OCIMF Committee Structure Q&As

Nominations

Is there a timeline for nominations?

There is no deadline. We want all our members to be engaged, so there is no closing date. But the number of nominations received by the week commencing 17 August 2020 will help decide if we are ready to roll out the new structure, so we are encouraging members to nominate early.

Members may want to nominate for specific committees or expert groups but may not be in a position to identify the individuals yet. If that is the case, please let us know which committees and expert groups now and nominate the individuals at a future date. This will give us confidence that we have minimum numbers in August to move forward.

There is no closing date, but early nominations will help us move forward with the strategy.

Where do we send our nominations for different committees and expert groups?

Please email enquiries@ocimf.org.

How will you ensure that people are sending correct information in their biography template?

Although we will review the CV/biography, we will take the information on trust – we will not be checking that content is accurate.

Are you limiting the number of OCIMF member participants?

In an ideal world every OCIMF member would be represented in the committees and expert groups. There is no upper limit to the number of members represented and no competition for places.

Members may nominate one representative to each committee or expert group. They can also nominate observers, especially where individuals have different expertise that can be considered.

Can an individual be nominated for two different committees?

Yes. If people feel that they have expertise in more than one committee or expert group area, then they are welcome to join.

Principal committees

It was mentioned the Programmes Committee will be focussed on SIRE, OVID and MSAs. The charts also mentioned MTIS and what about the STSSP MSA?

One of the reasons we have set up a dedicated Programmes Committee focussing exclusively on improving and enhancing the quality and value the programmes give to our members is exactly this. The feedback from members is that maybe we should investigate developing a programme for terminal inspections. A new edition of the *STS Service Provider and Management Self Assessment (STS SP MSA)*, which is more aligned with other MSAs, will be released
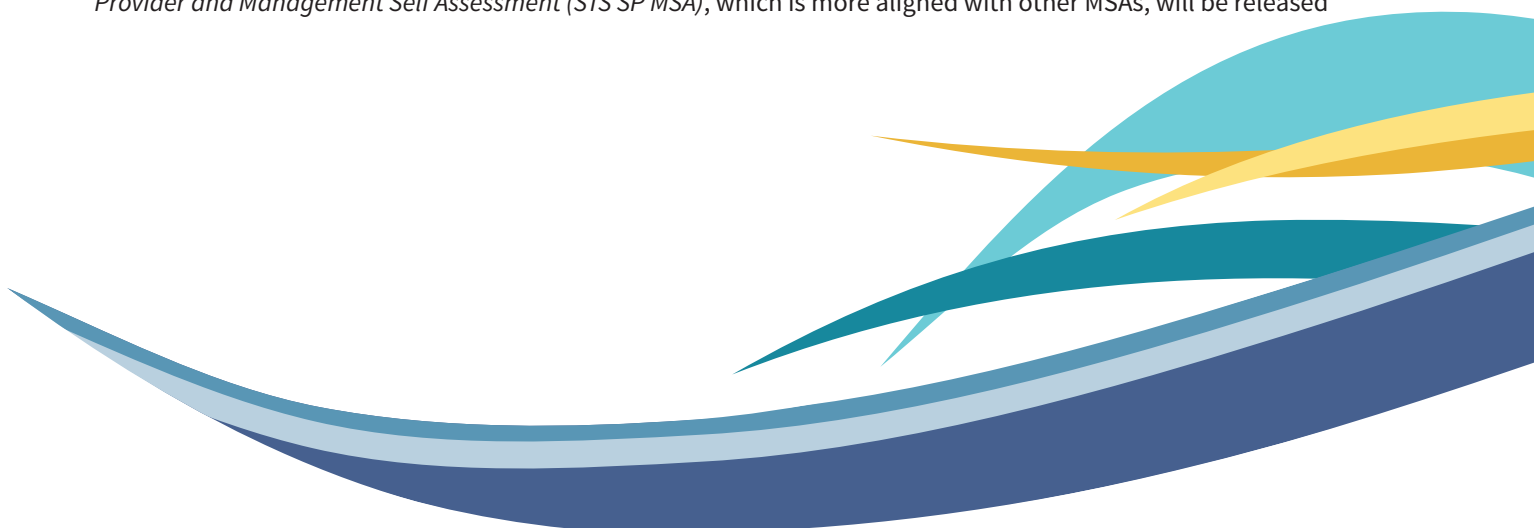
soon. This committee will look at all the various opportunities in line with our members' needs and propose further alignment improvement opportunities in the future.

