



KYSTVERKET

Just Culture – the basis for a pilotage!

Why do we need it?

How do we create it?

What stands in the way for it?





What is a Pilot ?

- **Advisor** for the captain (by law)
 - Navigation
 - Maneuvering/Ship handling
- Conducts a **Pilotage** which is about bringing 5Cs;
 - **Competence**
 - **(C) Knowledge**
 - **Communication**
 - **Cooperation**
 - **Control**

onboard vessels < 70m. (50m)

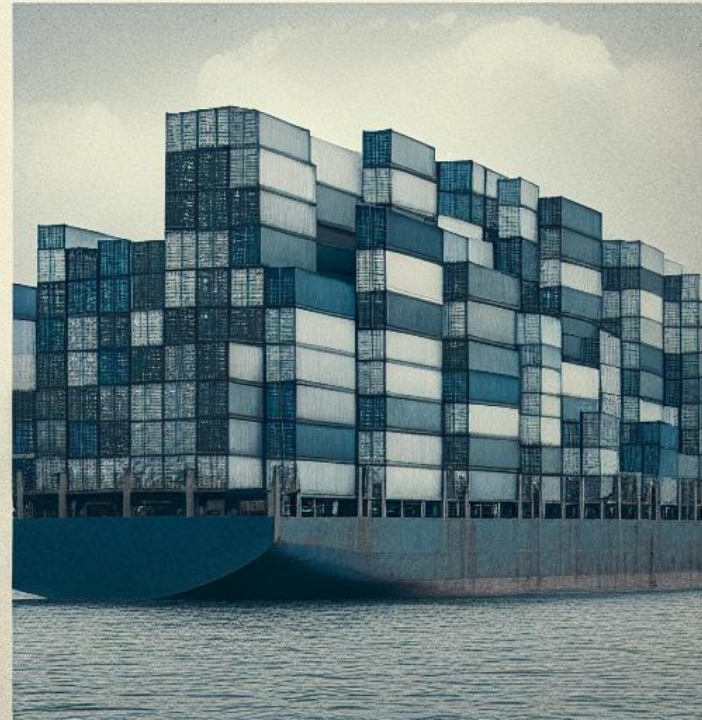
- Captain retains **Command**
- Pilot is delegated the **Conduct**
- **Supplement** to the bridgeteam
- **No two days are alike!**

- **PASSENGER**
High precision
and high
(safety)
standards.



- **TANK** Safety
regardless of
price?

- **BULK** a rudder,
an engine and
an excavator.
Low profit, low
costs – low
competence?



- **CONTAINER**
Liner traffic
with high
efficiency.



Climbs them all.



And meet them all.

Extremes of the Pilotage





The circumstances of a pilotage vary.

The strength of a pilot is professional judgment

But can we rely on professional judgement alone.. ?

Professional judgement



Instruction

Dokument-ID: 196-7

Utførelse av losing INS

Kystverket

Sted og prosess Kystverket / Lostjenester / Losing
Sist godkjent dato 05.05.2022 (Haukeberg, Kurt)

Dokumentkategori Instruks
Siste revisjonsdato
Dokumentansvarlig Haukeberg, Kurt

1. Hensikt og omfang

1.1. Hva

Sikre at losing blir utført på en sikker og effektiv måte. Sette standard for hvordan en los skal opptre, før, under og etter et losoppdrag. Denne instruksjonen presenterer metodikken for utførelse av losingen – og må sees i tett sammenheng med fagområdene i navigasjon for lostjenesten, spesielt kap 2.12 «Utførelse av losing».

1.2. Hvem

Gjelder for losere.

2. Tema / Beskrivelse

2.1. Utførelse av losingen – metodisk tilnærming

I utførelse av losoppdraget må det tas nøye hensyn til de varierende rådende omstendigheter og forhold. Forhold ved oppdragets art, gjeldende omstendigheter og deltakende personell og fartøy vil variere fra losoppdrag til losoppdrag. Selv om omstendighetene endres, så betyr ikke dette at metodikken (hvordan vi utfører losingen på) trenger å være ulik. Metodikken må tilpasses det enkelte losoppdrag og losingen må utføres i samsvar med [losens plikter i havne og farvannsløven](#).

Metodikken for utførelse av losingen bygger på en rekke fagområder presentert i fagboken «navigasjon i Lostjenesten». De ulike nøkkelordene i modellen presenteres ytterligere i fagboken.

Modellen leses fra forberedelser og følger sirkelen med klokka.



19.09.2022 11:38:14

Gyldige versjoner av styringsdokumentasjon ligger i <https://tqm10.kjernerpris.no/kystverket>. Utskrifter er å anse som ugyldige.

