



Team Performance in Maritime Pilotage The Supporting Role

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MENU



INTRODUCTION



PILOTS AND TEAMWORK



GROUPS AND TEAMS



TEAM EFFECTIVENESS



**GROUPS AND TEAMS IN
PILOTAGE**



IMPROVING TEAM EFFECTIVENESS



Definitions and questions

Definition:

The Process: “All actions required to facilitate the maritime pilot in his profession, in a safe and efficient way.”

Question:

- 1. What Team is required to support the process?*
- 2. Is the Maritime Pilot a Player in this Team?*



INTRODUCTION

THE NAV TEAM

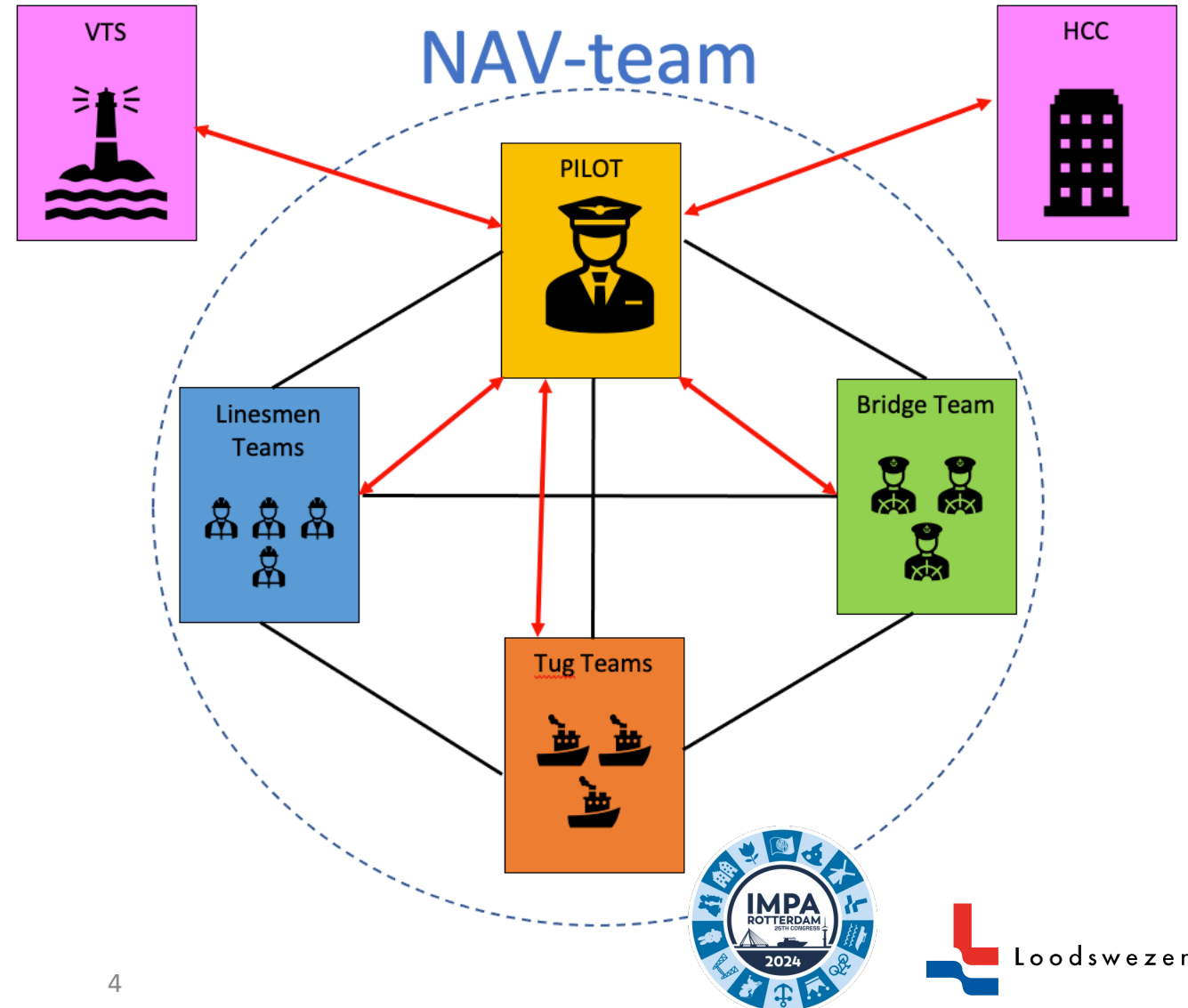
The short duration of the team (duration of the voyage)

Multi team structure with different goal of each team, with a shared common goal.

Varying composition of the team with every voyage

High degree of **standardized working procedures** which have been established over years of cooperation with various team members.

A pilot typically works in **multiple of such teams during a working day.**



GROUPS AND TEAMS (1)

THE GROUP

A group is two or more **individuals**, interacting and interdependent who have come together to achieve **objectives**.

