



The Dry Bulk Management Standard

GUIDANCE

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Purpose and scope

The Dry Bulk Management Standard (DryBMS) helps assure ship managers of bulk carriers that they are meeting the right standards to achieve a good level of management.

It can be used to identify areas for change to make sure resources are used to support high-quality ship management.

The tool consists of a self-assessment questionnaire.

The questionnaire covers 30 subject areas of ship management, within four sections – Performance, People, Plant and Process.



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Section one

The Dry Bulk Management Standard (DryBMS)

Introduction

The DryBMS is a set of resources for ship managers to use to self- assess and improve (or maintain) their performance. It contains guidance on how to conduct self-assessments and specific subject areas in which each focus on an area of ship management.

All the materials are available to subscribers via our website www.dbce.org
The documents guide you through a process to capture current activity and practice, assess how well your company is performing against a set of standards, and improve practices, procedures and administrative arrangements.

The subject area self-assessment criteria set out what good practice looks like and how to evaluate performance by assessing each expectation of your company's practice against these good practice criteria.

Finally, as an organisation, you decide what actions you want to take to either maintain good current practice or improve practice.

Expectations

Within each subject area, the DryBMS provides expectations and associated targets at four levels: – Basic, Intermediate, Advanced and Excellence. Each level describes the comprehensiveness of a company's management system in relation to the subject area.



A general description of the levels of compliance is shown in the table:

Basic	Mandatory compliance with IMO and flag state requirements. The company sets clear HSSE requirements and refers to industry guidelines and non-mandatory recommendations but does not adopt them as mandatory and does not set clear parameters.
Intermediate	The company meets all the expectations of the basic level. The company incorporates continuous improvement process and has set clear parameters in the Safety Management System (SMS) for non-mandatory recommendations and industry guidance to manage Health Safety, Security and Environment (HSSE) risks.
Advanced	The company meets all the expectations of the intermediate level. The company demonstrates a continuous improvement process, has adopted upcoming legislation and industry lessons learnt into its SMS and adopts specialised tools to manage key indicators and emerging risks associated with HSSE.
Excellence	The company meets all the expectations of the advanced level. The company demonstrates a pro-active continuous improvement process, to collect and analyse leading indicators and emerging risks. It can demonstrate a systematic process for follow up and conclusion of definite actions for managing all HSSE risks.

The expectations and associated targets can be used by a company to self-assess their systems and processes.

[Self-assessment process](#)

It is important that the process is led and managed by a senior figure in the organisation, but self-assessment works best when it is an integral part of your company's activity, not something that is done by just a few people on behalf of all the rest. Everyone should have the opportunity to assess and evaluate their role against subject area expectations and targets, and against those parts of the DryBMS which apply to them.



The staff involved in self-assessing each subject area should identify and gather sources and kinds of evidence in relation to the expectation and target for each stage in the subject area. Suggested evidence is included in the subject area document, however, this is only guidance, as each company may comply with the expectation and target in a different way.

Once you have identified the possible evidence under each expectation and target, you can begin the process of working out what the evidence is telling you - What are your strengths? What are your weaknesses? How do you know?

Evidence of your company's performance may be made by matching the evidence of your company's performance against other indicators.

Here are some examples. You may wish to add others:

Your last self-assessment report

External audits of the company

Internal audits

Feedback from customers/stakeholders

Performance against your own targets

Findings from inspections

Performance trends

Benchmarking information

Once you have collected your evidence and made judgements on the effectiveness of your management, you should record your findings.

You are now able to score your self- assessment.

Scoring methodology

Within each subject area, and based on your self-assessment, you should score each level based on the following criteria:

This level is not met	0%
This level has substantial opportunities for improvement	25%
This level is partially met	50%
This level is substantially met	75%
This level is fully met	100%

The percentages for each stage are totalled and divided by 100 to give a score out of four.

Within the dashboard, there are rules, for scoring levels above basic and intermediate: -

Unless the score for the basic level is 100%, scores for the intermediate, advanced and excellence levels will be scored at 5% of the self-assessed score. Unless the scores for both the basic and intermediate levels are 100%, scores for the advanced and excellence levels will be scored at 5% of the self-assessed score.

Continual improvement

The Plan, Do, Check, Act (PDCA) cycle is a way of implementing continual improvement to your company's activities. Each step to improvement can be defined by four sub steps:

1. **Plan:** Establish a timetable for internal audits and management reviews. Establish the objectives and processes necessary to deliver results in accordance with your company's requirements and policies.
2. **Do:** Implement changes designed to solve the problems on a small scale first to see the effect. This minimizes disruption to routine activity while testing whether the changes will work or not.
3. **Check:** Monitor and measure processes and product against policies, objectives and requirements and report the results. Also check on key activities to ensure that the quality of the output is conforming and not influenced by the changes.
4. **Act:** Take actions to continually improve process performance. Implement the changes on a larger scale, if the experimental changes have



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proven to be successful. This means making the changes a routine part of the activity.



Priority subject areas

Within the DryBMS, seventeen priority areas have been identified as subject areas which have a potentially higher impact for injury to people, damage to the environment and achieving effective performance in the organisation.

Although, these priority subject areas make no difference to the overall score of a company, a company may wish to focus on improvements to these subject areas, ahead of improvements to other subject areas.

