



Restructuring **OCIMF** Committees

JULY 2020



About this document

This document contains a comprehensive overview of how OCIMF is intending to restructure its committees and associated decision-making processes and ways of working. It includes:

- Why OCIMF is making the change.
- What the new structure will look like and what it will achieve.
- Roles and operations of the new Committees and Expert Groups.
- What it means for members and how members can contribute and get involved.
- Detail on individual Committees and Expert Groups.

In context

OCIMF is an influential voice in the global marine industry and an effective driver of positive change. However, as an organisation, OCIMF believes it can do more to add value for its members and stakeholders to better deliver on its refreshed, Vision, Mission and Strategy.

Having conducted a thorough review of its activities, OCIMF has developed a refreshed strategy to ensure it remains fully able to deliver outcomes that will tangibly improve the marine industry for decades to come. It will enable OCIMF to respond with more efficiency and clarity on all issues relating to the promotion of best practice in the design, construction and safe operation of tankers, barges and offshore vessels and their interfaces with terminals.

To implement and drive the refreshed strategy, OCIMF will realign its committee structure to focus on areas of highest risk for members and to deliver effectively on its four strategic priorities of publications, advocacy, programmes and membership collaboration. Additional information can be found on the website or can be requested from the Secretariat.



Feedback from members

As part of the strategic review, OCIMF conducted a wide-ranging survey of its members. The survey revealed many issues which have since been fed into the refreshed strategy. When considering the new committee structure, members raised a number of observations which have also been taken into account, these included:

- Encouraging committee participation from across the full membership spectrum.
- Ensuring committee members represent large and small companies.
- Encouraging a more global perspective in committee make-up.
- Reducing the travel burden and carbon footprint associated with meetings, including more use of video conferencing.
- More clearly defining the priorities of each committee.
- Improving the committees' decision-making processes.
- Gathering input from the entire membership to enhance committee output.
- Allowing non-committee members to attend meetings as observers when the meeting is being held in their regions.

This document focusses on the new committee structure, what it will deliver and what it means for our members and other stakeholders.





Restructuring **OCIMF** committees

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Why is OCIMF changing the current committee structure?

The current committees have served OCIMF well, but the refreshed strategy requires a new structure that will allow us to focus on areas of highest risk for our members. It will facilitate the delivery of the four strategic priorities we have identified, their primary objectives and critical tasks. Doing this will allow us to achieve the key outputs that are central to our refreshed strategic direction.

OCIMF's refreshed strategy focusses on risk. To help us identify and prioritise the risks facing our sector, we are developing a Prioritisation Matrix. This will clearly define risks in our industry as assessed by OCIMF members in terms of their impact (from 'none' to 'catastrophic') and their likely frequency (from 'remote' to 'frequently'). This Prioritisation Matrix is key to OCIMF's new committee structure. We are also developing bow ties which will define the risk events, their consequences and the preventive and mitigating barriers (such as best practice and regulations). The Prioritisation Matrix and bow ties will focus on:

- Tankers, barges, offshore vessels and their interfaces with terminals.
- Maritime security.
- Environment.

In addition, we are also developing bow ties for OCIMF programmes which will focus on the quality and integrity of each programme.

Priority Area	Publications	Advocacy	Programmes	Member collaboration
Primary objective	Prioritise best practices in critical areas of safety, health, maritime security and the environment	Promote best practices and regulatory compliance through collaboration with governments and industry	Develop inspection and self-assessment programmes for promoting best practices and regulatory compliance	Provide a forum for members to learn, share expertise and develop best practices
Critical task	Development and maintenance of up-to-date, relevant publications that focus on reducing high impact risk	Effectively promote best practice and regulatory compliance to industry and governments	Effectively provide quality control and quality assurance of inspection and self-assessment programmes	Effective sharing of knowledge and learning
Key outputs	Align publications and programmes contents	Develop OCIMF positions on high priority issues	Align publications and programmes content	Create more opportunities for members to engage and contribute to OCIMF activities
	Identify and prioritise high impact publications	Align advocacy with publications and programmes	Align SIRE and OVID	Enhance secretariat/member engagement and interface
	Streamline processes and improve agility	Collaborate with governments, industry and others on key issues relating to HSSE	Align MSAs	Review and enhance committee structure
	Widen input from members	Enhance stakeholder outreach	Strengthen governance requirements and processes	
	Consider alternative media outputs		Improve capability and quality of data to and from programmes	

What will the new structure look like?

OCIMF will retain the Executive Committee (Excom) as the senior decision-making body.