A work group is a group that interacts primarily to **share information** and to make decisions to help each group member perform **within his or her area of responsibility**.



GROUPS AND TEAMS (2)

THE TEAM

A team is a group whose individual efforts results in performance that is greater than the sum of individual inputs.

A work team generates **positive energy through coordinated effort.**

The individual efforts result in a level of **performance greater than the sum of those individual inputs.**



Eurochampions 1988

GROUPS AND TEAMS



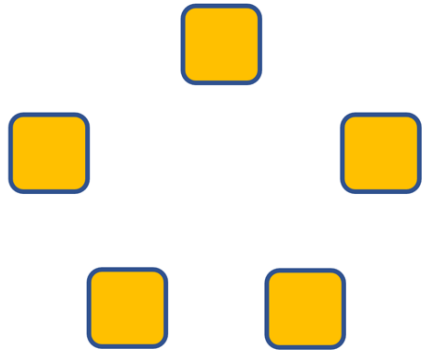
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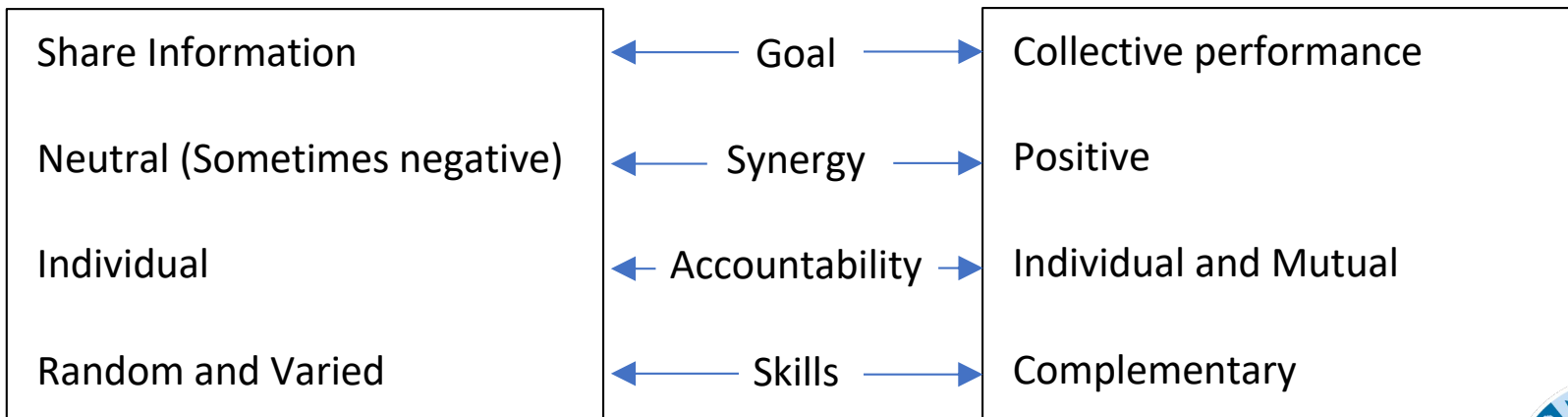
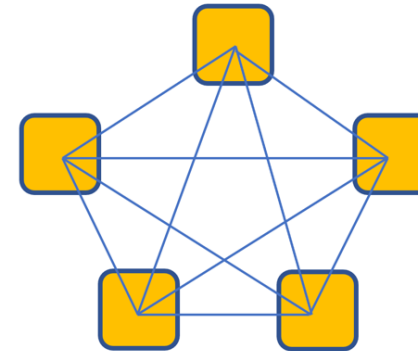


GROUPS AND TEAMS (3)

