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| IALA Guideline |

GXXX

VTS Management [working title]

Edition x.x

Date (of approval by Council)

Revisions to this IALA document are to be noted in the table prior to the issue of a revised document.

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# INTRODUCTION

An efficient and effective Vessel Traffic Service (VTS) relies upon successfully organizing the VTS both in people as in material, and upon successful cooperation between the VTS and all who are involved. Good management practices are vital to achieving the obligations of the VTS provider described in IMO resolution A.XXX(XX) Guidelines for Vessel Traffic Services. Therefor the VTS provider may establish VTS management as part of its VTS personnel.

For the purpose of this guidance VTS management is defined as undertaking the activities appropriate to achieving the purpose of VTS and the operational objectives set for the VTS. These activities may for example involve one or more of the following, organizing the human, financial, logistic and technical resources.

VTS Management is a diverse function and should therefore not necessarily be considered as a single-person function limited to the operations of one or more VTS. Moreover, multiple functions, key positions or persons may perform management tasks in support of the VTS. The VTS provider should ensure and facilitate the cooperation between all managers involved and provide the required resources to fulfil the objectives set.

Recognising that VTS providers operate under different environments (for example, VTS is a minor component of a large department/organisation, or small standalone entity) the management framework for a particular VTS provider may vary accordingly. For example, management responsibilities may be that of a nominated VTS person, or undertaken by several persons allocated different management activities, or in a wider manner thru the VTS providers corporate management structure.

Good management practices are vital to achieving the obligations of the VTS provider described in IMO resolution A.XXX(XX) Guidelines for Vessel Traffic Services [……. What does the new IMO Resolution A.XXX(XX) Guidelines for Vessel Traffic state ? – what elements are relevant]

IALA standards related to the management of VTS include:

* Standard 1010
* Standard 1040 Vessel Traffic Services
* Standard 1050 Training and Certification
* Standard 1070….

In particular, the following key recommendations specify the practices associated with VTS management are:

* IALA Recommendation R0127 (V-127) on VTS Operations
* IALA Recommendation R0128 (V-128) on Operational and Technical Performance of VTS Systems, and
* IALA Recommendation R0103 (V-103) on Training and Certification of VTS Personnel.

# DOCUMENT PURPOSE

The purpose of this document is to provide guidance to assist VTS providers to manage a VTS. It aims to ensure that the different tasks, roles and responsibilities that involve the management of a VTS are developed and harmonised in accordance with the IMO Guidelines for Vessel Traffic Services, IALA standards, recommendations and guidelines.

The purpose of this document is to assist VTS providers to have appropriate management activities in place to ensure the provision of VTS is consistent with their responsibilities as defined in A.857(20) and any additional requirements required by their competent authority.

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| This Guideline is associated with:   * *IALA Recommendation R0127 (V-127) on VTS Operations,* * *IALA Recommendation R0128 (V-128) on Operational and Technical Performance of VTS Systems, and* * *IALA Recommendation R0103 (V-103) on Training and Certification of VTS Personnel.*   These are normative provisions of IALA Standard 1040 Vessel Traffic Services and IALA Standard 1050 Training and Certification. This guideline is informative and reflects best practices. To demonstrate compliance with these recommendations the provisions of this Guideline do not need to be implemented. |

# ROLES AND RESPONSIBILITIES or management ACTIVITIES

VTS Management is responsible for managing and coordinating the activities of a VTS. The associated roles and responsibilities should ensure the VTS is able to perform its determined tasks.

Roles associated with the Management of a VTS may include

The VTS provider should ensure that there are management activities are in place to ensure the provision of VTS is consistent with their responsibilities as defined in A.857(20) and additional requirements required by their competent authority.

Examples of key management activities include:

* Operational – ensuring that the day-to-day operations conform with IALA standards
* Human resources – ensuring that a VTS is adequately staffed and that VTS personnel are appropriately trained and qualified. related to staffing, selection, recruitment, promotion, …
* Training – related to all training matters – V-103/1-2-3-4-5
* Technical – ensuring that appropriate equipment, systems and facilities for the delivery of VTS are provided.
* Performance – ensuring the operational objectives set for the VTS are routinely evaluated to demonstrate they are being achieved
* Governance – ensuring the VTS conforms with the regulatory framework set by the Competent authority for VTS

[SUGGEST that this sections below need to be reviewed as it would appear to duplicate what is already in other existing guidelines. Perhaps it would be more useful to introduce at a high level and then point the reader to the relevant associated guidance]

## OPERATIONAL

The Operational Manager is the key function for managing and co-ordinating the daily operations and assigned tasks of the VTS centre. An Operational Manager may have the responsibility for more than one VTS centre.

Associated responsibilities:

* determining tasks and workload (what will we do)
* determining staffing levels; (what do we need to do this)
* determining standard operational procedures; (how will we do this)
* emergency procedures;
* selection and recruitment of VTS operators and VTS supervisors;
* human factor management;
* determining and assessing operational performance;
* cooperation and interaction with allied services and stakeholders;
* determining operational equipment needs

## TRAINING

The Training Manager is responsible for implementing practices associated with the recruitment, training and assessment of VTS personnel. This to ensure that it is developed and harmonised in accordance with existing IALA documentation. A Training Manager may have the responsibility for more than one VTS centre.