Textbook

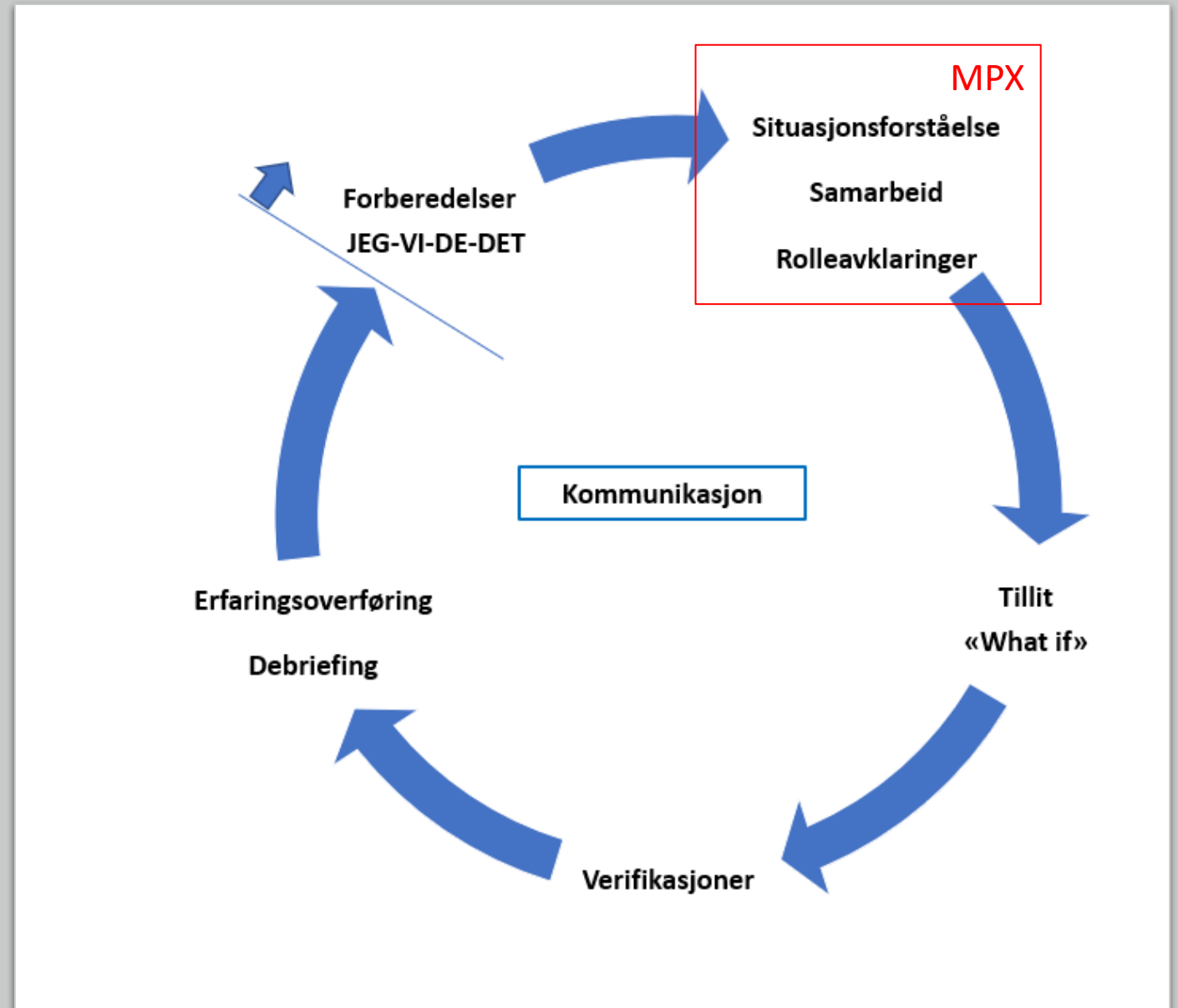


Minimize the gap between procedures and practice