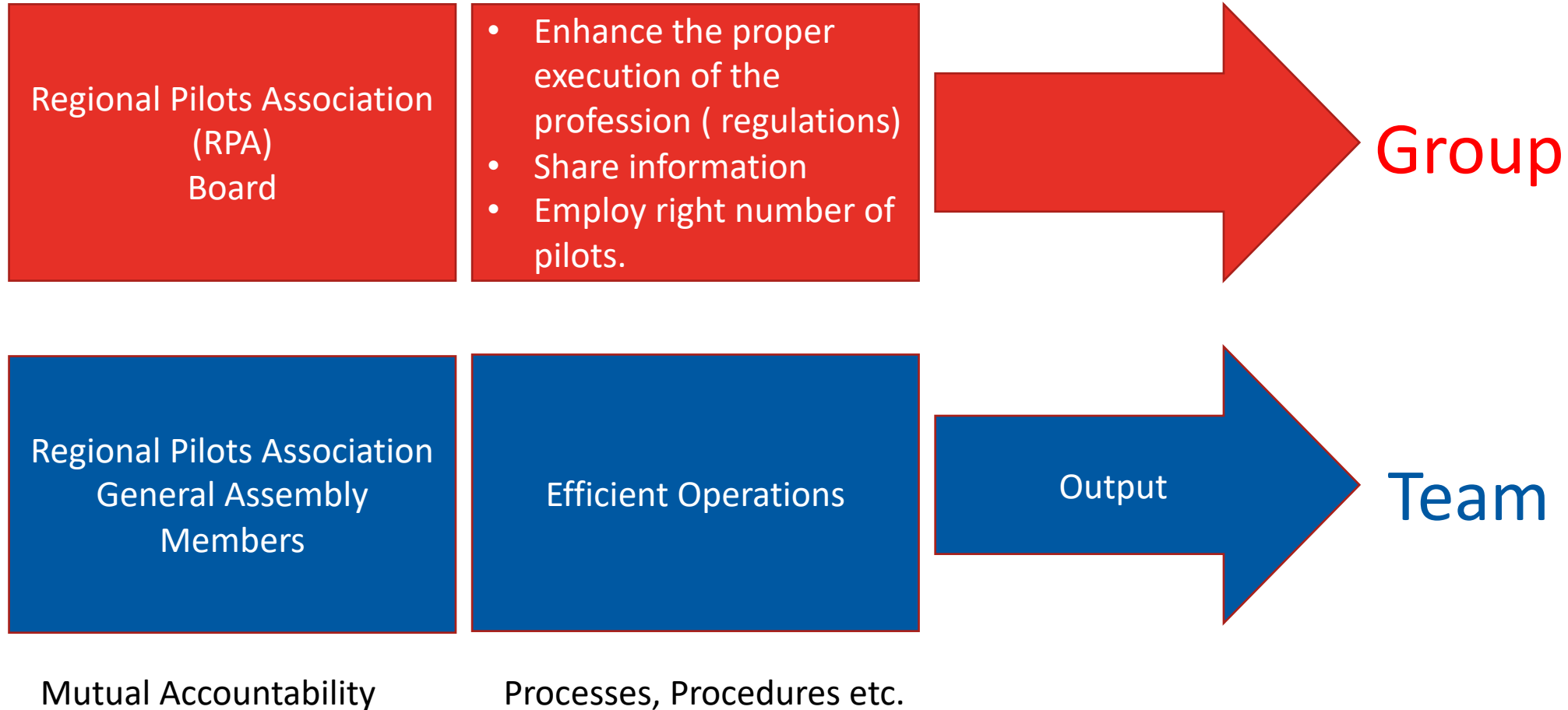
Work Groups



Work Teams



GROUPS AND TEAMS IN PILOTAGE



EFFICIENCY

A dynamic concept: what was effective in 1988 is no longer effective now. Therefore, the NL pilotage law enforces innovation.

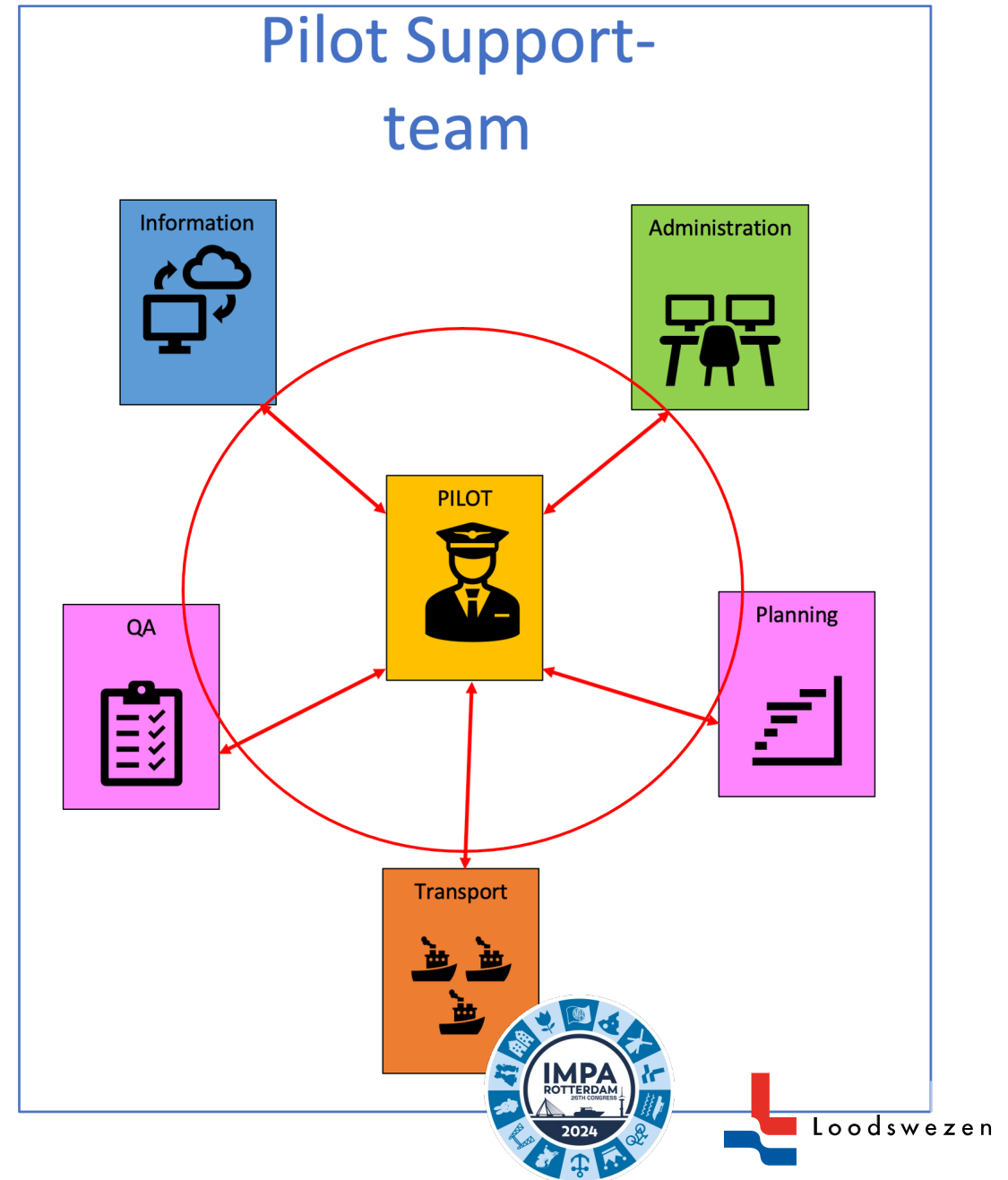
Moving with the times and deploying the most modern processes and means in achieving efficiency.