A newly created role for the Secretariat will be the delivery of a risk advisory function with specific responsibility for maintaining and updating the Prioritisation Matrix and bow ties. This will be performed by a group within the Secretariat for specific risk areas with additional expertise provided by invited members of the Functional Committees and Expert Groups. The new Secretariat structure will be implemented from July 2020.

Reporting to the OCIMF Managing Director will be three Principal Committees and four Functional Committees:

Principal Committees:

- Publications and Advocacy (tankers, barges and terminal interfaces).
- Publications and Advocacy (offshore).
- Programmes.

Functional Committees:

- Environment.
- Human factors.
- Legal.
- Maritime security.

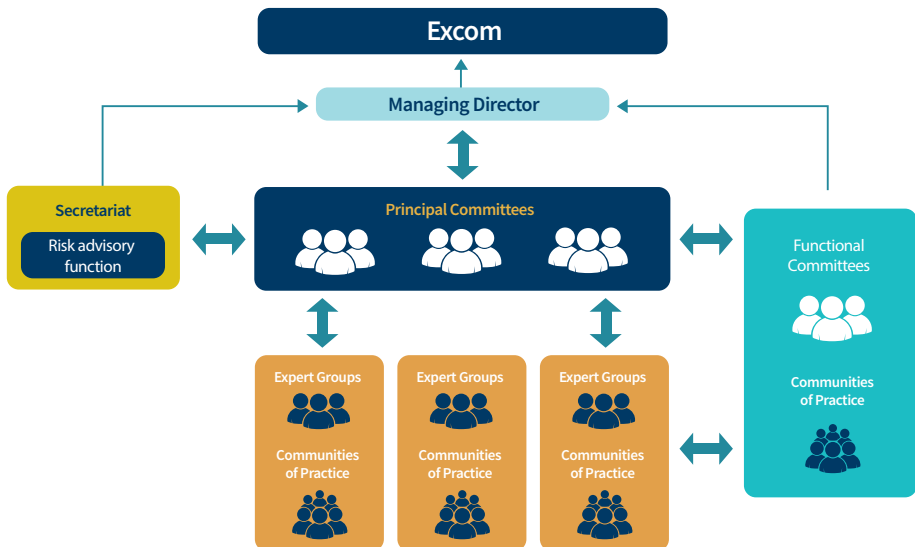
The Principal Committees will provide leadership and oversight in delivering OCIMF's strategy in their respective areas.

Each Principal Committee will operate a number of Expert Groups. These groups will provide technical expertise and focus on a specific area to deliver the action plan set-out by the relevant Principal Committee.

NEW COMMITTEE STRUCTURE

Feeding into the Expert Groups and Principal Committees to provide cross-organisational expertise as well as additional support and assistance will be four Functional Committees comprising Legal, Human Factors, Environment and Maritime Security. These Functional Committees will report to the OCIMF Managing Director and will only report to the relevant Principal Committee on issues or actions that are connected with developing or improving publications, programmes or advocacy.

Lastly, to enable the involvement of our full membership, and to facilitate a comprehensive learning and sharing of information, expertise and best practice, Expert Groups will facilitate and coordinate a number of Communities of Practice (CoP) where appropriate. The CoPs will feed a wide range of member views and expertise into the various Expert Groups and, ultimately, up to the relevant Principal Committee. Functional Committees may also establish CoP to share learning and information.

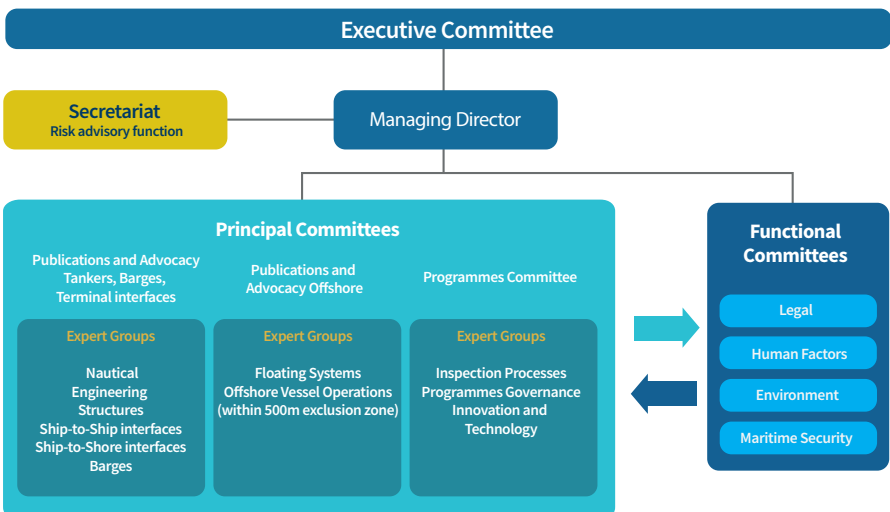


How will the new structure affect members?

