due diligence".

The responsibility for the designated person could be required if by misfortune, he / she did not transmit to the head of company, as it is his/her duty according to the ISM Code, significant information related to a possible cause of accident.

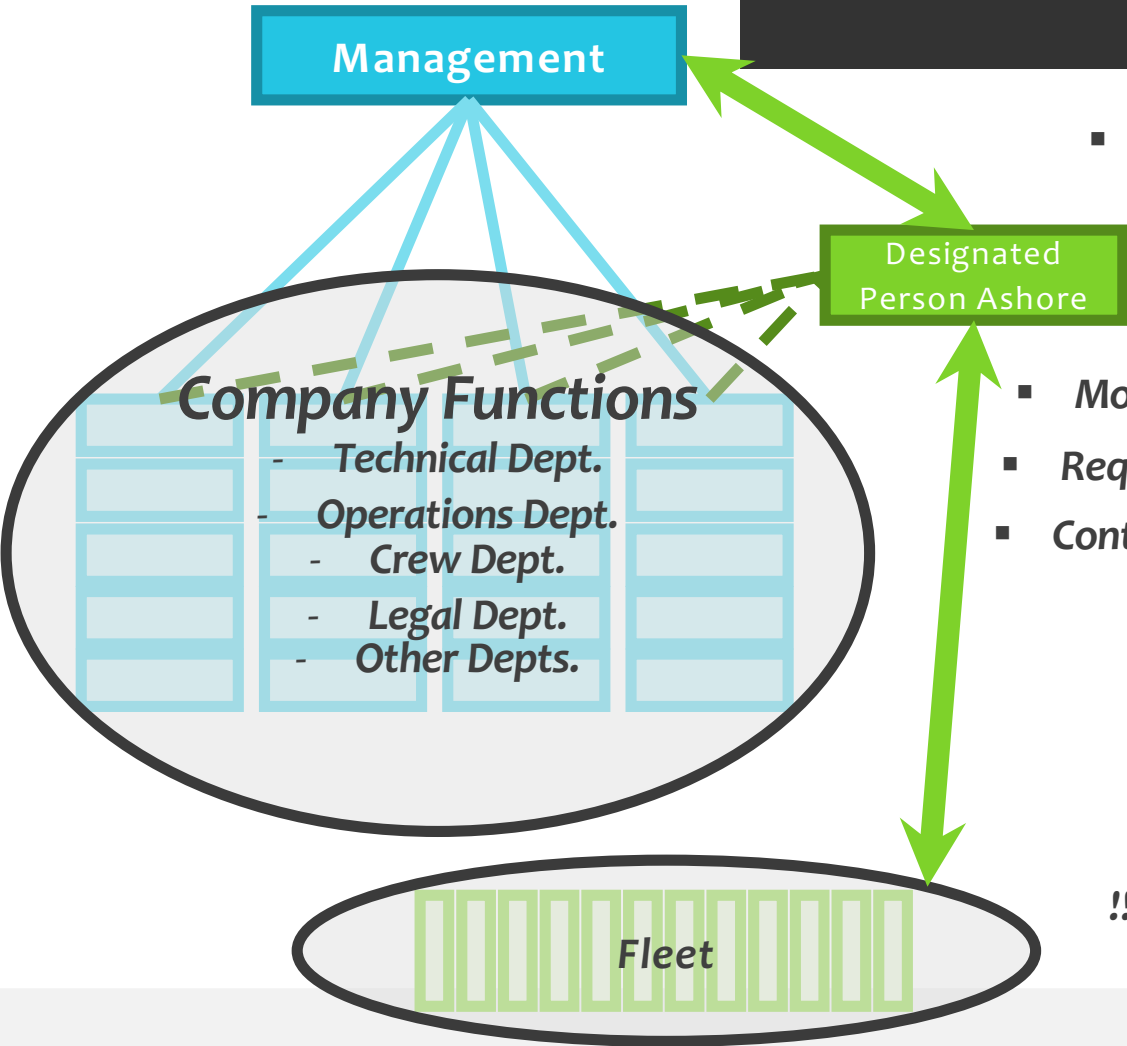
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SMS - Departments connection

Links within the organization



- *Direct Access to Company's management*

- *Monitoring safety and pollution prevention aspects*
- *Requesting resources and shore-based support*
- *Contact point for all safety and pollution prevention matters*

!! All ship's crew must have direct access to the DPA

Monitoring Safety - How



It is practically impossible to ensure the monitoring of safety of the operations of each ship.