Communication devices:
1988 vs. 2024



THE PILOT SUPPORT TEAM

- PLANNING
- TRANSPORT
- QUALITY ASSURANCE
- INFORMATION
- ADMINISTRATION



THE PILOT SUPPORT TEAM (PLANNING)

- Internal working arrangements (e.g., roster),
- Working arrangements with external partners (E.g., Port authorities),
- Planning department. (Dispatch and Planning)



THE PILOT SUPPORT TEAM (TRANSPORT)

- By Land: Taxi company, Contract management
- By sea: Own seagoing Fleet, Technical Support & Maintenance, Data analysis, ISM-Compliance.
- By air: Helicopter Lease, Contract management



THE PILOT SUPPORT TEAM (QA)

- Standard procedures for the operation
- ISPO or similar for the operation
- ISO for the Support company
- ISM for the Pilot-cutters
- Risk Assessments, risk mitigation,
- Compliance to a standard, government reqmt's
- Incidents, accidents, damage registration (IAD).



THE PILOT SUPPORT TEAM (INFORMATION)

INFORMATION AND COMMUNICATION TECHNOLOGY

- Means and methods of communications. Laptops, phones, access to designated website
- Phone / designated apps.
- VHF hardware and licensing,
- Hydro / meteo information, both actual and predictive.
- Traffic information, both actual traffic pattern as well as Port Planning information, arrivals and departures.
- Other nautical service providers information, terminal Information, access to marine notices.



ICT =



150+ servers

SCHUBERG PHILIS



Public Cloud



Office 365



150 werkstations



Lowcode platform



+ Solvinity



ICT Vloot



MFA authenticatie



400 notebooks



200 iPad



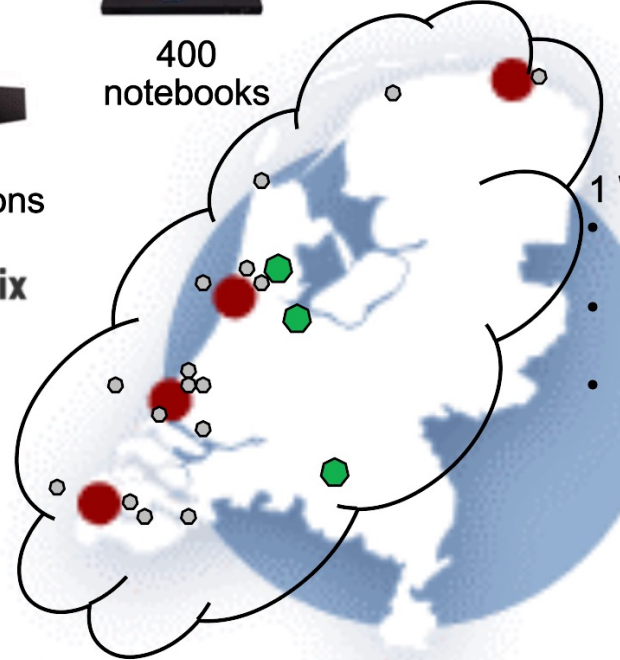
50+ applicaties



50 printers



200 vaste telefoons

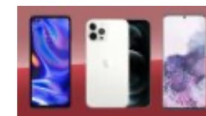


1 WAN (landelijk netwerk)

- 14 lokale datanetwerken
- beveiliging tegen virussen en hacking
- huurlijnen en IP verbindingen voor telefonie