What is a good practice, not necessary the best

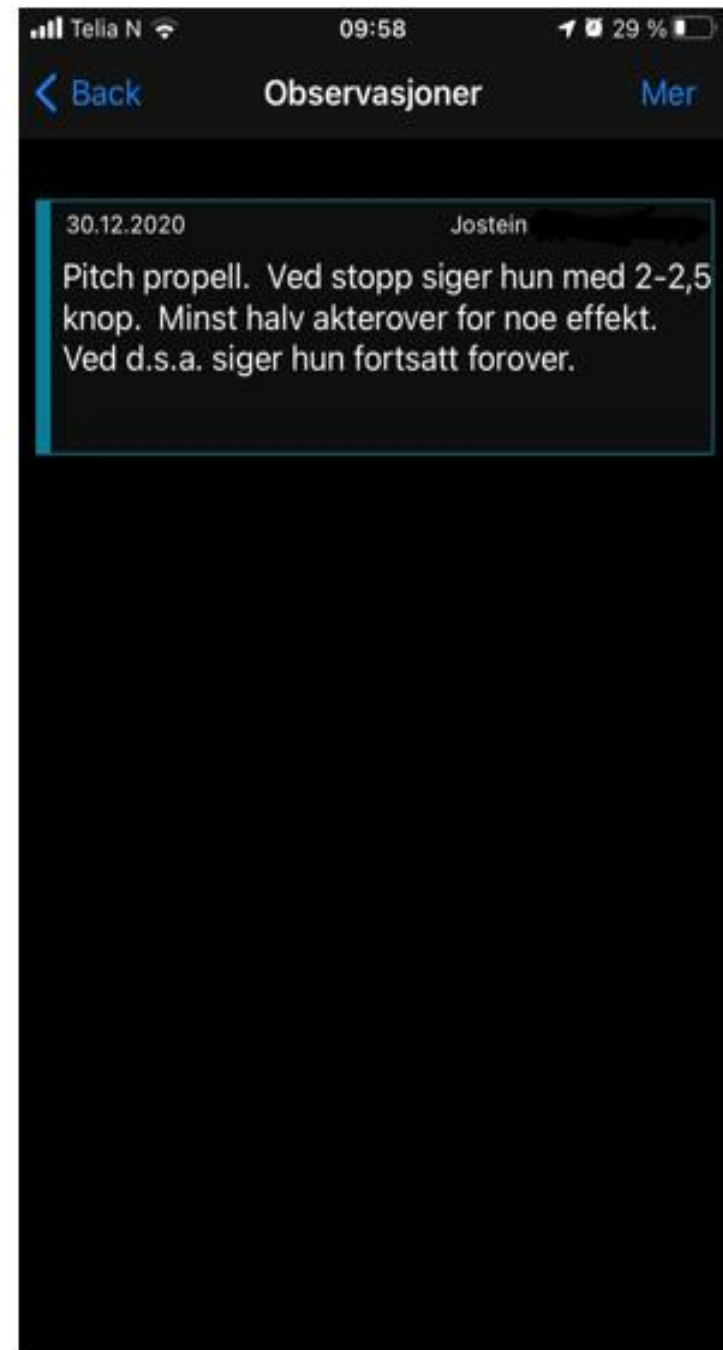
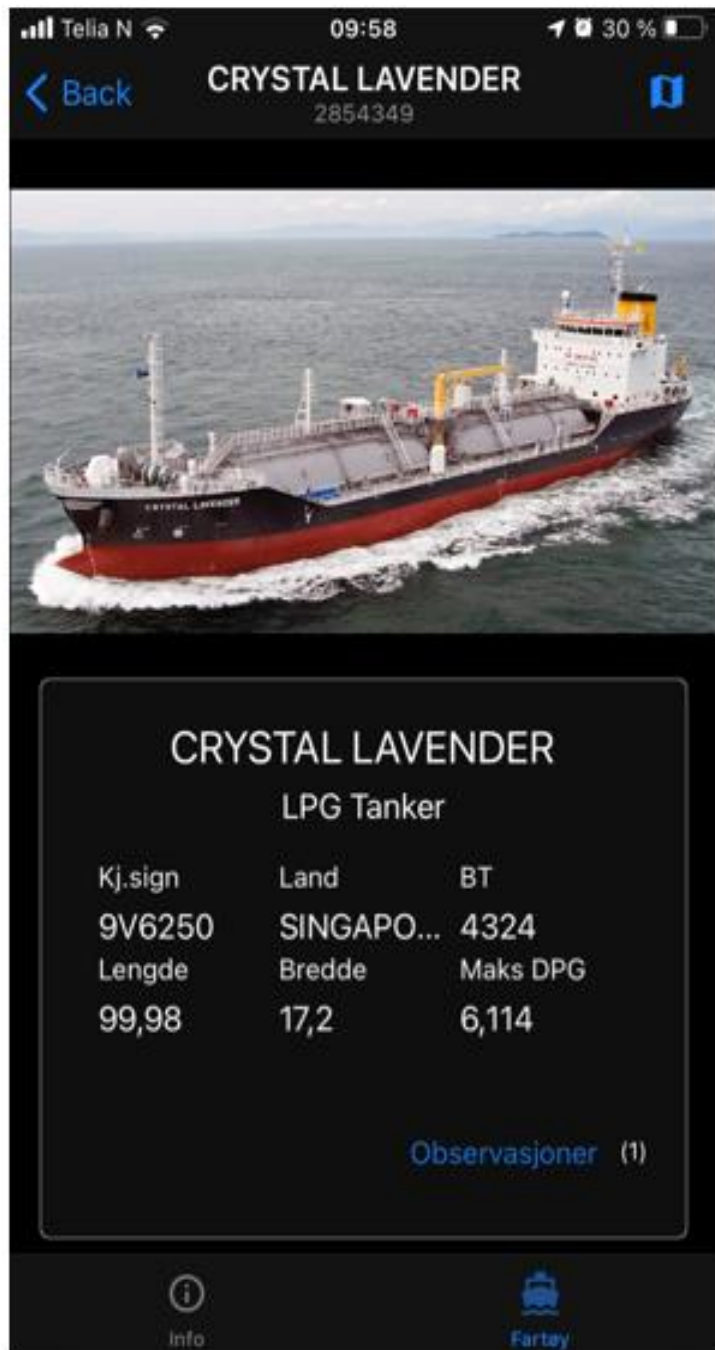
Method