By realigning its committee structure and focussing on four priority areas, OCIMF can deliver greater value for members and stakeholders and enhance the ability of the marine industry to prevent harm to people and the environment.

The implementation of the new organisational structure will provide a streamlined and more reliable operational model that enables OCIMF and its members to collaborate more efficiently and respond with greater agility to changes occurring across the marine industry, while working in a more efficient and less resource intensive way.

For all OCIMF members, the restructuring will result in a wider range of opportunities to engage and participate in the development of programmes, publications, advocacy and membership engagement in a way that suits individual company needs, resources and availability. This includes the option to participate in CoP, Expert Groups and Working Groups, all of which are hosted virtually and provide a forum for members to share insight, learn from each other and provide expertise on specific issues or objectives.



What benefits will the new structure bring?

Focus on high impact risks: First and foremost, the new structure allows OCIMF to implement new ways of working and, therefore, gives the ability to focus on the high impact risks that face our sector. Using data from appropriate sources, the Secretariat's risk advisory function will identify and assess these risks, update the Prioritisation Matrix and bow ties and define action plans in response to the risks. These are then assessed and approved by the relevant Principal Committee and/or the OCIMF Managing Director, as appropriate.

The Expert Groups and the Functional Committees will develop and implement the approved plans for their own area including best practice, advocacy or improvements to programmes. The implementation of these plans will be overseen by the relevant Principal Committee (or the OCIMF Managing Director where appropriate).

Enhanced member engagement: Not all members feel that they are able to make a valid contribution, or that they fully understand the various outputs from OCIMF. The new committee structure actively encourages the widest possible participation from across the entire membership and with differing levels of commitment. In particular, the CoP allows information and best practice to be shared with all members. Additionally, as part of the wider strategic view, OCIMF has developed a comprehensive member engagement plan that will deliver on the following objectives:

- Increase the diversity of representation of members at all levels to reflect different geographical regions, size of member company, type of activity/trade/vessels.
- Increase access to meetings/forums for all members.
- Increase the effectiveness of all communication and interaction between the Secretariat and individual member companies.
- Increase visibility of OCIMF activities and outputs to all members.
- Celebrate success and recognise member participation and contribution.

NEW COMMITTEE STRUCTURE

Clear priorities: In OCIMF's current structure, committees are often having to juggle competing priorities (e.g. programmes vs publications) and some tasks overlap from one committee to another. The new structure clearly defines tasks and outputs to ensure each committee can focus exclusively on achieving its primary objective. Using bow-tie methodology, each committee will focus their efforts and resources on the issues that are of greatest risk and concern to OCIMF members.

Streamlined decision making: OCIMF also believes that there are currently too many sub-committees and smaller groups operating and sometimes accountabilities and decision-making rights at different levels of the organisation are not always clear. The reorganisation will optimise the way committees operate to streamline the decision-making process and maximise output.

Agility: Sometimes delivery of tasks and projects can be slow. One of the reasons is because, currently, processes can be cumbersome and committees and sub-groups sometimes operate in silos. OCIMF is streamlining activities by establishing cross-discipline Committees and Expert Groups that will encourage agile ways of working that help increase the speed with which we deliver our work to meet the needs and expectations of members and stakeholders. In short, the new committee structure will deliver a more focussed and streamlined approach to preventing the high impact risks that are challenging our sector both now and in the future.



When will the new structure be implemented?

The aim is to begin implementing the new committee structure in August 2020, however, given the continued disruption caused by COVID-19 to the global oil, gas and petrochemical industry, the following six criteria will need to be achieved before any structural changes are put into place.

Six tests for implementation of new committee structure:

