

## Detailed Programme Overview

The following pages provide a more detailed description of the programme scope, module structure, and implementation approach.



# Human Factor Risk Management in Maritime Operations

**Structured Organizational Measures for Safer,  
More Resilient Fleet Operations**



**STEINBEIS SCHOOL**  
of Sustainable Innovation  
and Transformation

## How is it structured?

The framework is not a fixed package. Its components can be applied individually or combined, depending on the company's needs, priorities, and risk profile.

### Package 1

#### **Strengthening Safety Culture and Crew Stability**

Focus on identifying and managing risks related to harassment, inappropriate conduct, and interpersonal conflict, and strengthening reporting and response structures.

### Package 2

#### **Onboard Leadership and Mentoring**

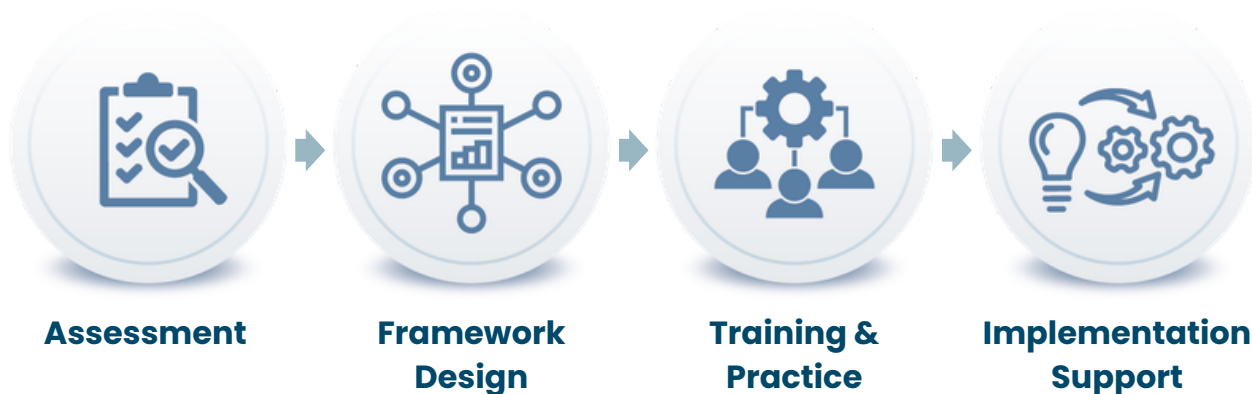
Focus on building structured mentoring systems and strengthening leadership practices to support early intervention, communication, and crew stability.

**The following pages provide a detailed description of each component, including scope, implementation approach, and expected outcomes.**

# Our Approach:

## From Analysis to Action

Steinbeis School of Sustainable Innovation and Transformation provides a structured framework that combines analysis, consultancy, and targeted training to improve how human-factor risks are managed in daily operations.



The framework helps companies recognize risks such as harassment, inappropriate conduct, interpersonal conflict, and communication breakdown on board at an early stage, and manage them in a clear and consistent way.

As a result, companies can reduce operational disruption, limit legal exposure, and maintain stronger control over sensitive onboard situations.

## Who this framework is for?

This framework is designed for shipping companies that aim to strengthen how human-factor risks are managed across their fleet and organization.

### It is particularly relevant for:

- Fleet management and senior leadership
- HSQE\* and compliance functions
- Crewing and HR departments
- Masters and senior officers responsible for onboard leadership

The framework supports organizations where risks related to harassment, interpersonal conflict, and communication breakdown can affect operational safety, crew stability, and management accountability.

\* Health, Safety, Quality, and Environment



# Package 1

## Strengthening Safety Culture and Crew Stability in Maritime Operations

Recent developments in international maritime regulation place increasing emphasis on the obligation of shipping companies to prevent violence, harassment, and other forms of *inappropriate conduct*, and to ensure that clear response procedures are embedded within their Safety Management Systems. While a basic awareness of these risks is now included in STCW (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers) training for all seafarers, the practical responsibility for recognising, managing, and responding to such situations rests primarily with command personnel and company management.

In this context, this package has been developed to strengthen a company's capacity to identify, prevent, and manage situations that may adversely affect operational safety, crew stability, and organizational resilience on board.