- A formalization of practice today!
 - All elements of a pilotage in the model
 - Focus will vary between pilotages
- I – WE – THEM – IT (Risk assesment)
- **MasterPiloteXchange**
- The model is based on professional judgement, as "best practice" falls short
- Textbook and reporting will support experience sharing



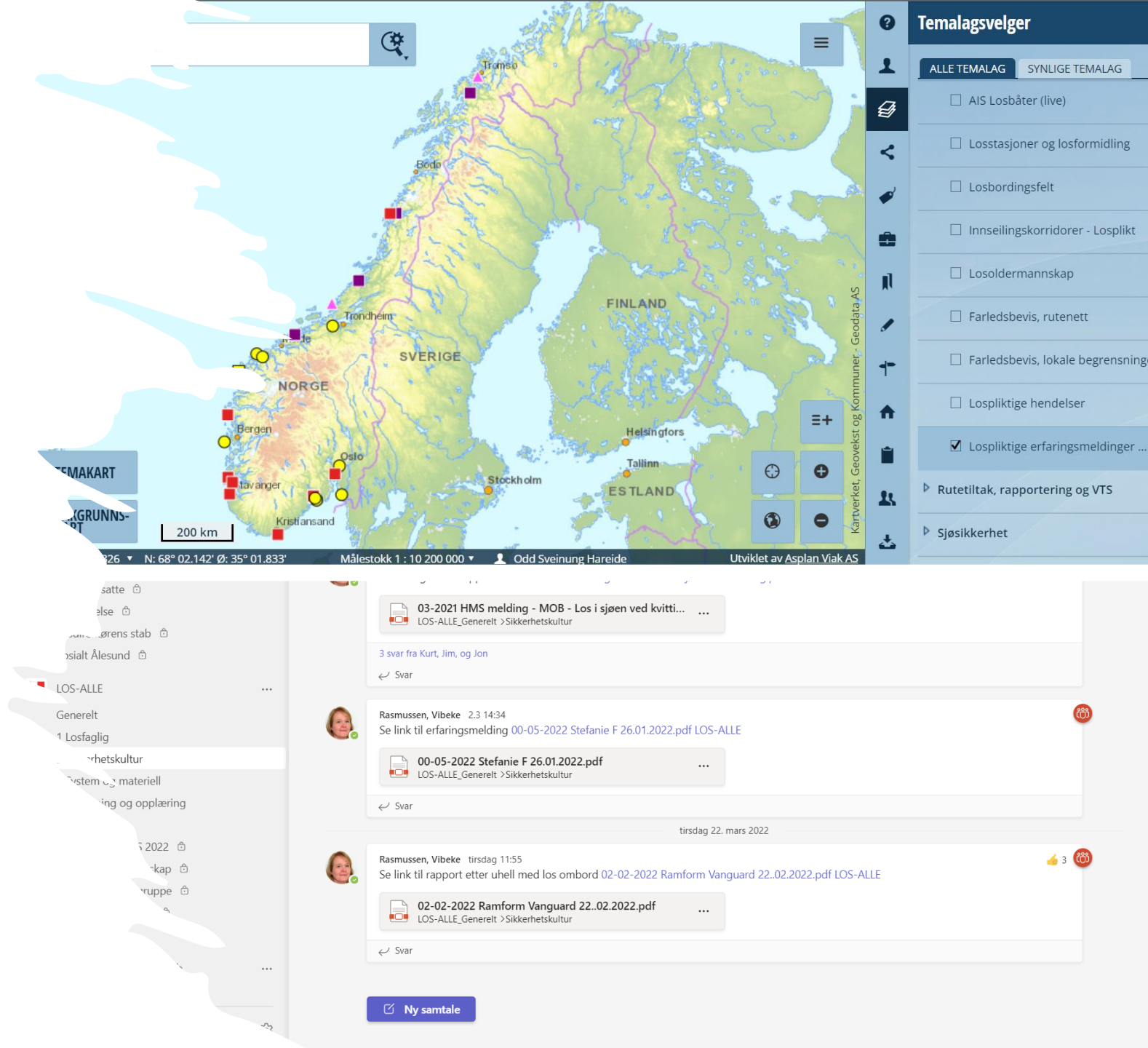


How to share the experience
written in two worn hands?