How will the functional committees and the principal committees interact?

The Terms of Reference (TOR) state that as a minimum, the Chair, Vice Chair or Secretary of each functional committee will be expected to attend the meetings of the principal committees. Making it possible for people to join meetings remotely will hopefully make that workable. By participating in principal committee meetings, functional committees will be able to share information, concerns and work collaboratively with the other committees to deliver on action plans.

We also plan on having a '7-Chairs' meeting which would include the Chairs from each principal and functional committee. These will be used to discuss cross-committee alignment.

Expert groups

Regarding expert groups, do you believe it's possible to participate only for a specific area?

There is something for every member in the new committee structure and you can pick and choose which groups to participate in. However, if you are in an expert group you are expected to participate in any working group that may require that expertise.

The barge activity programmes, technical issues, inspectors training and course were managed by local groups and a global group. Will this structure remain the same?

The Publications & Advocacy Committee will focus on publications and advocacy, so the Barge Expert Group under that committee will focus on development of publications and advocacy. Regional Communities of Practice (CoPs) will be set up under the Barge Expert Group.

Programmes for barges, in terms of inspections and self assessment, will be covered by the Programmes Committee, irrespective of location/region. Other expert groups under that committee will cover relevant aspect for barges.

Could you comment a bit more on the Expert Group for Innovation and Technology in the Programmes Committee?

We have tried to centralise IT expertise as well as cyber-risk management expertise under that group. Their remit will be to identify innovative technological solutions to address IT and cyber risks across all committees and expert groups and not just the Programmes Committee.

We are developing bow ties and within these bow ties there are barriers to cyber-security risks which will require IT expertise. This expert group will provide the expertise.

Please see the New OCIMF Committee Structure – Terms of Reference for more detail.

Communities of Practice

Will Communities of Practice (CoPs) be duplicated to encompass all regions, or will they stand alone?

They will be hosted on virtual platforms and accommodate different time zones to cover all regions. We want to make sure we tap into all our members' knowledge and expertise and engage with all our members. OCIMF is an international organisation. We have members in every continent and we will be setting up the COPs to account for different time zones.

Will the Communities of Practice (CoPs) replace the observer status at present meetings?

Members can be observers at any of the meetings, so while we have a dedicated member at the Principal Committee, if a company wants to have an observer at the meeting, then that is encouraged. Third parties will be allowed to attend committee meetings on a case-by-case basis by invitation. With the CoPs, the idea is to cast the net wide and attract broader discussion, so third parties will be invited on a regular basis.

What is the maximum number of participants being looked at for each of the Communities of Practice (CoPs)?

There is no maximum number. They are virtual global marine forums, so any member representative or staff can join to share, learn and participate. CoPs can be experts in that field or simply interested parties, so no qualifications are required to join. We are encouraging multiple members from the same company, and any individual with an interest in the subject being discussed can contribute and learn.

General committee questions

I am currently sitting on a committee. Do I stay on that committee, or will I be asked to leave?

If you are on the General Purposes Committee (GPC), Ports and Terminals Committee (PTC) or Offshore Marine Committee (OMC), then because these will no longer exist, your company should nominate into one of the other committees, depending on where they see you fitting in.

Functional committees already exist in the current structure but are called sub-committees or focus groups. Members will need to re-nominate for the process to be transparent and consistent for all. Every committee should have the expertise to focus on the task of identifying and prioritising activities.

Can you outline how you will select the Chairs for the new committees?

A Chair can be nominated by a company or proposed by the Managing Director. The Chair will ultimately be approved by the Managing Director. We are looking for candidates with experience and skills in chairing meetings. It is important that the Chairs of the committee drive the process and ensure the committee meetings are short, sharp and focussed on the agenda.

This will be the process used for the first set of Chairs. When there is a changeover of Chairs in the future, we will revert to the previous process where committee members vote for the new Chair but with final approval of the Managing Director.

In the current structure, SIRE and OVID are managed separately. This does not appear to be the case in the new structure. How do we manage this when SIRE and OVID are managed separately in our company?

This is a fundamental change in the new structure. Feedback from the membership was that they wanted to align our programmes because there was concern that they were heading in different directions. We have established a Programmes Committee to provide an integrated structure. We will first manage non-integrated programmes of SIRE, OVID and BIRE, using the integrated structure, and over time we will seek to integrate the programmes as much as possible. SIRE, OVID and BIRE will be managed by the same expert groups with the right mix of expertise.