57 NMS



680 Smart phones

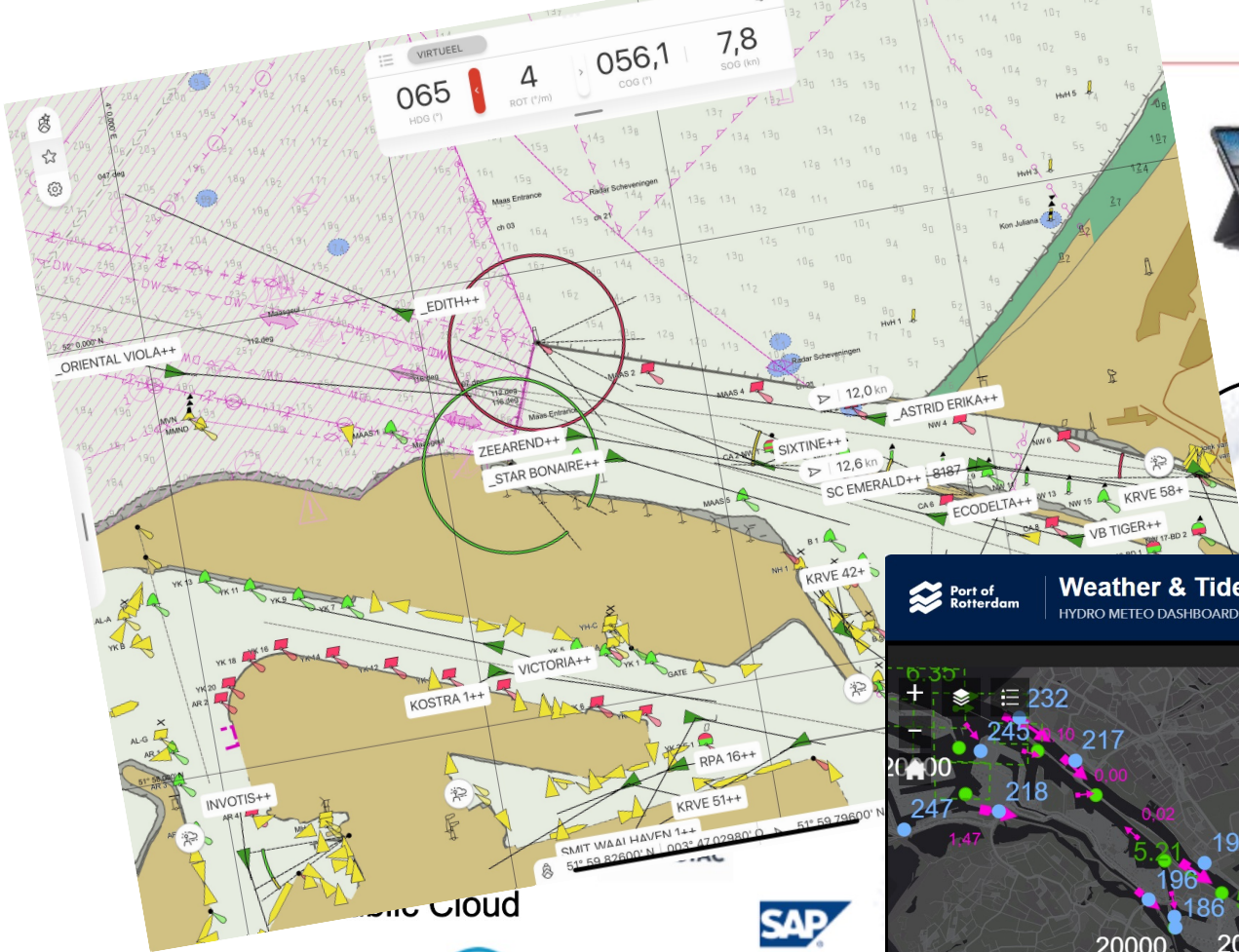


400+ Qastor



625 portofoons





200 iPad

GIDS Gebruiker (rol) h.broers (Loods)