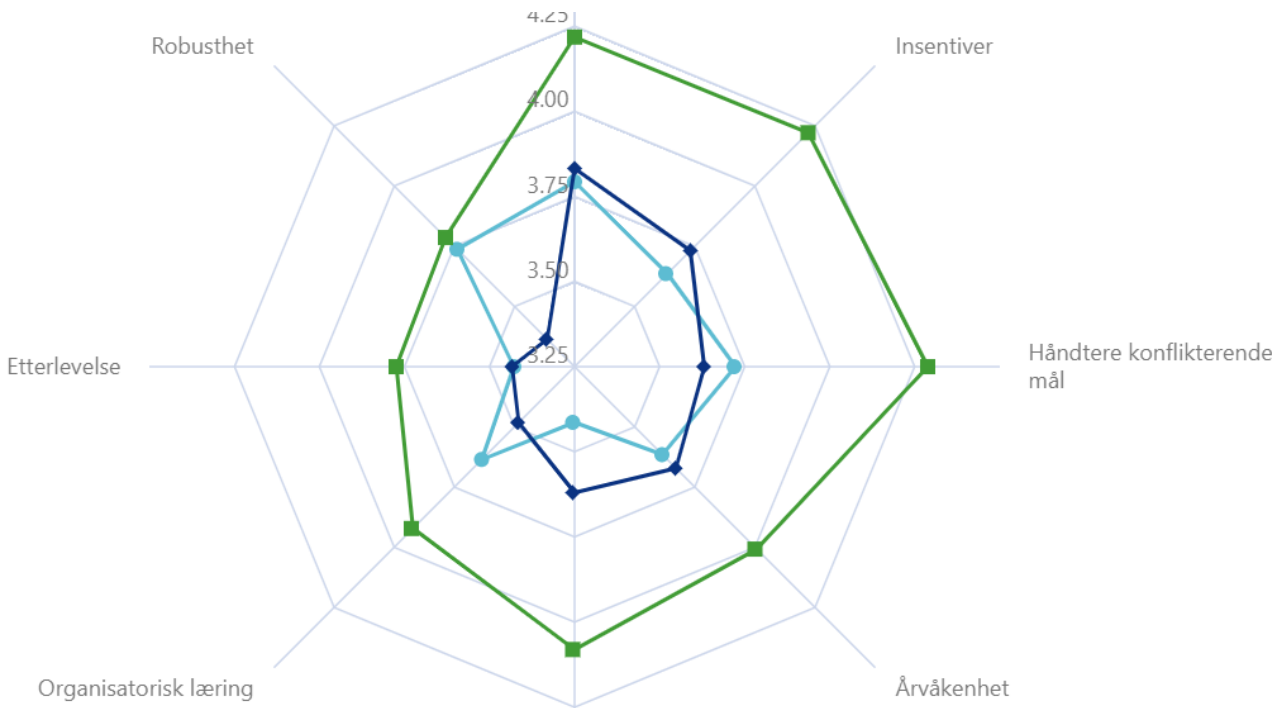
Availability

- Kystinfo (www.kystinfo.no)
 - Overlay
- Teams (3 Sikkerhetskultur)



Safety culture study by DNV

- 2021 (Interview and survey) – 2022 (survey)
- Management vs Pilots/Dispatchers
- Comparing 2021/2022 : Overall positive development





“Jeg vet hva mine ansvarsoppgaver er sammen med med broteamet”





“våre prosedyrer er lett tilgjengelige”



Pilots' response 2022

- All scores **positive development** from 2021 

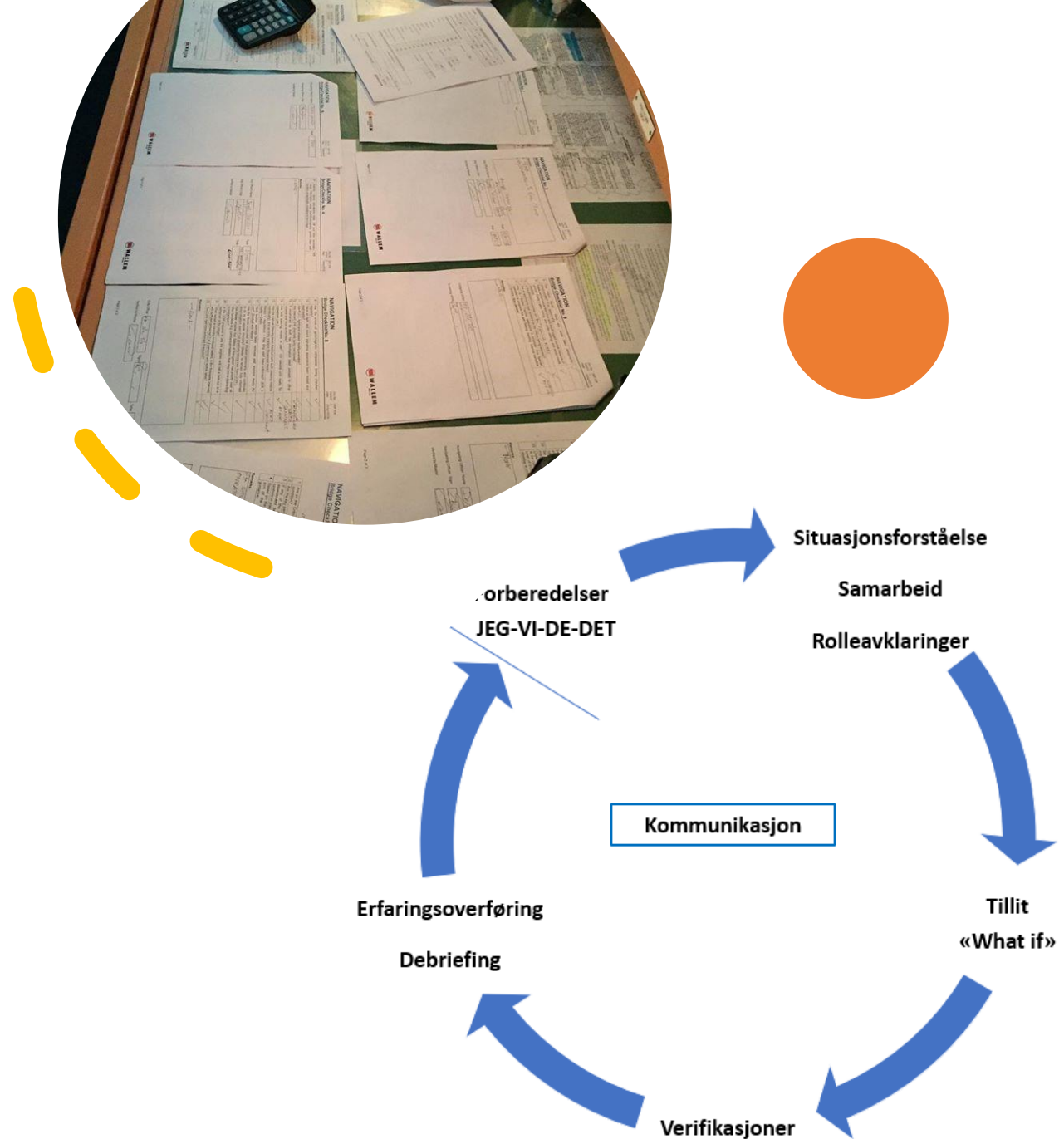
- **Organizational learning** has the relatively highest increase from 2021 

