



## Bridge Memorandum #15: Master's Reviews 2013-2014

Captains,

We have recently completed a thorough assessment of the Master's Reviews from the past 18 months and I wanted to take the opportunity to share some thoughts with you. I was very impressed with the effort that each of you made to evaluate the Safety Management Manual (SMM) and provide your thoughts and constructive suggestions. The thoroughness of your reviews and the insights we gained have been very valuable. In total, during the period from June 2013 through December 2014, there were 8 Master's Reviews conducted, examining 31 sections of the SMM. The 42 specific suggestions made have resulted in 7 substantial updates to the SMM. These updates addressed concerns regarding crew qualifications and staffing, critical equipment and maintenance procedures, subcontractor policies, and the correction of key forms. Additionally, while not specifically related to the SMM, your suggestions have been incorporated into our evolving ship management processes so that we may better support you.

Thank you for working with us to improve our Safety Management System and to the continued safety of our people.

Pete Tatro

Director of Operations/DPA