Werkblad **STANDAARD** Filteren op scheepsnaam

Scheepsnaam	Soort reis	ETA FLA	Langte	Ditgang	Roeters	Datum bestelling	LL	HAM	EGD	TB	LS
Broers, H.B.W.	GREEN OCEAN	VH ETD 19-04-24 11:30	172,07	05:00	107	19-04-24 08:58					
Broers, H.B.W.	YASA SOUTHERN CROSS	VH ETD 12-04-24 12:00	333,04	15:00	148	12-04-24 09:36	14:00				
Broers, H.B.W.	WILSON CAEN	UG ETD 05-04-24 17:00	99,90	15:00	63	05-04-24 14:42					
Broers, H.B.W.	FAITH	IN ETA 05-04-24 14:30	154,85	13:45	73	05-04-24 07:56					
Broers, H.B.W.	EASTERN SPIRAEA	IN ETA 22-03-24 11:00	133,90	13:45	73	22-03-24 07:15					
Broers, H.B.W.	MSC ROMA	IN ETA 22-03-24 07:00	336,67	13:45	64	05-04-24 07:56					
Broers, H.B.W.	X-PRESS ELBE	UG ETD 15-03-24 14:15	151,72	13:45	133	22-03-24 07:15					
Broers, H.B.W.	CONESTE	VH ETD 15-03-24 14:15	34,44	13:45	77	21-03-24 23:56					
Broers, H.B.W.	SANTA TERESA	VH ETD 15-03-24 11:45	98	13:45	73	15-03-24 10:36					
Broers, H.B.W.	FAST		20000		101	15-03-24 09:34					
Broers, H.B.W.			20000		47	15-03-24 03:51					
Broers, H.B.W.			20000		87	08-03-24 12:48					
Broers, H.B.W.			20000		72	08-03-24 08:09					
Broers, H.B.W.			20000		170	01-03-24 08:43					
Broers, H.B.W.			20000		67	23-02-24 04:17					
Broers, H.B.W.			20000			16-02-24 10:23					

Normale dienst, ladder s



Office 365

ICT Vloot

Port of Rotterdam Weather & Tide
HYDRO METEO DASHBOARD - NAIJDE [Build 1142] Disclaimer

WIND | NRDP WIND | RP10 WIND | VROZ

NRDP: 6.43 m/s (4 BFT)
gust: 8.39 m/s

PHW and PLW | HOEK PHW and PLW | BOTNM

	HOEK	cm (ALAT)
PLW	Tu 11:20	18
PHW	Tu 15:40	224
PLW	Tu 21:10	50
PHW	We 04:00	231
PLW	We 09:30	48

SLW | HOEK SLW | BOTNM SLW | BOER

	HOEK	BOER
PSLWDA	Tu 05:55	
PSLWDA	Tu 13:46	
PSLWDA	Tu 18:37	
PSLWDA	We 02:07	

Esri Nederland, Community Map Contributors

400+ Qastor



THE PILOT SUPPORT TEAM (ADMINISTRATION)

- General administration, Billing, Customer support, Complaints registration, Communications and Public relations.
- Human Resources (for employees), Legal support, Compliance, Audit and Risk, Finance and Controlling, Strategy.
- Reporting Requirements: Public requirements (e.g., CSRD, public website), to government agencies (Competition chamber / ministry), to harbor authorities (e.g., IAD's).



TEAM EFFECTIVENESS MODEL

Context

- Adequate Resources
- Leadership and Structure
- Climate of Trust
- Performance evaluation

Composition

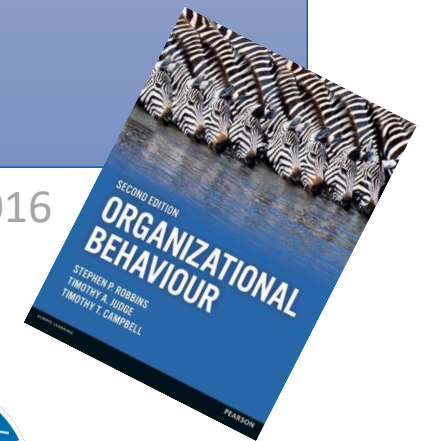
- Abilities of members
- Personality
- Roles
- Diversity
- Size of Teams
- Members Flexibility, Preferences