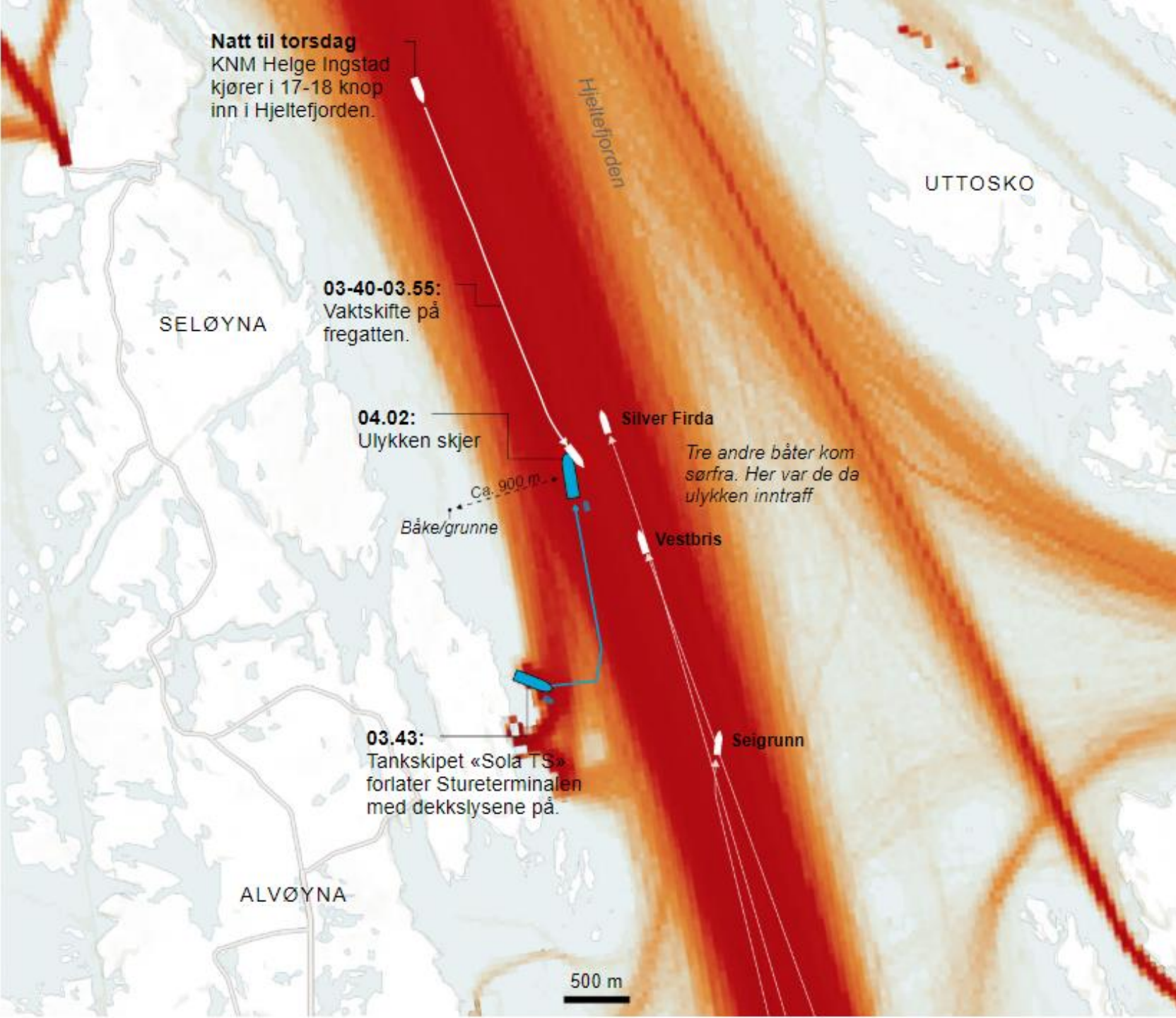
- Still a challenge with a **disperse organization** 