Participation at OCIMF meetings/Resources

How is OCIMF going to ensure that members who are assigned to expert groups are participating and contributing to the work done?

We are asking nominees to confirm that they are going to actively participate and ensure they have the right level of expertise and skills to effectively participate. Chairs and Vice Chairs will actively ask questions to include all attendees in the discussions and encourage their contributions.

We will review members of each committee and expert group annually and if a nominee is not attending meetings or not actively participating, then the OCIMF member may be asked to change their representative or leave the committee/expert group.

How much time is committee work going to take up?

We recognise that members have a day job so activities in OCIMF must be resource efficient. The Strategy is to focus only on value-added work and drop the issues of lesser importance, and so use member resources in a smarter way. Virtual attendance is acceptable for all committee meetings and reduces the need for travel (expense and time). Principal committee meetings and functional committee meetings will be open for physical meetings but attending physically or virtually is for the member to decide.

The Risk Advisory Function within the Secretariat will seek input from expert groups and functional committees, but the Secretariat will do the time-consuming work. The principal committees will be presented with recommendations based on that work so that the committee meeting can be short, sharp and efficient.

We know our members will give time if the activities proposed will deliver value to them in the form of safety, security, health and environment. A recent example of this is the COVID-19 meetings being held 2-3 times per week in April 2020; because it was of high importance to members, they were willing to put the required resources forward.

Would there be an opportunity within organisations representations at different committee levels to reshuffle members and how soon would that frequency be?

Yes, you can reshuffle members but we need to balance that with consistency. So long as the member is keen to participate, then they can reshuffle representatives to suit their specific needs.

As a normal member not sitting on any committee, how will this change affect me?

We hope that members who have not been involved in the past will see these changes as an opportunity to participate. Everyone is welcome and we hope everyone will find a group or committee to participate in. We know that greater engagement from the wider membership will make OCIMF stronger.

Which members can be on committee and expert groups – are they only for submitting members or also for recipient members?

There may be some misunderstanding on what membership means. The terminology of submitting members and recipient members are for the SIRE, BIRE and OVID programmes. For the committee structure, we are only talking about OCIMF members.

We may have external stakeholders involved in some of the expert groups and functional committees and certainly in the CoPs. Where we don't have specific expertise in our membership, then we will have to bring that in from other organisations.

What is being done to encourage larger member engagement and participation in the new structure?

We have listened to feedback on why members were not participating. In some cases, they did not know about the committees or they did not have enough people in their organisation to allow someone to travel for a week to attend meetings in other regions. We are arranging webinars to keep members informed and we are implementing virtual meetings and a more efficient committee structure to focus on high-risk issues. We need to ensure members are not only giving their expertise to OCIMF but are also getting high value from participating in the new committee structure – as well as sharing experiences, learning lessons and best practice from other members.

We have developed a member engagement plan that will be shared with members soon. The plan has been approved by ExCom and aims to significantly enhance member engagement by addressing issues that members believe are preventing them from accessing OCIMF. We will approach our members to discuss how we can improve their engagement and participation.

How will workshops be facilitated face-to-face or virtually in terms of data-gathering exercises which form an important part of work activities?

Data gathering and assessment will be done by the Risk Advisory Function which will be a cross-functional group made up of some of the Secretariat and input from members of expert groups and functional committees. Meetings will predominantly be remote attendance but can be face-to-face if deemed essential to carry out specific tasks, but this will require approval by the Managing Director and the Chair of the relevant principal committee. We are offering these virtual meetings so that there is no barrier to people who want to attend meetings or workshops, as well as to reduce carbon footprints generated by OCIMF's activities.

Since the COVID-19 pandemic, OCIMF have proved that virtual meetings can work well, sticking to the agenda, timing and achieving required decisions and actions. We have had many virtual meetings in the last four months, committee

meetings, sub-committee meetings and focus groups that have worked well. There are some meetings that require being face-to-face, but the vast majority can be done virtually and will be as effective and more efficient.

Current working groups and ongoing projects

What would happen to the present working groups and ongoing projects

Over the past 18 months, OCIMF has been working with the current principal committees to reduce the number of working groups by completing tasks and mapping outstanding work to the new structure so that nothing is missed. A robust management of change process will be developed and implemented to ensure existing tasks and projects are prioritised and completed/transitioned to the new committee structure. Any existing work that is deemed to be low value will be de-prioritised or stopped.

Will the Regional Marine Forums disappear?

No, but we will review the content, the format and the way they are managed.