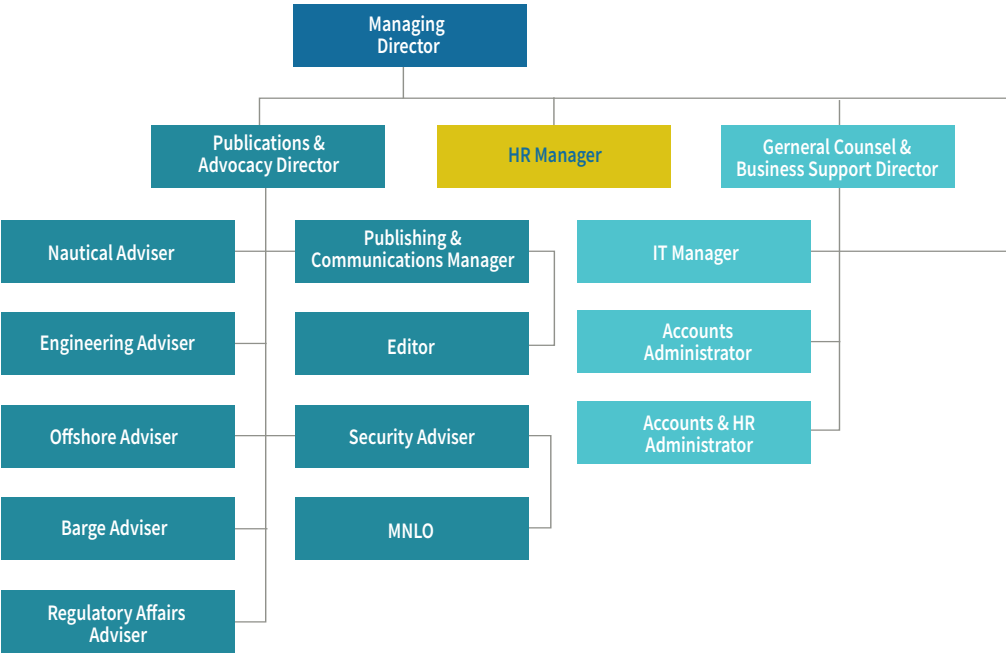
1. Provision of suitable virtual meeting facilities that enable video conferencing by members.
2. Recruitment of sufficient number of Committee and Expert Group members with the required expertise and experience.
3. Successful implementation of the new Secretariat structure, which will begin in July 2020.
4. Positive confirmation that the majority of members understand the new structure – what it will deliver and what it means for them.
5. Key Management of Change (MOC) check points and actions are closed out.
6. Finalisation and approval of the OCIMF Prioritisation Matrix.



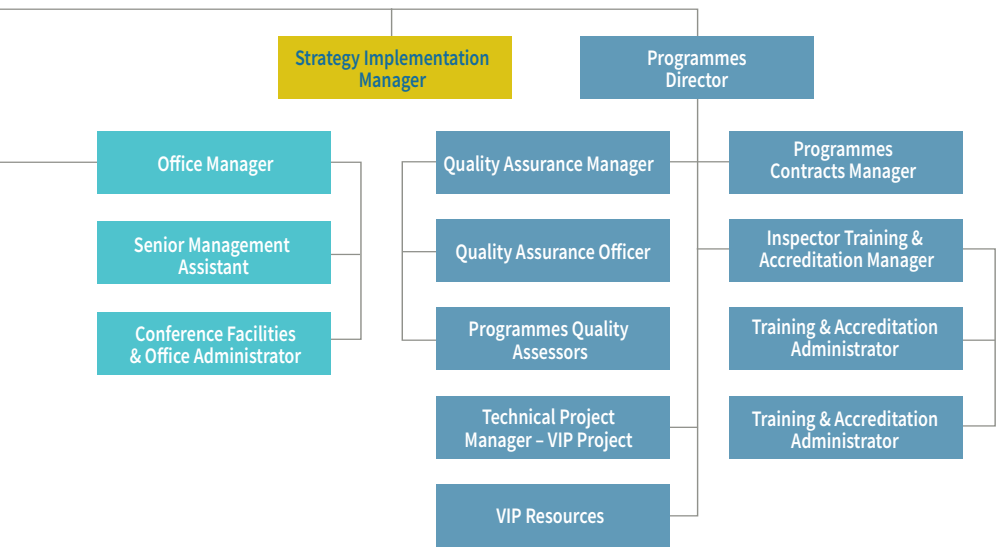
What is the Secretariat’s new risk advisory function?

A new Secretariat structure will be implemented from July 2020 in order to facilitate the new committee structure implementation and provide a risk advisory function. This newly created function of the Secretariat will gather and analyse data from various sources including the membership, inspection programmes and the wider industry. They will use this information to review and update our Prioritisation Matrix and bow ties in collaboration with representatives from the relevant Functional Committees and Expert Groups.

New secretariat structure



The Secretariat, with input from members, will continually monitor the major trends in the industry including incidents, regulatory, human factors and technological developments to identify new risks as well as barriers to existing risks that are either ineffective or missing altogether. New barriers will be identified as well as improvement actions to existing barriers before being passed to the relevant Principal Committee for approval and further action.



What is the role of a Principal Committee?