The **DPA “tools”** to ensure part of the monitoring of safety:

- via **visits/inspections** on board during calls or trips,
- the **follow-up of shipboard recordings** as **safety drills reports**,
- **familiarisation** recordings,
- **maintenance** and **periodic tests** of all ship’s equipment,
- **safety and training meetings**,
- **orders for repairs or spare parts**,
- **captains reviews** and
- **of course the internal audits....** But this is only a control measure.



Monitoring Safety



It is practically impossible to ensure the monitoring of safety of the operations of each ship.

So do we need a representative of the designated person on board, a controller in situ in charge of supervising... the work of the others?

The **responsibilities of the Captain** include that he should "verify that specified requirements are observed " (ISM Code § 5.1.4) ie he must supervise:

- that all ship's operations, all activities are carried as it should be,
- that the ship must be in a state such as it has been envisaged by rules and regulations and ...the SMS
- etc.

***... the Captain is thus the natural representative of the designated person on board !
The relations between the DPA and the Captain are thus privileged relations corresponding to the § 4 of the ISM Code.***



Duties & Responsibilities of the DPA

Monitoring & Supervision

- Adherence to Policy
- Performance of the SMS
- Follow-up SMS developments with the management
- Evaluation of internal audits
- Evaluation of Masters' Review
- Evaluation corrective actions
- Evaluation of near miss, incidents & accidents
- Monitoring legal and technological developments and information of management and vessels
- Communication with management and vessel

Development & Maintenance

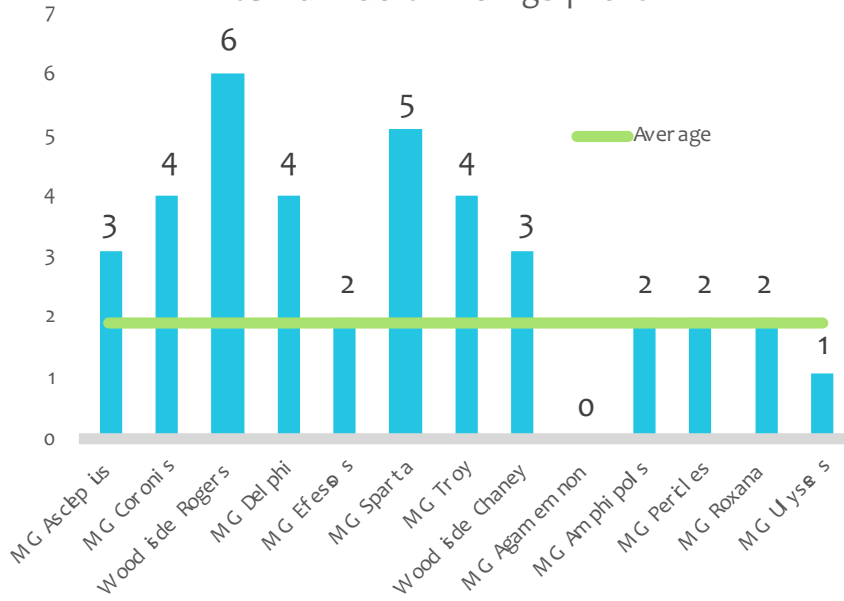
- Development of the SMS
- Maintenance of the Safety Management Manual
- Implementation of the SMS
- Performance of Internal Audits
- Organization of external audits
- Preparation of management review
- Defining corrective actions
- Organization of safety training and contingency exercises
- Safety Administration