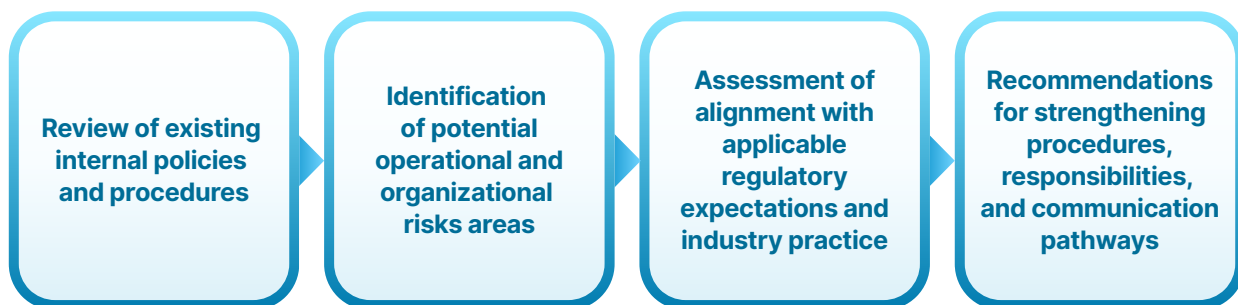
The package is designed as a practical and company-specific framework. It can be adapted to the characteristics of the fleet, the structure of shipboard and shore-based management, and the operational priorities of the company. Following an initial discussion, the scope and implementation approach can be tailored to the company's specific risk profile and organizational needs.

# Step 1: Assessment

## Review of Existing Procedures and Practices (Shore Management)

The programme begins with a structured review of the company's existing policies, procedures, and practices relating to the onboard working environment.

This phase is carried out in cooperation with relevant shore-based functions, including HSQE, crewing, legal, and fleet management, and is designed to identify how current organizational structures address sensitive onboard situations.

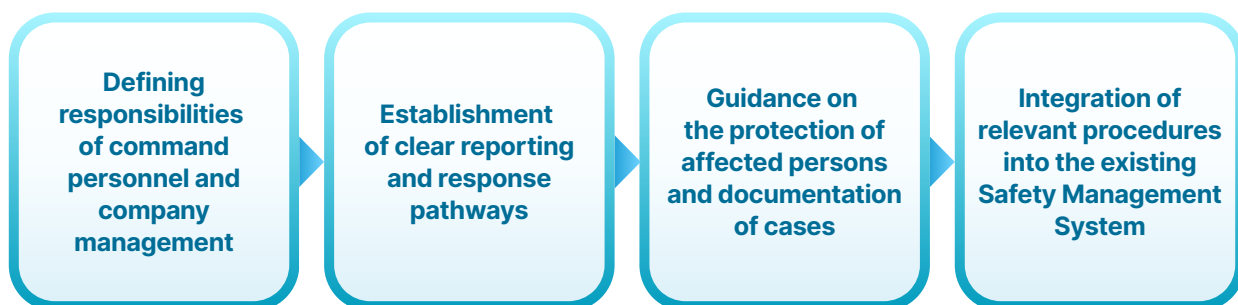


# Step 2: Framework Design

## Development of Operational Guidelines

Based on the findings of the initial review, clear and practical operational guidelines are developed for managing situations involving violence, harassment, inappropriate conduct, or other onboard interpersonal conflicts.

The objective is to ensure that roles, reporting pathways, and response expectations are clearly defined across both shipboard and shore-based levels of management.



## Step 3: Training and Practice

### Training of Masters and Officers

Practical training is delivered to masters and officers with the aim of strengthening their competence and confidence in handling sensitive onboard situations in a consistent, professional, and operationally appropriate manner.

The training focuses on practical application rather than abstract awareness, and equips senior shipboard personnel with tools for early recognition, communication, and response.



### Case Studies and Scenario-Based Practice

The programme includes the analysis of realistic maritime case scenarios and structured scenario-based exercises.

This component is designed to strengthen decision-making confidence, improve consistency of response, and support the practical application of procedures in complex operational contexts.

# Step 4: Implementation Support

## Final Recommendations and Implementation Support

At the conclusion of the framework, the company receives a structured summary of key findings and practical recommendations.

