



## Bridge Memorandum #22: Masters' Reviews and QMIs

Captains,

I'm writing to provide an update, and make a request.

**The update** – The Master's Reviews you perform for us are a critical element of our Safety Management System. Your comments help ensure the accuracy of procedures, provide a good “big picture” review of all the documentation and, most importantly, valuable insights to the practicality and usefulness of procedures, training, and office support. Your efforts and suggestions are greatly appreciated.

In the past, we've collected these reviews over the course of a year, and then conducted a review of all comments received. The problem with that approach is that valuable ideas on improving the way we do business may linger in an administrative hold. Consequently, we now review your suggestions and make appropriate changes to the Safety Management System as they are received. You may have noticed that we just released quite a few Notices of Change to reflect the suggestions made by Keith and Chris in their recent Master's Reviews.

Lastly, please don't feel limited to the Master's Review format and timing. The Safety Management System is for you, so please feel free to reach out to me to offer suggestions or request help, whenever you choose.

**The request** – The Quarterly Maintenance Inspections are key to ensuring that safety and critical equipment are appropriately maintained and operational. They are to be done each quarter, and such that it is generally not longer than three months since last performed. Most importantly, please make certain that you and your crew provide the level of attention that these inspections deserve.

Unfortunately, we've had several instances over the past few years where it has become clear that items were not appropriately inspected, leading to audit findings or equipment failure incidents. I ask that you reinforce the importance of doing them, and doing them well, for the safety of your ship and crews.

Regards

Pete Tatro

Director of Operations/DPA