Associated responsibilities:

* selection and recruitment of VTS operators and VTS supervisors
* planning, coordinating and executing training programs (V-103/3, V-103/4 and V-103/5 courses and sometimes also V-103/1 or V-103/2)
* certification of VTS personnel
* selection and recruitment of VTS instructors and OJT-instructors
* determining training needs
* assessing operational performances
* assessing training performances
* determining training equipment needs

## TECHNICAL

The Technical Manager ensures a VTS centre has all equipment and systems required to perform its assigned operational tasks. This to ensure these are developed and harmonized in accordance with existing IALA documentation. A Technical Manager may have the responsibility for more than one VTS centre.

Associated responsibilities:

* respond to equipment needs;
* ensure the provision of equipment and systems;
* ensure the provision of training equipment;
* ensure helpdesk functions supporting the VTS centre 24/7;
* monitoring operational system performance;

## HUMAN RESOURCES

The Human Resources Manager ensures a VTS centre is supplied with sufficient VTS personnel, based on the staffing levels determined by the Operational Manager.

Associated responsibilities:

* selection and recruitment of VTS personnel;
* human factor management;
* determining long term staffing needs (e.g. monitoring future retirements)
* administrative tasks (contracts, wages, sick leave, maternity leave, …)

## OTHER

Other Managers may be required to fulfil Communication manager, legal advisory manager, financial manager, …

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## SELECTION PROCESS

IALA Guideline G1156 on Recruitment, Training and Assessment of VTS Personnel recommends policies and processes for the selection and recruitment of VTS personnel. Detailed job descriptions for VTS Management should be developed focusing on the function, its objectives and its responsibilities. Depending on the role/function identified with VTS management minimum entry requirements may be included in the selection process, such as:

* Prior skills, knowledge and experience;
* VTS certification and qualification;
* Personal suitability characteristics;
* Communication skills;
* People (management) skills;
* Agility and ability to perform in stressful and demanding situations;
* Leadership skills;
* Performance management;
* International English Language Testing System (IELTS) level 5, or its equivalent

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## RECOGNITION OF EXPERIENCE AND PRIOR LEARNING

Managers should be familiar with VTS, the tasks performed by the VTS personnel and interactions with allied services and other stakeholders. This depends on the roles and responsibility of each manager.

VTS MANAGER TRAINING

# MANAGEMENT COMPETENCIES

As the organization of a VTS may differ largely throughout the world a training program applicable everywhere is not feasible. Moreover VTS providers should ensure that their selection process guarantees candidates for VTS management functions possess the adequate attributes and skills associated with that function. However to supplement knowledge or as part of continuous professional development different types of management training may be included.

1. [General Management Training]

| Legal framework of VTS | International and national legal framework of VTS |
| --- | --- |
| Risk Management | [Table text]Managing emergency situations, accident investigation, case studies |
| …Leadership | …Team management, conflict management, decision making skills |
| Communication | Information skills, new communication technologies |
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*(space below the table to be kept as necessary)*

VTS providers should give consideration to the following in establishing their management framework.

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| --- | --- | --- |
| Area | Subject | Desirable knowledge / competencies |
| Operational | Emergency Response | …. Exercises to respond to contingency plans, BCPs |
| Pollution response |
| Responding to media enquires/public relations |
| Accident investigation and reporting |
| Maintaining Quality Systems | **Quality Standards** – training such as quality management, quality control and quality assurance. |
| Assessing Risk in the VTS area | IALA Risk Management tools |
| **Risk Management** - training related to the identification, analysis and treatment of risk. |
| Human resources | Understanding VTS operations | **VTS training** – undertake formal V103 model courses as appropriate |
| People management | **Managing Talent** – this may assist with techniques to manage VTS personnel. |
| **Performance Management** - The process of setting goals, evaluating performance, communicating performance feedback, rewarding high performers and managing low performance. |
| **Coaching & Mentoring** - Training in methods for coaching and mentoring. |
| **Leadership** - to assist with influencing and motivating people to accomplish shared goals. |
| Health and Safety | **First aid** |
| Personal attributes | **Time Management** - to improving productivity with approaches that make better use of time. |
| **Decision Making** - Training related to decision making |
| Technical | Understanding technologies and equipment used in VTS | Various courses |
| Project Management | Preparing technical specification document for new or upgrading systems |
| Performance | Setting and Measuring operational performance |  |
| Governance |  |  |

# DEFINITIONS

The definitions of terms used in this Guideline can be found in the International Dictionary of Marine Aids to Navigation (IALA Dictionary) at <http://www.iala-aism.org/wiki/dictionary> and were checked as correct at the time of going to print. Where conflict arises, the IALA Dictionary should be considered as the authoritative source of definitions used in IALA documents.

# ACRONYMS

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1. [Figure caption]

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1. [List 1].
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3. … .