### Option 1: Recommendations

The company receives clear guidance on how to strengthen procedures, responsibilities, and reporting pathways. This includes concrete recommendations on next steps, allowing the company to implement the measures internally.

### Option 2: Implementation Support

If required, the framework can be extended to include structured implementation support. This involves targeted training and hands-on guidance to support the practical application of recommended measures, including the integration of procedures into daily operations. The objective of this phase is to ensure that the recommended measures are not only defined, but effectively applied, contributing to stronger safety culture and crew stability across the fleet.



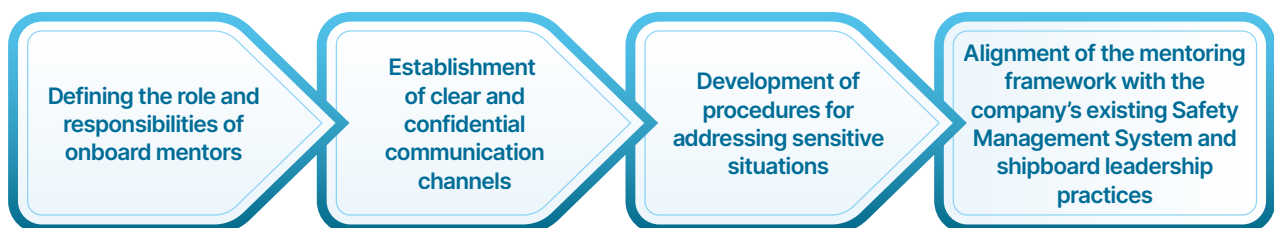
# Package 2

## Onboard Leadership and Mentoring Programme

Where companies require further strengthening of leadership practices, team cohesion, and communication across shipboard operations, the intervention can be extended through the introduction of a structured onboard mentoring framework.

This package is designed as a practical organizational measure that supports shipping companies in strengthening crew stability, leadership quality on board, and communication within multicultural crews. It combines organizational preparation at company level with the structured implementation of a mentoring system across vessels.

The package is intended to create a practical support layer within existing shipboard structures, helping companies to improve early recognition of interpersonal and operational challenges, strengthen leadership continuity, and reduce the risk of escalation in situations that may otherwise affect crew stability, retention, and operational reliability.



# Step 1: Assessment

## Initial Assessment and Consultation with Company Management

The package begins with structured consultations with relevant company functions, including fleet management, crewing, HSQE, and senior management.

During this phase, existing communication practices, crew support mechanisms, and the organisational structure across the fleet are reviewed in order to determine how a structured mentoring framework can be integrated into existing management and safety processes.

The objective of this phase is to identify the company's specific organizational needs and define the most appropriate implementation model for the mentoring system.

# Step 2: Framework Design

## Development of the Onboard Mentoring Framework

Based on the initial assessment, a structured mentoring framework is developed and adapted to the company's operational and organizational context.

## Selection and Role of Mentors

Mentors are not assigned automatically based on hierarchy. They are selected among officers who demonstrate a high level of professionalism, strong communication skills, sound judgement, and the trust of the crew.

Appointment as a mentor represents recognition of an officer's professional integrity and leadership capability. In this way, the mentoring role becomes an important element of leadership development on board and contributes to the strengthening of shipboard culture.

### **The mentoring role may be further recognized through:**

- formal appointment within the company
- additional leadership training and professional development opportunities
- inclusion of mentoring responsibilities in leadership performance evaluation
- recognition of mentors within officer development packages

# Step 3: Training

## Mentor Training for Selected Officers

Selected officers receive targeted training to serve as onboard mentors and trusted contact persons for crew members.

The training is designed to develop the practical competencies required for the mentoring role and to ensure that mentors are able to act in a professional, consistent, and operationally appropriate manner.

# Training Componets

Recognizing early signs of stress, conflict, and interpersonal difficulties

Conducting supportive and structured conversations

Managing sensitive information and maintaining confidentiality

Facilitating communication within multicultural crews

Identifying situations that require escalation through the chain of command or company management

The package includes the analysis of realistic situations from maritime operations and scenario-based exercises that help officers develop confidence in managing complex interpersonal situations on board.

