



Subject Area no. 8: Technical & HSSE training (office)

Principle: The company maintains competent shore staff with appropriate qualifications, skills and knowledge for roles that support the fleet, and to meet current and future business needs.

Level	Expectations	Targets	Suggested objective evidence
Basic	The company shall have a training program which includes minimum training required for key positions - including job specific HSSE training. A formal familiarisation & handover process is in place for all newly recruited key shore-based personnel. The DPA and CSO are appropriately qualified and trained.	Training matrix available covering all key positions. The documented process may include familiarisation with roles and responsibilities; the SMS; HSSE policies; business ethics and cultural awareness. HSSE training includes due consideration to the expected risks of the role. A timeframe for closing identified training needs is indicated. Additional training needs are identified prior to taking responsibility for the role.	Training matrix includes all key positions, including the DPA and CSO, and their minimum training requirements. Records of training courses attended. Records of familiarisation. Competency of DPA and CSO. Identified training needs have been closed during the required timeframe.



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Basic (cont'd)	The company has a dedicated HSSE department or access to HSSE professionals.	HSSE professionals should be knowledgeable on the scope of operations and be adequately qualified.	Competency and support provided by HSSE professionals.
Intermediate	HSSE training course content is in line with industry standards i.e. ISM Code, SOLAS, MARPOL, STCW, MLC 2006 etc. The company has a formal handover process for staff entering a new job or taking responsibility for different vessels.	Each HSSE course must have suitable and enough content and be of adequate duration. Handover process is documented and signed-off by appropriate manager.	Content of material and if it meets Industry standards. Level of training required for various positions. Handover forms/checklists.



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Advanced	<p>The company has a process to encourage further personnel development above and beyond standard industry practices e.g., higher education, physical tests, health improvement programs. There is a program to retain and develop all personnel consistent with business needs. Staff retain core technical skills through refresher training and participation in industry forums, seminars, etc.</p> <p>A competence assurance process exists to train and conduct assessment of HSSE, soft & technical skills.</p> <p>There is a process to identify when new HSSE training is required.</p>	<p>Personnel development program.</p> <p>Retention rate of key personnel is monitored.</p> <p>Records are retained and kept up to date to assure that training has been completed and competencies have been assessed as adequate.</p>	<p>higher education/personnel program• health improvement program.</p> <p>Retention rate of key personnel.</p> <p>Up to date training records.</p>



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Advanced (cont'd)	The value and effectiveness of provided training is reviewed.	The Company has an established process for measuring the value and effectiveness of the training provided.	Measurement through evaluation surveys or questionnaires. Measurement of knowledge and skills gained through tests, evaluation reports by trainers. Evaluation of changes in work performance through feedback, appraisal, observation and achieved results.
Excellence	The company uses a training management system, that records all training topics provided to each employee individually, covering all training needs and providing for a schedule of training courses. This may be in fully electronic format.	There are comprehensive records of training completed, training needs and schedules of training.	Audit report and evidence of Management reviews. Training management system and the ease of finding records.



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Excellence (cont'd)	HSSE training is consistent globally and verified during internal audit process.	Shore management training is verified to ensure processes are effective.	Training establishment/course audits.