Process

- Common Purpose
- Goals
- Efficacy
- Conflict levels
- Social loafing

Team Effectiveness Model

Robbins, Judge, Campbell, 2016



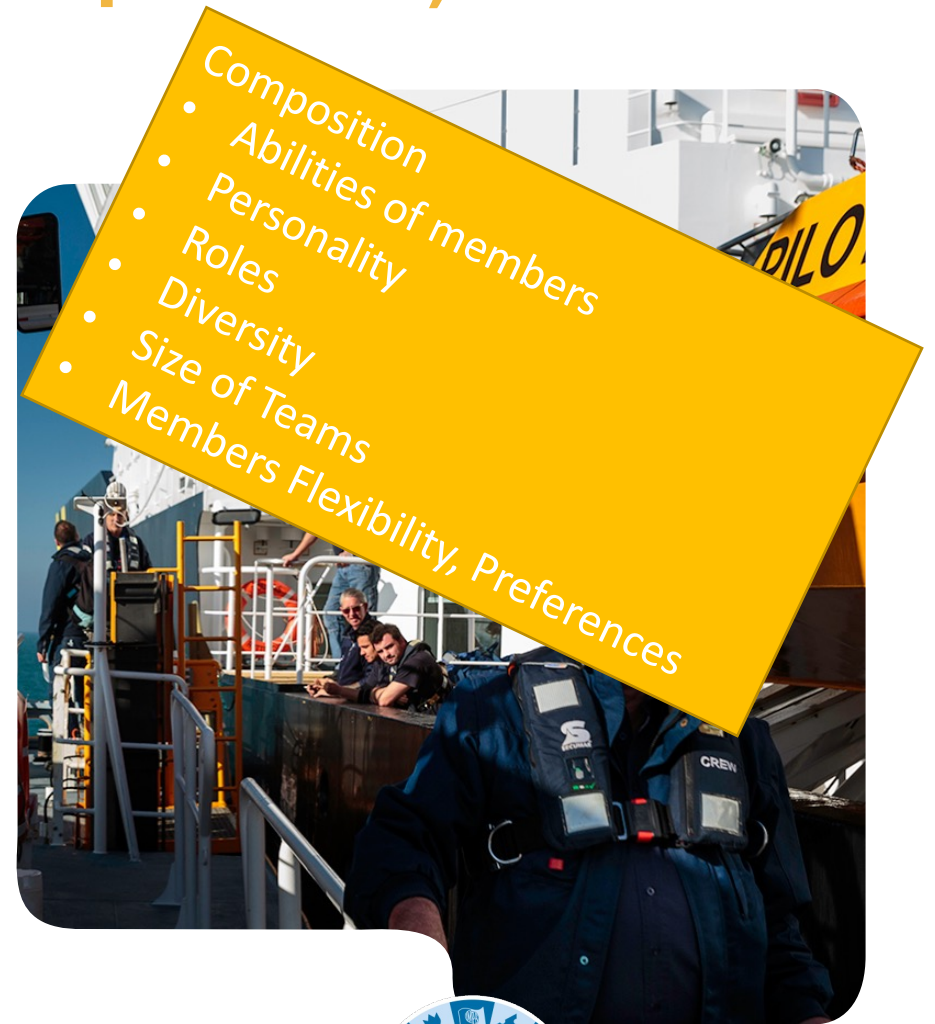
Improving Teams Performance (Context)

- Ensure long-term availability of resources: Multiannual budget which is consulted with stakeholders, shareholders, and governing bodies, to facilitate continuity of operations.
- Establish a long-term vision of the pilot service to facilitate the long-term continuity of the process.
- Promote leadership culture; Establish a safe culture, a just culture, as well as a PDCA (Plan do check act) system in the running of the process.
- Promote Climate of Trust: do team members know each other? Regular meetings?
- Evaluation, is it possible after each voyage?



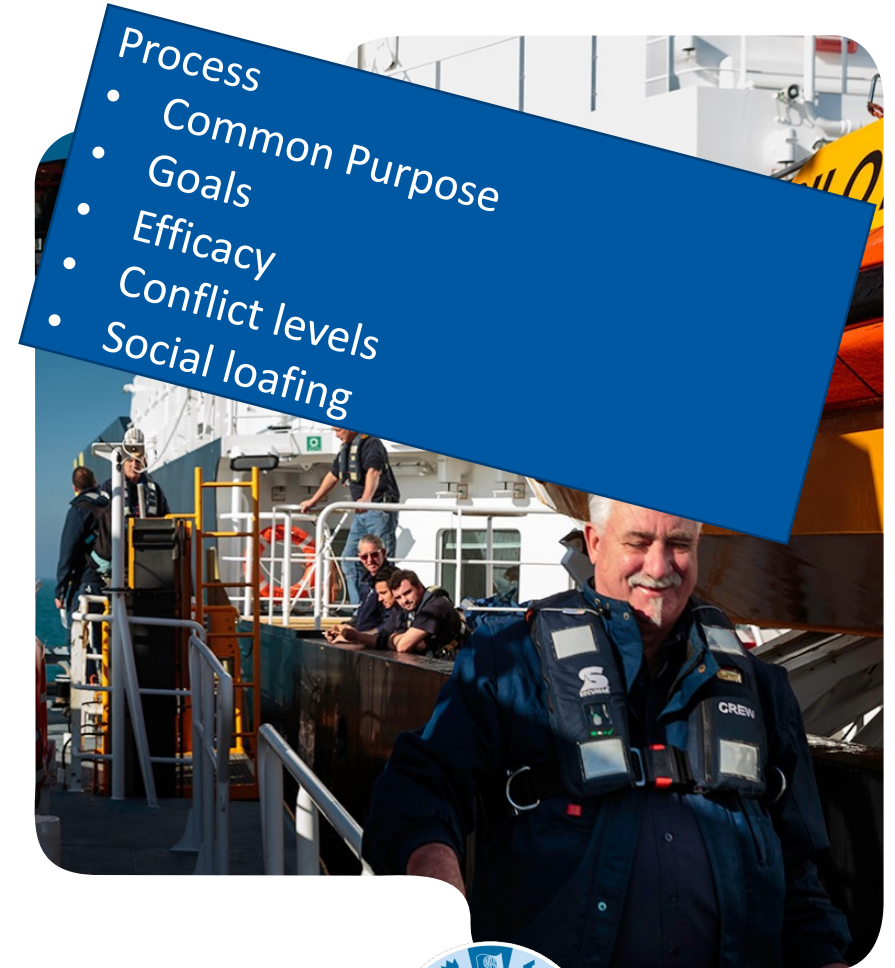
Improving Teams Performance (Composition)

- Pay attention to team's composition and attitude of team's members. The process is more important than the interests of team members.
- Size matters! Ensure the right resources are available.
- Pay attention to skills. Skills can be taught; Attitude is a property.
- Ensure skills and attitude of all team members are well-aligned.
- Everyone must be a team player.