This component is intended to strengthen practical decision-making, communication, and leadership consistency in operational contexts.

## Step 4: Implementation Support

### Implementation Guidance and Further System Development

At the conclusion of the package, the company receives a summary of recommendations for the phased implementation and long-term sustainability of the mentoring system across the fleet.

#### **This may include:**

- recommendations for phased implementation across vessels
- Integration with leadership development initiatives
- guidance on monitoring effectiveness and further strengthening the system over time

In the longer term, structured onboard mentoring becomes more than a support mechanism: it becomes a strategic tool for strengthening leadership continuity, reducing organizational risk, and supporting the sustainable performance of maritime operations.

### **Strengthened safety culture on board**

Through more open communication, earlier identification of concerns, and stronger team relationships within the crew.

### **Leadership development for senior officers**

Through the preparation of officers for mentoring roles, constructive management of interpersonal situations, and more consistent support for junior crew members.

### **A more stable and resilient crew**

Through increased trust, reduced interpersonal tensions, and more effective handling of day-to-day operational challenges.

### **Reduced operational, reputational, and legal risks**

Through earlier identification of issues that may otherwise develop into conflicts, formal complaints, safety-related disruption, or situations with potential organizational and financial consequences.

### **Preservation and transfer of operational knowledge**

Through structured knowledge transfer between generations of seafarers and stronger continuity of competence across the fleet.

### **Greater long-term operational reliability of the fleet**

Through more stable onboard teams, improved communication in critical situations, and reduced organizational disruptions associated with crew turnover.



## The Steinbeis Advantage

The Steinbeis School of Sustainable Innovation and Transformation (SIT) is an executive education and advisory organization affiliated with Steinbeis University.

Steinbeis University was founded by the Steinbeis Foundation, the cornerstone of one of Europe's established networks for knowledge and technology transfer. Across the wider Steinbeis ecosystem, more than 5,000 experts connect academic expertise, applied innovation, and professional practice.

SIT combines applied education, advisory, and practice-oriented project development. Our work is not limited to training or knowledge transfer. We support organizations in translating knowledge into practical measures, stronger internal capabilities, and structured transformation processes.

As a talent and transformation accelerator, SIT develops programmes and advisory frameworks that help organizations respond to emerging regulatory, technological, environmental, and social challenges.

Located at Steinbeis House in Berlin, SIT operates within a dynamic innovation environment of Berlin-Adlershof Science City that connects academic expertise, entrepreneurial practice, industry needs, and applied transformation work.

# Our Approach

## Systemic Transformation for a Sustainable World

At Steinbeis School of Sustainable Innovation and Transformation, we work with the understanding that sustainable transformation is not only a technical, regulatory, or environmental challenge. It is also a human, organizational, and cultural challenge.

Our work is guided by a systemic perspective: meaningful transformation requires changes in the way organizations learn, lead, communicate, make decisions, and take responsibility. Sustainable development therefore depends not only on new technologies or strategies, but also on the people, structures, and cultures that make change possible in practice.

Our broader methodology brings together three interconnected dimensions: sustainable transformation, digital transformation, and social and cultural transformation.



### Green + Sustainable Transformation

We support organizations in aligning long-term resilience, environmental responsibility, and practical sustainability integration with evolving operational and regulatory expectations.



### Digital Transformation

We support organizations in using digital tools, data, and improved communication structures to strengthen learning, coordination, decision-making, and implementation capacity.



### Social & Cultural Transformation

We support organizations in strengthening leadership, trust, communication, responsibility, and well-being as essential foundations for long-term transformation and sustainable performance.

## From Systemic Perspective to Practical Application

Across all of our work, we place particular emphasis on the connection between sustainable wellbeing, organizational culture, leadership, and resilience. We see these not as secondary or “soft” topics, but as central conditions for responsible and sustainable transformation.

In this sense, the framework presented in this brochure is closely aligned with our broader mission. It is a practical expression of that mission: strengthening safer, more respectful, and more resilient working environments in a sector where human-centered responsibility is central to the future of sustainable operations.



Let's connect and discuss where the framework can create the greatest value — and how it can be translated into practical measures for safer, more resilient maritime operations.

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