

# Regionalisation is the name of the game

**S**ometime before this regionalisation was put in place, two business units had already been created - vessel operations arm Teekay Marine Services and commercial operations department Teekay Tanker Services.

As a result of the switch to a more regional style of management, the two business units now work much closer together by way of:

- Working closer with customers.
- Greater interaction with ships, ship teams and seafarers.
- Access to shore-based marine expertise in the regions.

Teekay said that it had moved 50 of its personnel from Vancouver to other locations worldwide.

However, it asserted that Vancouver will remain the company's corporate headquarters, with a reduced staff of around 250 employees.

John Adams, managing director Teekay Marine Services explained the reasoning behind this. He said that the demographics have changed down the years with the result that the company decided to set up shop closer to its customers. He also explained that the Glasgow office works closely with the commercial team in London.

Glasgow is home to around 40 Teekay Marine Services people, and in addition some have post-fixture personnel working alongside other commercial staff under the banner of Teekay Tanker Services, giving a total of 19 in the London office. Adams is based at the Glasgow premises together with fleet director David

**Another company to firmly establish a base on Clydeside is Teekay. Last year, the Vancouver-based company took the decision to partially regionalise its operations and set up management bases in Houston, Singapore and Glasgow.**

Penny, who heads up one of the ship teams.

## European acquisitions

A significant portion of Teekay's fleet operates in the European theatre, especially following the purchase of Navion (Statoil), Uglund Shuttle Tankers and Bona's combination and aframax fleets a few years ago. The North Sea shuttle tanker operation is managed out of Teekay's Norwegian office.

Adams explained that the main focus of Teekay Marine Services is to ensure Teekay's brand reputation for quality, safety and service is maintained through the technical management and operation of the company's owned and chartered in tonnage. Although not completely ruling out third party business, he said this would only be countenanced in the right circumstances.

Basically, the Glasgow office handles Teekay operated vessels in the Atlantic basin. The Houston office takes care of the vessels in the Mexican/US Gulf area, while Singapore naturally looks after the Asia/Pacific arena.

In addition to the core aframax sector, Glasgow will also technically operate Teekay's nine newbuilding LNG carriers when they are delivered. The current LNGC fleet is managed out of Spain, having been under the

Tapias banner before Teekay bought the company a couple of years back. Teekay also has its own vessel operations office in Australia.

Teekay Marine Services is now structured to look after all of the Teekay fleet operating in national and regional markets.

Seafarers are one if not the most important consideration for Teekay and Adams said Glasgow is an ideal base from which to co-ordinate the crewing side of the business.

"To address the current worldwide manning problem, Teekay takes a longterm approach on how to run a quality operation and develop staff accordingly," Adams said. "We have moved away from using the word 'manning', which sounds reactive, as though just placing people onto ships.

"Instead we talk about Marine

HR and developing committed, motivated staff driven by sound HR management practices. This is about people development and raising the bar in quality," Adams continued. "Within Teekay, we see crewing as having a strategic role, it has to be acknowledged that human resources are scarce and there's a dwindling pool of acceptable people who will meet our standards. That's why we also have a separate training budget, which is seen as a fleet overhead", he explained.

Teekay has a three-prong strategy specifically for manning the LNGCs. These are:

- 1) Harnessing existing experience in steam turbine, LNG and LPG operations.
- 2) Training is undertaken over and above statutory requirements, including sea time and practical experience on board Teekay Spain's LNGCs. Also LNG competencies under the company's SCOPE scheme (see page 18), plus certified STCW and simulator training at its own in-house training centre.
- 3) Supplementing the seafarers with ready-made LNG experienced personnel.

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**John Adams, managing director, Teekay Marine Services**

## In-house training

Although training establishments are also used throughout Europe, including the UK and Norway - the Norwegian training facilities used by Teekay have a specific focus shuttle tanker training and operations - the core training is undertaken at a purpose built centre housed within Teekay's Glasgow regional headquarters.

This centre has its own permanent instruction team. It is also fitted with an LNG simulator and Teekay offers its own accreditation to its employees once trained. The centre is also flag state approved for oil tanker training. There is also a liquid cargo handling simulator for both oil and gas, which can be accessed by up to five students and an instructor simultaneously.

Seafarers are regularly validated by the company by using in-house software, which enables their progress to be plotted and all the necessary paper work, such as certificates and endorsements, kept up to date, which Teekay calls a seafarer competence for operational excellence (SCOPE) scheme. "We operate the world's first accredited competence

management system, which was endorsed by DNV," Adams claimed.

Teekay has identified in excess of 400 best practices and more than 3,000 knowledge areas and each seafarer has his or her 'continuing professional development portfolio'. "We have raised the bar and gone beyond the STCW," Adams claimed. "It has been well received by the seafarers who are keen to improve themselves."

Speaking about TMSA, Adams claimed that Teekay was one of the first companies to submit its procedures. Two audits have already been completed by major customers. "We are far down the line with it," Adams said. Teekay already had what it calls a marine operations management system (MOMS) in place and also has ISM, ISO 9000, ISO 14,000 and ISO 18,000 all in one system. "We use the 'Demming Cycle' plan-do-check-act theory," he explained, "which is a good fit with the TMSA's plan-act-measure-improve approach".

Adams also thought that TMSA was a good fit generally for what Teekay already undertakes and said that the company already had an in-house version in place. "Being a market leader, we are proactive, rather than reactive," he said.

Teekay also operates a computerised system called - Structural Integrity Management System (SIMS), which was developed in co-operation with the class societies. Each vessel carries a specific ship inspection manual that guides the crew, Teekay's in-house inspectors and third party contractors through inspection cycles of different areas of vessels' structures.

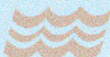
In co-operation with the University of British Columbia, Teekay has designed a package - Toolbox for Operational Risk Analysis (TORA) - whereby data is disseminated to analyse incident patterns against operational factors.



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