Improving Teams Performance (Process)

- Team-think: From a process point of view, team members are equally important.
- Set clear goals, inambiguous communication, all on the same information level, the same frequency
- Use risk management as a tool to achieve active safety and process management.
- Facilitate training, information sharing, raising process awareness for the team members.
- Enable feedback from all team players to improve the process on a regular basis.



THE PILOT SUPPORT TEAM

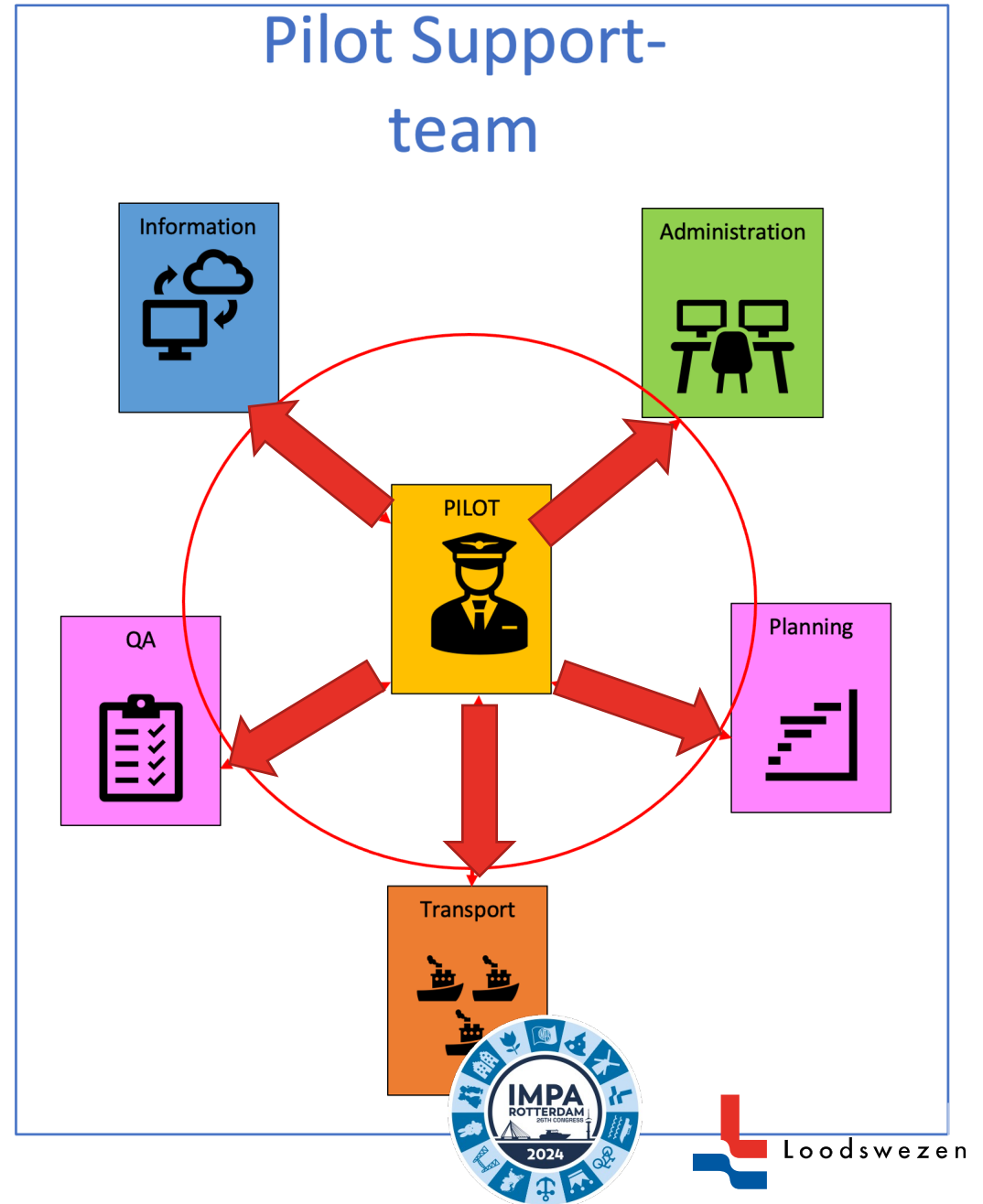
Q: Is the Maritime Pilot a Player in this Team?

A: Yes, the Maritime Pilot is a player in this team.

To achieve efficiency, a team is needed,

All players must play an active role for the process to run.

Team members are interdependent and equally important.



QUESTIONS?

