6.12 PERSONNEL DEVELOPMENT POLICY

6.12.1 Policy

The Company prefers to promote from within. Our policy is to provide the training, knowledge and experience for our employees to progress within the company and the industry.

6.12.2 Purpose

The purpose of this procedure is to set forth the requirements to establish a system for personnel development.

6.12.3 Responsibility

<table>
<thead>
<tr>
<th>ROLE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Person</td>
<td>• Monitor the effectiveness of the Personnel Development Policy</td>
</tr>
<tr>
<td>Human Resources &amp; Designated Person</td>
<td>• Establish a Personnel Development Policy.</td>
</tr>
<tr>
<td>Master</td>
<td>• Ensure that crew members on his/her vessel are given instruction and coached to be able to progress within the company</td>
</tr>
</tbody>
</table>

6.12.4 Definitions

There are no section-specific definitions for this part.

6.12.5 Procedures

In order for an employee to progress to a higher level of employment, he or she must demonstrate competency in certain knowledge and/or skills that are required of each position. Once all of the required criteria are met and the employee has been recommended by vessel management to proceed to the next level, he or she will be evaluated by the vessel Captain, the President, and Human Resources as appropriate.

The company prefers to promote from within. Speak with your captain or human resources for advice on moving up to the next position.
6.12.5.1 Deck Personnel

A. Deckhand (Entry-Level)

In order to be considered for a position as 1st, 2nd or 3rd Mate an Entry-Level Deckhand must demonstrate and document the following competencies:

a) Good work ethic and positive attitude.
b) Familiarity with and understanding of:
   - Applicable Company personnel policy;
   - The chain of command aboard towing vessels;
   - The watch system aboard towing vessels; and,
   - Company Safety Rules.
c) Understanding of the importance of:
   - Daily wake-up and personal preparation;
   - Proper dress for day/night, foul weather, etc.;
   - Proper personal protective equipment for various job functions;
   - Good personal hygiene and grooming; and,
   - Proper stowage of personal gear and laundry.
d) Ability to identify and knowledge of the appropriate handling techniques of lines and wires;
e) Knowledge of the use of and demonstrated ability to tie/splice the following:
   - Bowline;
   - Round turn and two half-hitches;
   - Clove hitch; and,
   - Eye splice.
f) Demonstrated ability to:
   - Catch a line;
   - Throw a line;
   - Lay a breast lead;
   - Lay a backing lead;
   - Lay a towing lead;
   - Handle a line timber strain;
   - Handle a lock line;
   - Make bumpers;
   - Make up a line by both flaking and coiling;
   - Operate and maintain portable jigger pump;
   - Operate and maintain a barge air stripping pump;
   - Identify different areas of the engine room;
   - Demonstrate correct start-up and shut-down procedures for main engines, generator engines, and barge pumps;
   - Identify different types of oils used in the engine room;
• Identify all valves and hoses in the engine room and the uses of each;
• Lay the following wires:
  1. Backing;
  2. Towing;
  3. Breast;
  4. Jockey;
  5. Fore and aft;
  6. Boat face;
  7. Boat jockey;
  8. Long; and,
  9. Hold-down or roll.
• Use barge winches safely and effectively;
• Roll a temporary eye and install a clamp correctly in a winch wire;
• Demonstrate a knowledge of winch maintenance;
• Demonstrate the proper knowledge and use of wire clamps, cables, and slings;
• Clean inside of boat;
• Clean barge with degreaser;
• Safely use a grinder and needle gun;
• Prepare a surface for painting; and,
• Paint a surface.

g) Knowledge of how to make a line fast to:
• Timberheads;
• H-bits; and,
• Kevel.

h) Knowledge of how to rig running lights.

i) Ability to identify and use:
• Portable fire extinguishers;
• Fixed fire extinguishing system (if installed);
• Fire pump;
• Fire hose; and,
• Life ring buoys.

j) Knowledge of which extinguishing agent to use on A, B, and C class fires.