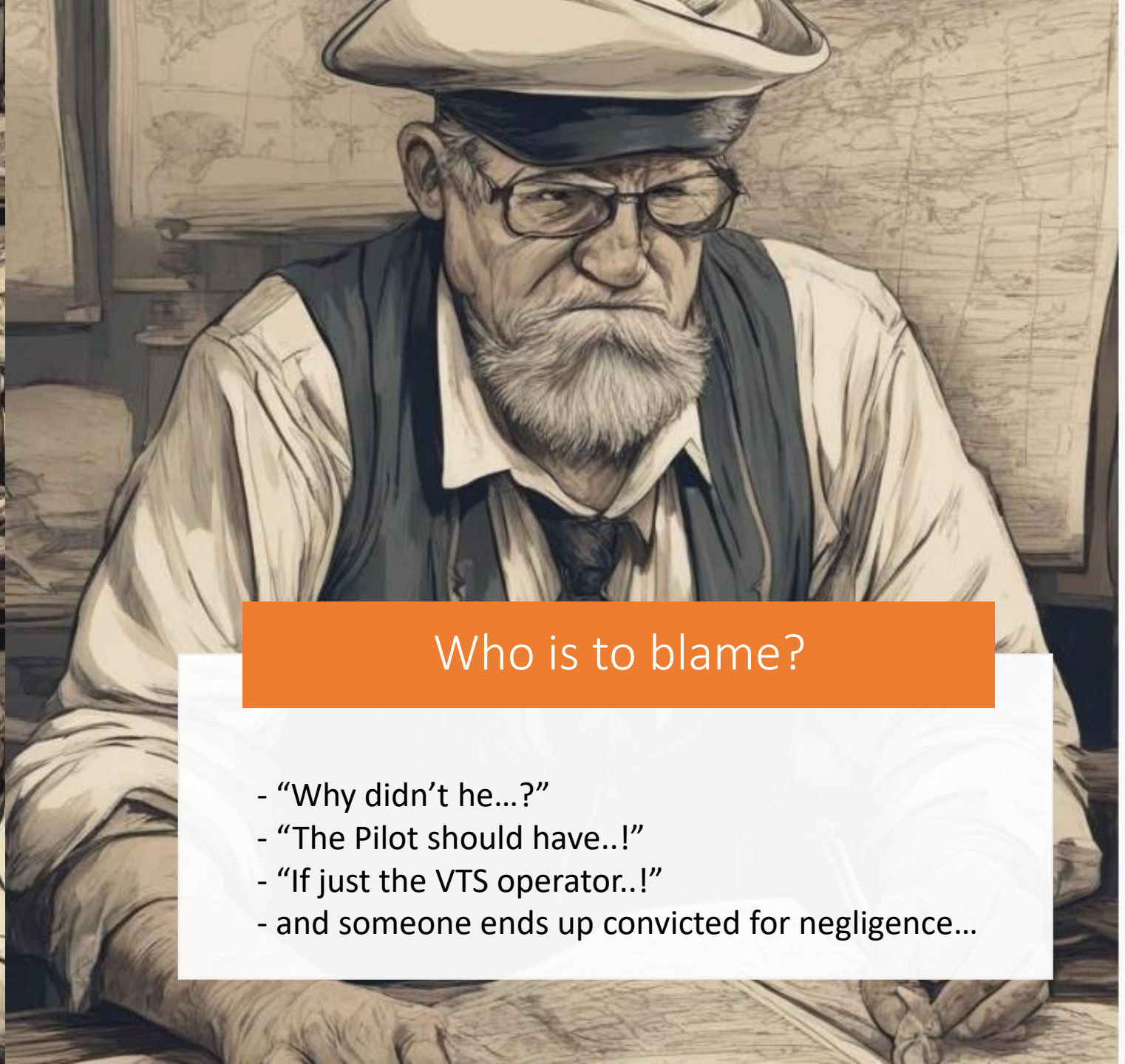
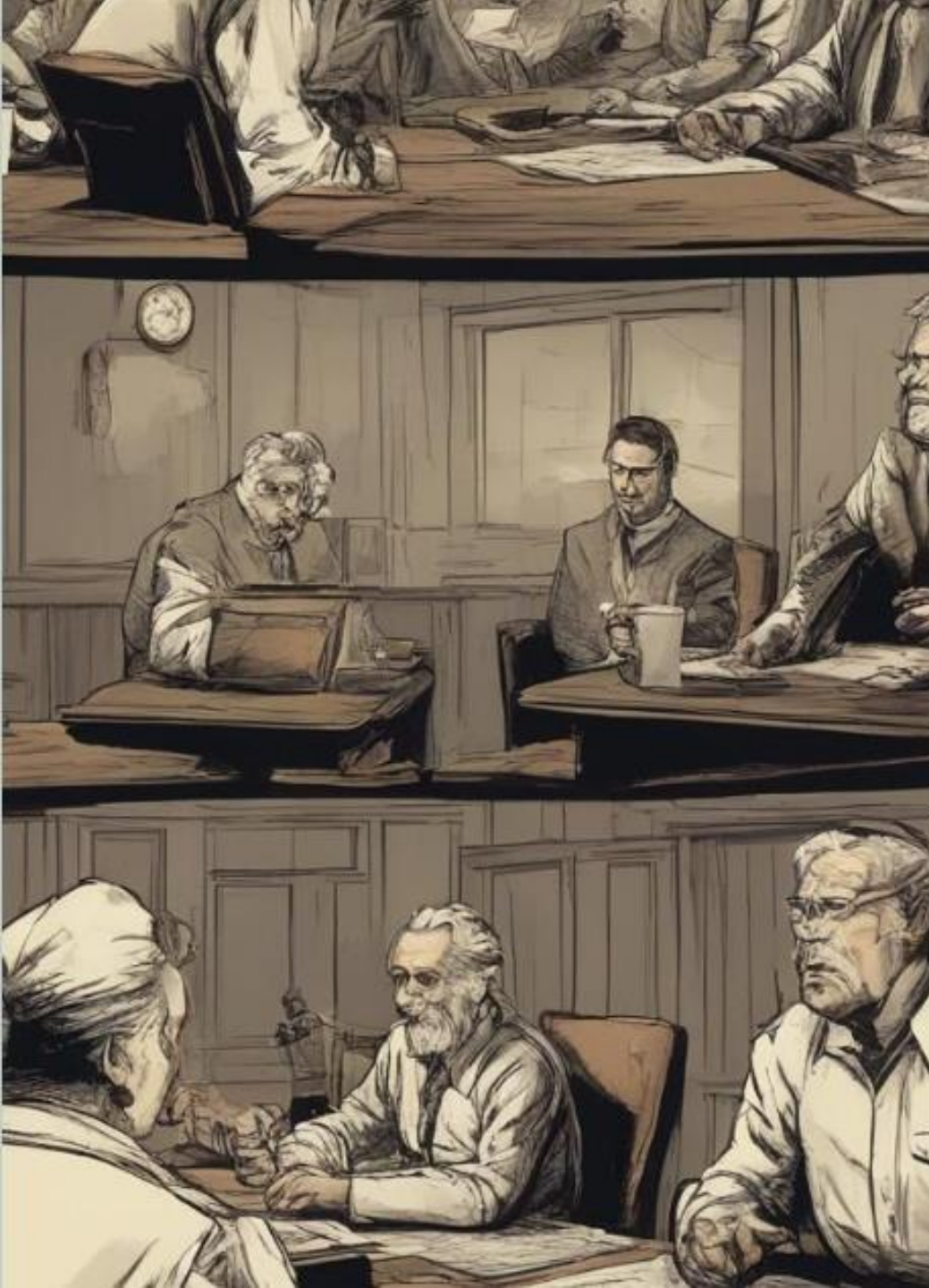
Positive development