The relevant Principal Committee will review the information passed to them by the Secretariat's risk advisory function and approve/amend the Prioritisation Matrix and associated bow ties – and barrier improvement action plans.

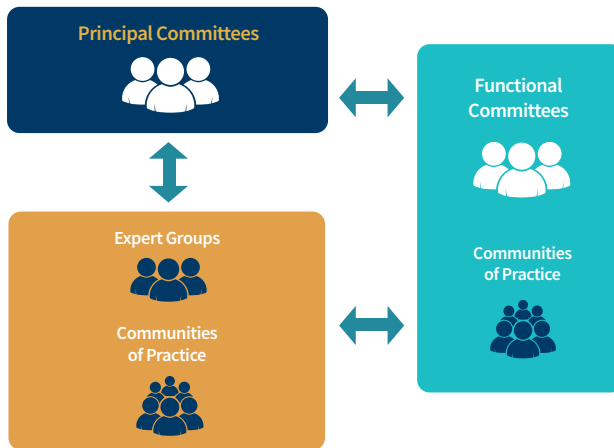
A number of Expert Groups will be operated by each Principal Committee. Each Expert Group will be tasked with developing and delivering an action plan to respond to the particular risk area that they have been allocated. The Principal Committee will oversee this work.

Additionally, each Principal Committee will facilitate the sharing of information between the other Principal Committees, Functional Committees and Excom. You should note that there is an important distinction between the role of the two Publications and Advocacy Committees and the Programmes Committee.

In general, the Publications and Advocacy Committees will develop or approve the technical content on best practice and regulation that will be included in the Programmes; the Programmes Committee is then responsible for working on the processes and tools to deliver and implement that best practice and regulation through the programmes. In this way, subject matter expertise on best practices and regulations will reside only within the Publication and Advocacy Committees/Expert Groups, while subject matter expertise on programmes will reside within the Programmes Committee/Expert Groups.

Principal Committees are open to all members as well as invited third-party stakeholders. To encourage a wide range of expertise from across all member companies we are not placing a limit on committee membership at this stage.

*Terms of Reference for the Principal Committees are available from the Secretariat.
To request a copy of the Terms of Reference, email enquiries@ocimf.org*



What is the role of a Functional Committee?

Some expertise is relevant across the entire OCIMF organisation and so we have established Functional Committees to provide that. We have identified the four key areas of Legal, Human Factors, Environment and Maritime Security to assist all our Principal Committees and Expert Groups with this specific input.

The relevant Principal Committee, or the OCIMF Managing Director, will approve one or more improvement action plans to a barrier on a specific bow tie and then mandate the relevant Functional Committee to further develop and implement that action plan. The Functional Committee will meet physically and virtually and, if required, will establish a Working Group to work on a particular niche area. The Functional Committee will make regular reports to the Principal Committee or OCIMF Managing Director.

Functional Committees are open to all members and invited third-party stakeholders.

Terms of Reference for the Functional Committees are available from the Secretariat.

To request a copy of the Terms of Reference, email enquiries@ocimf.org



What is the role of an Expert Group?

Once a Principal Committee has approved an action plan to improve a specific barrier, the relevant Expert Group(s) will be mandated to provide expert input and support to further develop and implement the action plan. Where necessary, they will form temporary Working Groups or Project Teams, as directed by the Principal Committee. Their focus is on delivering specific outputs; for example, they might update or enhance an OCIMF publication or programme or promote best practice or improvements to regulations at the International Maritime Organization (IMO) and within the wider industry. Expert Groups will meet virtually and provide regular feedback to their Principal Committee.

A Lead and two Co-Leads who are responsible for coordinating and facilitating the Expert Group will be appointed for each Expert Group. Each Expert Group will be assigned one or more sponsors from their Principal Committee to provide guidance and support on an ongoing basis.

Importantly, an Expert Group will establish and run one or more CoPs.

Expert Groups are open to all members and invited third-party stakeholders. Some will be made up of Subject Matter Experts (SMEs) with individual areas of specialisation. To encourage a wide range of expertise from across all member companies, we are not placing a limit on Expert Group membership at this stage.

Terms of Reference for the Expert Groups are available from the Secretariat. To request a copy of the Terms of Reference, email enquiries@ocimf.org

What is a Community of Practice?

A Community of Practice (CoP) is a way of engaging all our members and benefiting from their collective experience and expertise. They will be convened and facilitated virtually by an Expert Group or Functional Committee for their own area of focus. They are open to all members and invited stakeholders and have been created so OCIMF's entire membership can learn and provide valuable input on a range of specific risk-related issues – for example, enclosed space fatalities. CoPs will meet through an online platform. An Expert Group may convene one or more CoPs, as approved by the Principal Committee.