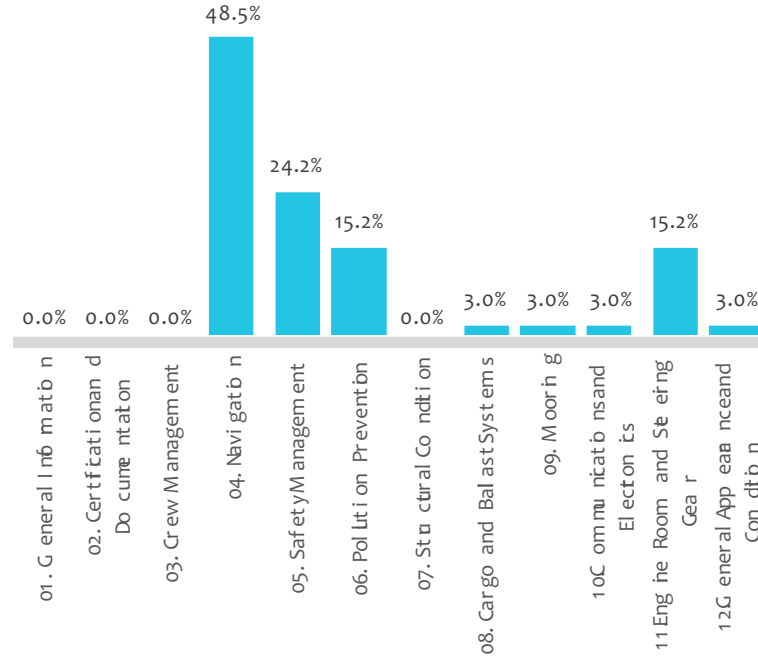
Management Review

Monitoring Safety

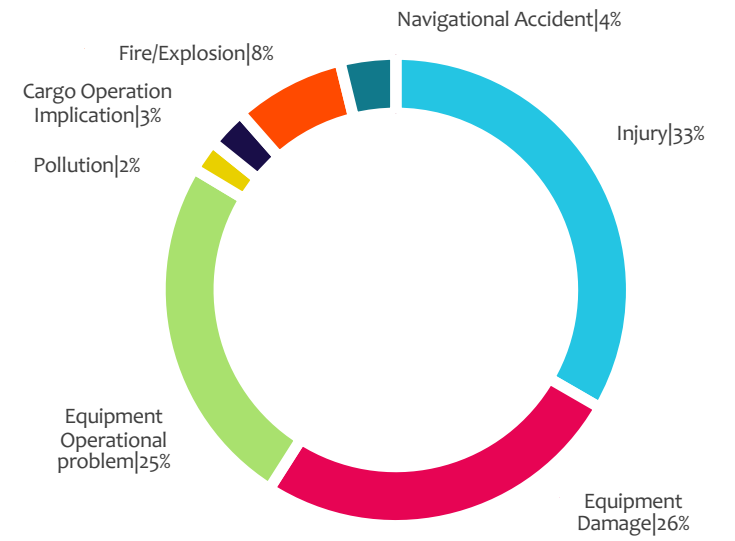
Internal Audit Findings | 2018



VIQ Chapters Categorization | 2018



Near Miss Potential Category | 2018





Personal Qualities and Skills

- Act as an advisor and supporter, not a policeman
- Ability to assess, judge and motivate
- Independent
- Precise and thorough
- Prepared to take challenges
- Remain calm in a crisis
- Sensitive to different cultures
- Recognize the crew's limitations
- Create a sense of community-teamplayer
- Time Management and organization skills
- Integrity
- Manage changes , stay abreast with the professional trend

DPA **qualifications**, training and experience as set out in **MSC MEPC.7/Circ. 6**