- .. really implemented? (disperse organization)
- Looking for a correct balance ; adding barriers vs freedom
- We still have plenty to learn.. But will we?





8. november 2018



Who is to blame?

- "Why didn't he...?"
- "The Pilot should have..!"
- "If just the VTS operator..!"
- and someone ends up convicted for negligence...

Evaluating SOLA TS/HING



What can we learn from the incident that will prepare our employees if they are to find themselves in similar situations?
(Employee perspective)



What can we as an organization learn from the incident that allows us to make our contribution to ensuring that similar incidents (..when they occur), are averted in the future?
(Organizational perspective)

- **07.03.2024, Pilots and Management evaluation**
 - Two main objectives resulted in a long list of lesson identified
 - Many of them positive for our safety culture
- (...law is a different ballgame than professional judgement..!)
- But most concerning ;
“Future incidents reports will only stick to facts – no reflections and lesson learned from pilots – only facts”



- **Pilotage** is a matter of **professional judgement** - **methodical approach** promotes professional judgment.
- In order to **exercise professional judgement**, one must be **professionally skilled**. You become professionally skilled with the help of **experience transfer** and each other. **A Just Culture**.
- **Do not** let **professional judgment** be a **cushion** for the execution of the pilotage, **create a safety net**.



**KEEP
CALM &
USE YOUR
PROFESSIONAL
JUDGEMENT**



KYSTVERKET

Thank you for your attention!

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www.kystverket.no