The CoPs will be virtual platforms for our members to engage broadly and are not intended to replace the Regional Marine Forums but will supplement and enhance engagement.

Member resources

Did OCIMF perform some careful consideration of what the impact of the new structure will be on total resource requirement to function as intended?

The drive behind this new structure is to use member resources more efficiently and effectively. The new structure has fewer groups than the current structure and allows the smaller member companies to engage more via virtual meetings. Members can choose which groups they want to support and the workload can be shared by the wider membership via this new structure.

OCIMF's two primary focus areas are to make it easier for all members to participate and to deliver greater value by making better use of member resources.

Risk Advisory/Risk Analysis/KPIs

Can you explain a bit more about the Risk Advisory Function?

The Risk Advisory Function consists of subject matter experts from the Secretariat, expert groups and functional committees who will interrogate and analyse the data streams we use to identify existing, new and emerging issues in the industry. The analysis will feed back into the bow ties and prioritisation matrix. The Risk Advisory Function will make recommendations to the principal committees on what barriers (i.e. best practice, regulations or programme) require improvement. The principal committees, or Managing Director where appropriate, will then review and agree the work activities to be addressed.

What information do we draw from for risk analysis?

Information/data will be drawn from industry incident databases, OCIMF programmes databases, and feedback/information from our members and stakeholders. Data analysis will be fed into the bow ties and a prioritisation matrix will identify what work activities OCIMF will commission based on assessed or potential level of impact (or severity) on people or the environment.

When identifying risks, will the operators and crew be involved to get feedback from the working level?

Yes. Some of our members operate ships and we will seek their expertise in the various expert groups. These members may choose to nominate their sea staff to expert groups/CoPs if they have the right expertise and are able to participate regularly in the activities of the groups.

Third-party organisations representing operators will be invited to join the committees, expert groups/CoPs, where appropriate, so that their input is considered.

By not addressing weak signals and focussing on high-level events only, does OCIMF risk missing opportunities to prevent future severe catastrophic incidents?

There is a danger if looking only at past data (lagging indicators) that we miss indicators of future risks. We will also be looking at leading indicators and identifying future opportunities and emerging issues. OCIMF is in a unique position. OCIMF inspections are taking place in all parts of the world and are feeding into our database, which provides a leading indicator for us on emerging issues and enables early intervention. While OCIMF is working on reducing and preventing high-impact incidents, we will also keep an eye on what we learn from the inspection database and other sources so that we can respond in an agile and proactive way. We also have a great regulatory network through the IMO, the EU, US Coastguard, etc. to inform us of what the future may hold. We have a good track record of doing all of this, but the new structure will improve the process and ensure we do not miss anything.

One of the key benefits of the new structure is to become more agile. How does OCIMF plan to measure improvement in this area and will the Managing Director intervene when there are endless discussions on a certain topic?

OCIMF have been focussing on becoming more agile from the very start of this Strategy review. It was a need highlighted by many of the members when we received the results of the Strategy survey. We must react to current and emerging issues much quicker than we have in the past and the new structure will help us do that by applying agile working practices, risk-prioritising our work – doing fewer and high-value work – and measuring performance through key performance indicators. Although the Managing Director will intervene if necessary, the Secretariat team, Chairs and Vice Chairs of the committees and the Leads and Co-Leads of expert groups and CoPs will be encouraged to facilitate meetings to ensure proper and timely decision-making.

How does the structure aim to expedite the decision-making?

We will prioritise the identified risks. The risks will be driven by data, so instead of quantity we will be focussing on delivering quality and value to members. The Risk Advisory Function will process data and recommend an action plan to the principal committees and will therefore have the right information to make quick decisions. Once they decide

on an action, an expert group will be instructed to deliver the work. The expert groups, functional committees and Secretariat will be held accountable for delivery of the work in a timely manner.

Non-OCIMF members/Collaboration with other industry bodies/Operators

Where does collaboration with other industry bodies fit in with this structure?

The Publications & Advocacy Committees will coordinate collaboration with government bodies and other industry trade associations on best practices and industry regulations. The Programmes Committee will collaborate with relevant industry stakeholders on issues that are specific to programmes. OCIMF have an ongoing project to identify which key industry organisations we should work with, as a priority, in line with our Mission and Vision. We aim to set up Memorandums of Understanding (MOUs) with these organisations where appropriate.

Are there any plans to collaborate with regulatory bodies, such as the US Coastguard to promote OCIMF's risk management tools, such as those available for marine terminal operations?