Educational Background

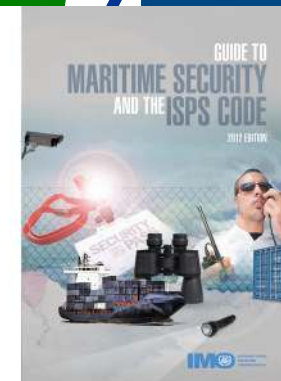
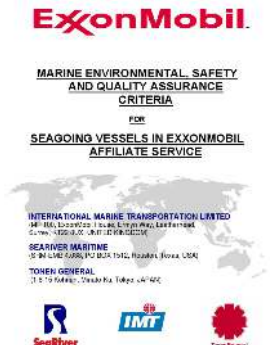
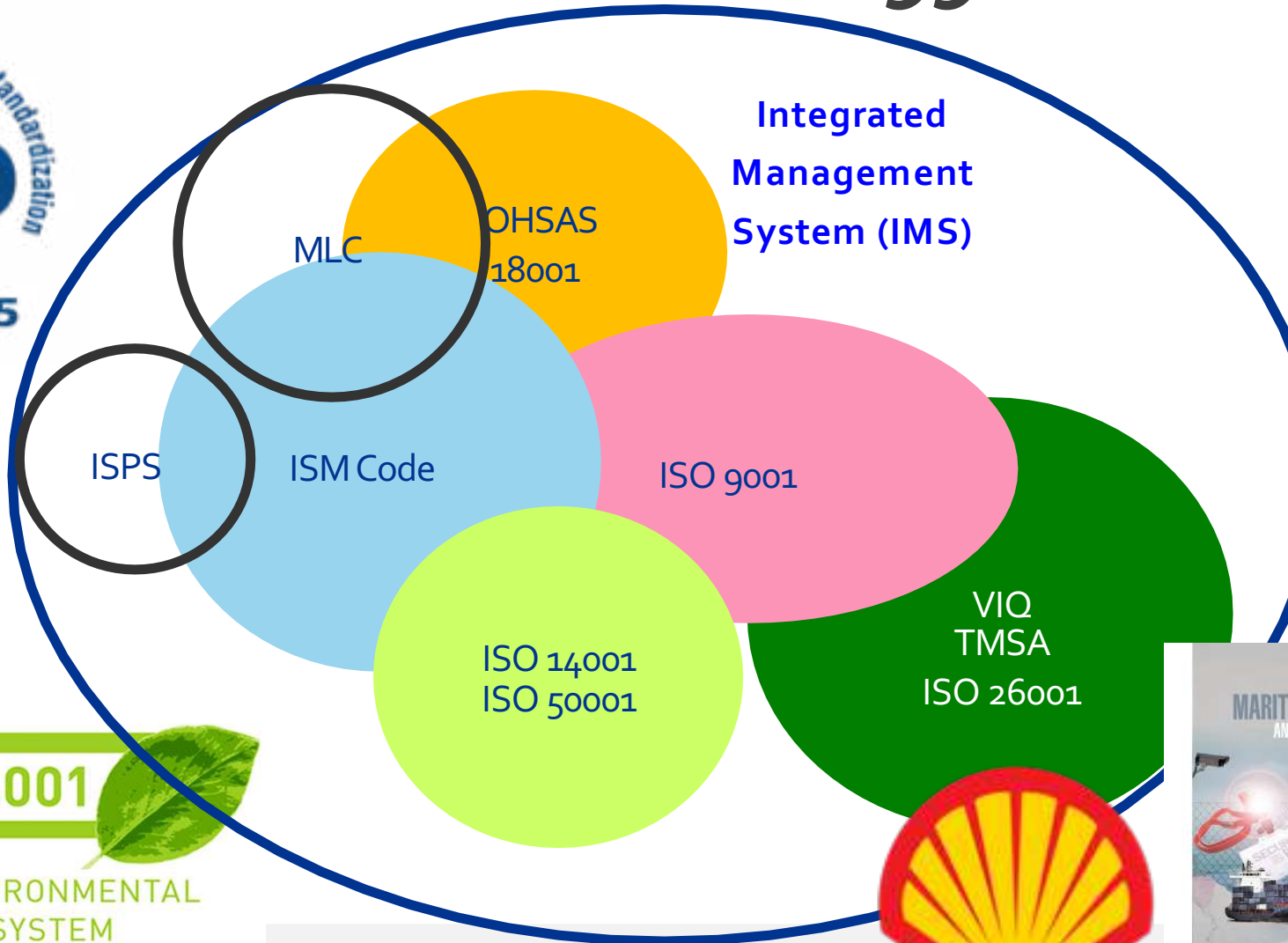
To be able to carry out the assigned responsibilities effectively, an individual must have a proper educational background, wherein he/she will be able to gain knowledge of health and safety regulations.

This can be done by acquiring qualifications

1. from a tertiary institution recognized by the Administration or by the recognized organization, within a relevant field of management, engineering or physical science, or
- .2 qualifications and seagoing experience as a certified ship officer, or
- .3 other **formal education combined with not less than three years practical senior level experience in ship management operations.**

The DPA in the 21st Century

1998...2018





Thank You

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