Performance	People	Plant	Process
1. Commitment to HSSE	7. HR management and recruitment (office)	14. Maintenance	19. Mooring & anchoring
6. Master's reviews & company evaluation	9. Crew management & recruitment	16. Critical equipment	20. Cargo & ballast
	10. Crew technical & HSSE training (vessels)	17. Engine room operations & bunkering	21. Bridge procedures & standards
	12. Contractor management		22. Risk assessment & management
			23. Permit to work
			26. Management of change including vessel acquisition
			29. Emergency planning including crisis management
			30. Incident reporting, investigation & training



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Submitting Reports

It is voluntary for ship managers to complete and submit the self-assessment questionnaire.

You will need to submit your self-assessment questionnaire using our online form.

It is suggested that the questionnaire is included in the company management review, reviewed and updated annually. Companies may find it useful to complete the questionnaire at other times, for example after a major change to the organisation or the SMS.



Section Two

Performance

The company promotes a strong, proactive HSSE culture throughout the organisation. HSSE objectives are set and communicated to the workforce. Measurement is used to understand, sustain and improve performance.

Commitment to HSSE

The company promotes a strong, proactive HSSE culture in senior management and at all levels throughout the company.

Vessel visits and communications

The company ensures managers, through their actions and behaviours, create an environment in which the workforce are informed, involved and enabled to carry out their roles.

SMS governing documents

The company documents, maintains and follows policies, practices and procedures for the safety of their employees and the safe, compliant and reliable operation of their ships.

HSSE objectives & Key Performance Indicators (KPIs)

The company provides a system to report leading and lagging indicators that provide a clear understanding of HSSE performance.

Audit planning, review & close out

The company performs audits of operating and management processes to assure compliance with legal and company requirements, and drive risk reduction and performance improvement. Findings from audits are followed up for close out.

Master's review and company evaluation

The company periodically reviews the adequacy and appropriateness of the SMS and drive systematic improvement in efficiency.



People

The company's organisation is fit for purpose staffed with competent people and teams.

HR management & recruitment (office)

The company establishes an organisation that allows it to deliver its objectives effectively through the deployment of competent people and adequate resources ashore.

Technical & HSSE training (office)

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.

Crew management & recruitment

The company deploys competent people and adequate resources aboard vessels in its fleet.

Crew technical & HSSE training

The company maintains competent vessel staff with appropriate qualifications, skills and knowledge for roles onboard, and to meet current and future needs.

Crew familiarisation

The company has a programme to ensure crew members are familiar with the arrangements of the ship, as well as the location and operation of any on-board procedures, systems or equipment that they may be called upon to use.

Contractor management

The company develops and implements a process for the management of contractors and sub-contractors with emphasis on the master's and other officers' and crew members' related health and safety responsibilities.



[Crew welfare](#)

The company has a programme to ensure the wellbeing of vessel personnel.

[Plant](#)

The ships and equipment onboard are fit for purpose throughout the lifecycle of operation.

[Maintenance](#)

The company has a programme to inspect and maintain plant and assets to prevent injury to people, damage to the environment and achieve effective performance.

[Dry dock & surveys](#)

The company has a programme to manage dry docks, repair periods and maintaining class status.

[Critical equipment](#)

The company maintains an inspection programme to determine the condition of critical equipment & systems to verify and document they are fit for service.

[Engine room operations & bunkering](#)

The company operates engine room and plant facilities effectively to prevent injury to people and damage to the environment.

[Inspection planning review & close out](#)

The company ensures that shore-based personnel carry out inspections to monitor the condition of the vessel and it's equipment

[Process](#)

The company documents and rigorously follows procedures for safe compliant operations.



Mooring & anchoring

The company develops and implements planning and operational processes for mooring, anchoring and access, to ensure these are carried out effectively without injury to people and damage to the environment.

Cargo & ballast

The company develops and implements planning and operational processes for cargo and ballast, to ensure these are carried out effectively without injury to people and damage to the environment.

Bridge procedures & standards

The company develops and implements planning and operational processes for navigation, including bridge team management, to ensure this is carried out effectively without injury to people and damage to the environment.

Risk assessment & management

The company has a programme to assess, prioritise and manage operating risks to prevent harm to people, damage to the environment and to achieve operational effectiveness.

Permit to work

The company has a formal control of work process to provide a work environment that will allow tasks to be completed safely with adequate control measures in place.

Safety culture improvement

The company has a programme to develop and maintain a culture to enable safe, compliant and efficient operations.

Environmental management

The company manages the impact of its operations on the environment and integrates environmental requirements into the safety management system.



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Management of change including vessel acquisition

The company has a formal process to document, evaluate, approve and communicate temporary and permanent changes that could impact safe, compliant and efficient operations.

Security management

The company has processes in place to maintain the security of the workforce, vessels and premises.

Cyber security

The company has a programme to design and operate IT and digital process control systems to manage risk to system and information integrity, availability and confidentiality.

Emergency planning including crisis management

The company prepares for and responds promptly to emergency events threatening harm to its staff, vessels and other incidents.

Incident reporting, investigation & training

The company has a programme to report and investigate incidents; determine immediate and root causes and implement appropriate corrective actions.