A Champion and Co-Champion will be appointed for each CoP. These will be members of the relevant Expert Group or Functional Committee and will be responsible for coordinating and facilitating their CoP.

What is a Working Group or Project Team?

A Working Group is a small and temporary group, established by an Expert Group with the consent of their Principal Committee, that brings together a specific set of skills to accomplish a short-term task quickly – it may consist of SMEs from one or more Expert Groups.

A Project Team is a large and temporary group set up by one or more Principal Committees to accomplish a short-/medium-term task covering one or more technical areas, with a defined governance structure (such as a steering group), it may consist of SMEs from more than one Expert Group.

Working Groups and Project Teams are open to all members and invited stakeholders. They will be resourced from one or more Expert Groups, and their relevant CoPs, to address ineffective barriers on the bow ties, after which they will be disbanded.

How will the Publications and Advocacy Committees work with the Programmes Committee?

When developing inspection programmes questions and guidance notes

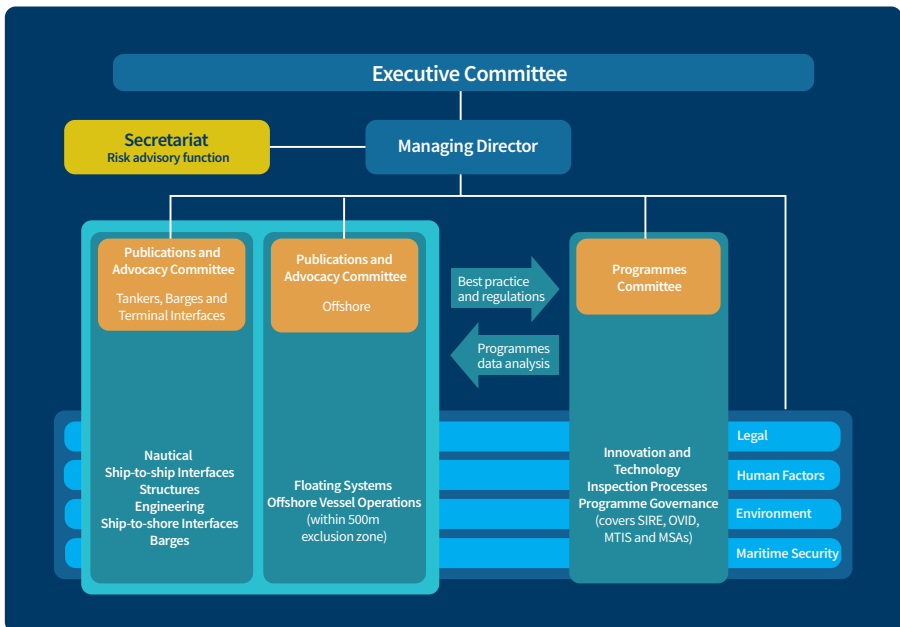
The two Publications and Advocacy Committees will provide technical content for the programmes that is in line with the barriers on the bow ties. Working through the relevant Functional Committees and Expert Groups, the Committees will deliver written technical outlines of the intended/revised questions and guidance notes. This will ensure that members only have to provide technical competence to Publications and Advocacy Committees, therefore avoiding duplication.

The Programmes Committee is then responsible for converting the technical outlines into OCIMF programme compliant questions and guidance. This is then reviewed by the relevant Publications and Advocacy Committee. If, subsequently, programme participants report negatively on the quality or integrity of the questions or guidance, the Programmes Committee (through the relevant Functional Committee or Working Group) is responsible for revising the questions/guidance which will be further reviewed and approved by the relevant Publications and Advocacy Committee.

When developing Management Self Assessment (MSA) programmes

The Publication and Advocacy Committee will provide the technical content of the Management Self Assessment (MSA) programmes by developing and maintaining up-to-date and relevant MSA publications that focus on reducing high impact HSSE risks.

The Programmes Committee will be responsible for developing and maintaining the MSA processes and databases to meet the needs and expectations of the programmes participants and ensuring alignment of MSAs where possible.



What is new in the Terms of Reference for the Committees/Expert Groups?