If risk is identified in a particular sector, such as terminals, and there is a need for us to address best practice we then need to advocate acceptance of that best practice to regulatory bodies such as the US Coastguard. The role of the Publications & Advocacy Principal Committees is to identify where and to whom advocacy is required.

We have a project on external collaboration which will identify key organisations and industry associations that OCIMF will work with as a priority. Many organisations want to work with OCIMF, and we are very responsive to that and sometimes spread ourselves too thin.

How will it affect the operators?

OCIMF's Mission is to prevent incidents by creating best practices and promoting regulations that will be applied by operators. Operators are key stakeholders to the delivery of the OCIMF Strategy.

Are third-party vetting companies allowed to be part of the committee?

They are not OCIMF members so they would not be permanent members of committees or expert groups, but they can be invited as observers on a case-by-case basis.

How does OCIMF plan to manage any overlaps with work that SIGTTO may be doing in order to ensure consistent guidelines or practices are issued?

We have a project to identify external stakeholders that we should collaborate with. We will discuss with the organisations and agree what is within their remit, what is within ours and what we should work on together. SIGTTO is already a strategic partner of ours and we have worked many joint best practices in the past. When we sign a Memorandum of Understanding (MOU) with them, this will ensure clarity for both organisations.

Please consider meetings with marine authorities, such as the US Coastguard and others on a frequent basis.

This will be part of our advocacy work and we recognise that the US Coastguard is very important to our members based in the US and trading in the US, but it is also important to include other regulatory bodies such as MSA in China

and MPA in Singapore, etc. Identifying which organisations to work with will be the responsibility of the Publications & Advocacy Committees – what, how and with whom we advocate.

Others

Is there any plan to manage the language barrier?

OCIMF's values include respect and engagement. Members have asked us to look at alternative media outputs and our publications team are already publishing in different languages and more will be done in the future. OCIMF committees will continue to discuss in English, but to ensure that we represent different regions, one thing we are encouraging is that the Chairs and Vice Chairs, the Leads and the Co-Leads of the committees and expert groups be based in and represent various geographic locations. By doing this, we are making sure that OCIMF is representative of its members.

One of the draw backs under the previous structure is that it needs every member to vote for or accept the change proposal. This has led to several delays even when only one member disagrees. Will this change under the new structure, especially under the principal committees? Most members thought that a simple democracy of two or three votes was nimbler and more reflective of the industry requirements.

This particular subject has been discussed at length with our ExCom and the Strategy Project Working Groups, which consisted of the Chairs and Vice Chairs for the current committees and sub-committees, and it was decided to leave the requirement as is. This means we still need consensus for everything. It is actually very rare that we do not get consensus but if it does occur, the Managing Director can attempt to facilitate some form of consensus. Otherwise the issue can be taken to our ExCom for a final decision. OCIMF needs all of its members to be on board – there is no point in doing something that is going to have a negative impact on some of our members.

In the Vision statement, I did not see how we tackle the future. You stated that we must not be led but we need to lead, i.e. stay at the front of the curve. I did not see how we manage carbon after future propulsion systems or how we use automation to support human factors. Can we use automation to fight piracy, etc.?

We are not forgetting about the future. When we say that we are data driven, it is not just lagging indicators that we are looking at, but we are also looking at leading indicators. Data from the SIRE and OVID reports indicate what issues we may be faced with in the future. In addition, feedback from general industry, from members and from our work at the IMO and other regulatory regimes, we will keep our fingers on the pulse of what is coming along in the future. With each challenge comes an opportunity. What will be the opportunities for OCIMF? Where can we improve for our members and for the industry stakeholders in general?

Our newly formed Environmental Committee will be looking at the potential risks to the industry. Piracy and security will be handled by our Maritime Security Committee. We will all be operating on the same system of identifying risks, both current and future.

Do we expect new environmental rating programmes built on similar lines as SIRE to deal with increased impetus of environmental challenges to reduce emissions in line with IMO and other regional obligations?

We are in the process of developing an OCIMF plan on environment. The member survey and interviews have been

completed. A white paper that is currently being developed will be the basis for discussion at the scheduled two-day virtual workshop in early September. The outcome will allow us to finalise the plan on the environment, which will identify initiatives and actions that OCIMF can take, either as an individual organisation or collectively with other stakeholders, in order to deliver on key environmental objectives. Those objectives will be based on what the members want us to do. So, if members want us to develop environmental ratings in our programmes, please feed that information to us so that we can consider it as part of the plan on the environment.