Terms of Reference are available from the Secretariat. To request a copy of the Terms of Reference, email enquiries@ocimf.org. However, there are a number of new issues and requirements that we would like to highlight:

- To attract members who are truly engaged, we are asking for new Committee/Expert Group members to provide a written commitment that they will actively participate in the work of the Committee/Expert Group.
- We also require Principal Committee members to participate in one or more other groups – this might be an Expert Group, Working Group or a Functional Committee. Similarly, Expert Group members are also expected to participate in Working Groups or Project Teams.
- We expect Committee members to be currently serving as a senior leader within their own organisation and to hold decision-making authority. Members of Expert Groups and Functional Committees will also require minimum qualifications (such as having previously served as a Deck Officer to join the Nautical Expert Group) as stated in the relevant Terms of Reference.
- To encourage a wider participation that more accurately reflects the regions in which our members operate, we now require (as far as possible) that the Committee Chair and the two Vice Chairs and the Lead and Co-Leads of the Expert Groups represent three different geographical regions which are Europe/Africa, Middle East/Asia Pacific and the Americas. In other words, OCIMF would like the three office holders to be based in and represent different geographical regions.
- In general, the Chair and the two Vice Chairs will be nominated and elected by the Committee itself. However, in certain circumstances – the inaugural Committees following the implementation of the new structure being one such circumstance – the OCIMF Managing Director will appoint the office holders. The same will apply to the Lead and Co-Leads of Expert Groups.
- The Chair of each Committee will now report direct to the OCIMF Managing Director rather than Excom. This allows the OCIMF Managing Director to have day-to-day management over the Committees and so streamline the decision-making process.

- To better use members' time and resources and help reduce the carbon footprint generated by OCIMF's activities, Expert Groups will routinely meet through virtual communication facilities for a few hours at least once a quarter. Where members of an Expert Group (or a number of Expert Groups) need to meet as a Working Group or Project Team to deliver on specific outputs, they will meet in person subject to approval by the OCIMF Managing Director and Chair of the relevant Principal Committee.
- If a member of a Committee is unable to travel to a meeting for any reason, they will be able to join the meeting by appropriate virtual communication facility.
- We have looked at the leadership behaviours and culture that are key to the success of the new committee structure and ultimately the delivery of the refreshed strategy. We have identified four core values that we would like our Committee/Expert Group members to adopt and embrace. These are:



Respect

Treat everyone with respect and dignity, everyone brings value even if their ideas are different, work for the greater good of the industry.



Engage

Be inclusive, participate fully, breakdown silos. We are one team.



Efficient

Improve processes, increase agility, prioritise effectively.



Deliver

Align with the strategy, perform against KRAs and KPIs

- The Expert Groups for Nautical, Engineering, Structures, and Ship-to-Ship will have an expanded remit. Alongside tankers and barges they will also cover offshore vessels and floating systems for activities outside of the 500m exclusion zone of an offshore facility. This will help streamline the activities of the two Publication and Advocacy Committees, drive efficiencies and ensure better use of member resources.
- The Expert Group for barges will focus on issues that are unique to barges and inland/coastal vessels as identified by the relevant bow ties.



I currently serve on a Committee or Group – what happens to me?

As this is a new structure, some of the existing Committees, Sub-committees, Focus Groups, Working Groups and Task Forces will be dissolved, all the members will automatically stand down. However, in common with all OCIMF members, if you meet the minimum requirements you are entitled to re-apply for a position under the new structure – and you are positively encouraged to do so.

How do I apply to be a member of a Committee/Expert Group?

Terms of Reference (ToRs) have been drawn-up for all Committees and Expert Groups and are available from the Secretariat. To request a copy of the Terms of Reference, email [**enquiries@ocimf.org**](mailto:enquiries@ocimf.org). They clearly state the remit of each Committee/Expert Group, how it will operate and the skills and commitment required from each member.

If you feel you are able to contribute to a particular Committee or Expert Group, please express your interest to the Secretariat using this email address: [**enquiries@ocimf.org**](mailto:enquiries@ocimf.org). Applications will be reviewed by the OCIMF Managing Director and senior colleagues. We intend to have all Principal and Functional Committees operational by late Summer/early Autumn 2020.

The OCIMF Managing Director will appoint the Chair and Vice Chairs of each Principal Committee and the Lead and Co-Leads of each Expert Group for the first term. The Chair/Lead for subsequent terms will be appointed by the individual Committee/Expert Group themselves.

What are my obligations if I join a Committee/ Expert Group?

Each Committee/Expert Groups' responsibilities, accountabilities and obligations are clearly set out in the Terms of Reference. If you are appointed as a Chair or Lead, you will be asked to serve for three years with an optional one-year extension.

Principal and Functional Committees will meet physically and/or virtually twice a year for up to two days and the location will rotate around three geographic locations. If you are not able to travel to the meetings or attend in person, you will have the option of joining the meeting remotely.

We have listened to current committee members who sometimes say they are overburdened with pre-meeting information. As our new structure clearly splits publications from programmes, the pre-read requirement is expected to be significantly reduced. All Expert Groups will meet remotely at least every quarter for three hours or less per session.

How do I join a Community of Practice?

All members are eligible – and encouraged – to join a CoP. The relevant Expert Group will issue invitations to the entire membership at the appropriate times, and a member can put forward multiple representatives at any time to join a CoP. All CoPs will meet remotely for three hours or less.

Can I serve on more than one Committee/Group?

A new requirement is that Principal Committee members must be represented in other groups – this might be an Expert Group or a Functional Committee. Similarly, Expert Group and Functional Committee members are also expected to be represented in Working Groups or Project Teams.

An OCIMF member company may nominate a representative to serve on each Committee or Expert Group. It is up to the individual member to decide if they want to nominate the same person to sit on each Committee/Expert Group. We would suggest that member companies nominate representatives who are most suited to the subject matter being managed by each Committee or Expert Group.

Why should I apply to join a Committee/Expert Group?

OCIMF's aim is to make our sector a safer place by preventing harm to people and the environment. By joining a Committee, Expert Group or participating in a Community of Practice, you are lending your skills and expertise to help us achieve that aim and taking the opportunity to learn and share with other like-minded members. Your contribution will be extremely valuable in enhancing standards across our industry which will, inevitably, reduce accidents, protect the environment and save lives.

What next?

Please review the Terms of Reference for the Committees and Expert Groups. To request a copy of the Terms of Reference, email enquiries@ocimf.org.

If you believe you have the skills and expertise and are prepared to give a commitment to OCIMF and learn and share with others in the industry, please express your interest to the Secretariat using this email address: enquiries@ocimf.org We wholeheartedly encourage your participation and you will be most welcome as part of the new team which, together, will drive OCIMF closer to achieving its aim of creating a safer industry that protects people and the environment.

Annex

The full list of Committees, Expert Groups and Communities of Practice are shown in these tables

Committee/Expert Groups		Frequency	Format & Location	Duration
Executive Committee		At least every 6 months	Physical	1 day
Principal Committees	<ul style="list-style-type: none"> • Publications and Advocacy (tankers, barges and terminal interfaces). • Publications and Advocacy offshore. • Programmes. 	At least every 6 months	Physical & Virtual Geographical regions: Europe/Africa Middle East/AsPac Americas.	1 - 2 days
Functional Committees	<ul style="list-style-type: none"> • Legal • Human Factors • Environment • Maritime Security 	At least every 6 months	Physical & Virtual Geographical regions: Europe/Africa Middle East/AsPac Americas.	1 - 2 days
Expert Groups Reporting to Publications and Advocacy (Tankers, Barges and Terminal Interfaces)	<ul style="list-style-type: none"> • Nautical • Engineering • Structures • Ship-to-Ship interfaces • Ship-to-Shore interfaces • Barges 	Every quarter or less	Virtual	3 hours or less
Expert Groups Reporting to Publications and Advocacy (Offshore)	<ul style="list-style-type: none"> • Floating Systems • Offshore Vessel Operations (within 500m exclusion zone) 	Every quarter or less	Virtual	3 hours or less
Expert Groups Reporting to Programmes	<ul style="list-style-type: none"> • Inspection Processes • Programmes Governance • Innovation and Technology 	Every quarter or less	Virtual	3 hours or less



Communities of Practice

Communities of Practice		Frequency	Format & Location	Duration
Communities of Practice (Floating Systems)	<ul style="list-style-type: none"> Floating Systems Marine Operations CoP Floating Systems Asset Integrity Management CoP Floating Systems Marine Terminal Operations CoP (Ship to Floating Systems) 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Offshore Vessel Operations - within 500m exclusion zone)	<ul style="list-style-type: none"> Deck Cargo Management CoP Offshore Marine Operations CoP Station Keeping CoP Offshore Marine Assurance CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Nautical)	<ul style="list-style-type: none"> Navigation and Communication CoP Cargo and Ballast management, Mooring and Anchoring, and Safety Management System CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Engineering)	<ul style="list-style-type: none"> Engineering CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Structures)	<ul style="list-style-type: none"> Vessel and Floating System Structure CoP Marine Terminal Structure CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Ship-to-Ship interfaces)	<ul style="list-style-type: none"> Ship-to-Ship interfaces CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Ship-to-Shore interfaces)	<ul style="list-style-type: none"> Ship-to-Shore interfaces CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT
Communities of Practice (Barges)	<ul style="list-style-type: none"> North America CoP Europe CoP South and Central America CoP China CoP 	Every quarter or less	Virtual	3 hours or less 8am and 3pm GMT



More information

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