k) Knowledge of duties and responsibilities in the event of:
• Fire aboard the vessel;
• Man overboard;
• Abandon ship;
• Collision with another vessel or structure;
• Grounding of the vessel or tow;
• Tow break up; or,
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- Oil spill.
  l) Demonstrated knowledge of all methods of communication including:
     - Hand signals;
     - Portable VHF radio; and,
     - Emergency general alarm or whistle for man overboard, fire or abandon
       ship situations.
  m) Knowledge of how to enter, exit and operate a skiff properly.
  n) Ability to identify and properly name the barge and towing vessel parts
     and areas.
  o) Knowledge of the proper nautical and industrial terms describing normal
     vessel operations.
  p) Assist in the following barge transfers:
     - 20 loads; and,
     - 20 discharges.
  q) Demonstrate knowledge of:
     - Hose handling, including hook-up, disconnection, and proper slinging; and
     - Routine barge maintenance;
     - All aspects of the PIC including vapor recovery;
     - Repacking pumps.
  r) Identify the following barge and towing vessel parts and areas:
     - Wheelhouse/pilothouse;
     - Crew quarters;
     - Engine room;
     - Galley;
     - Bow;
     - Stem;
     - Starboard side;
     - Tow knees;
     - Life lines/rails;
     - Line deck;
     - Rake;
     - Rake and stem voids;
     - Headlog;
     - Rake knuckles;
     - Bilge knuckles;
     - Wing tanks;
     - Cargo tanks;
     - Ullage hatch;
     - Butterworth hatch;
     - Drip pans;
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• Pipe line headers;
• Spill rails; and,
• Port side

s) Complete license preparation classes.
t) Obtain endorsement as Tankerman-PIC (Barge).
u) Good performance evaluation
v) Employed by the Company for a minimum of 6 months.

6.12.5.2 Wheelhouse Personnel

A. Apprentice Mate/Steersman

In order to be considered for a wheelhouse position, an Apprentice Mate Steersman must meet the following criteria:

1. Obtain a valid license as Apprentice Mate (Steersman) of Towing Vessels or Mate of Towing Vessels;
2. Secure recommendations from vessel and shore-side management prior to being accepted to the program;
3. Maintain a good employee record with no prior disciplinary proceedings, safety violation, or tankerman error spills within the previous 12 months;
4. Produce documented steering time in all geographic areas in which the company operates. Maintain trip documentation in the Steersman Qualification Log Book. (Note: A Steersman may steer the vessel only under the direct supervision of the Captain, Relief Captain, or Mate of the vessel to which he or she is assigned).
5. Complete and document in the Steersman Qualification Log Book:
   a) 30 successful dockings (in various weather conditions, with both loaded and empty barges);
   b) 10 successful attempts at building tow; and,
   c) Eight hours (not necessarily consecutive) operation by radar only.
6. Have good communication skills;
7. Have above average leadership, management and training ability;
8. Demonstrate good customer and human relations;
9. Document experience on all classes of company boats in the Steersman Qualification Log Book;
10. Obtain a valid Radar Observer endorsement;
11. Demonstrate ability to use a compass and swing meter properly;
12. Demonstrate ability to use charts and other written navigational aids;
13. Demonstrate ability to use the vessel’s communication system properly;
14. Document time spent working as a dispatcher, as assigned by the President;
15. Obtain valid first aid and CPR certification;
16. Complete a Coast Guard-approved firefighting course; and,
17. Demonstrate a working knowledge of the emergency response system.
18. The Towing Operations Group will determine the number of trainees that may participate in the Steersman program each year. This will be communicated to all vessels in the fleet by 31 January of each calendar year. Management may increase or decrease the number of trainee positions available at any time during the year depending on company needs.
19. An Apprentice Mate/Steersman trainee will be responsible for any fees associated with obtaining his or her wheelhouse license, Radar endorsement, and any other required training that is conducted outside of the company training program.
20. The Apprentice Mate/Steersman will submit his or her steering logs to the training manager monthly for evaluation. Upon completion of all training requirements, the Steersman will be evaluated for promotion by a committee consisting of the President, Operations Representative(s), and Safety Director.
21. An Apprentice Mate/Steerman’s training may be discontinued at any time upon recommendation of the Operations or Safety Departments.
22. Upon completion of all training requirements, the Apprentice Mate/Steersman will be required to demonstrate his or her competence to a shoreside representative designated by the President. If the shoreside representative is satisfied that the Steersman is competent, he/she will recommend to the Director of Safety & Compliance that the Steersman be promoted to Pilot and the appropriate recommendation provided for Coast Guard licensing.

B. Relief Captain & Pilot

In order to be considered for a Company wheelhouse position, candidates must meet the following criteria:

1. Obtain a valid license as Master of Towing Vessels;
2. Secure recommendations from vessel and shoreside management prior to being considered;
3. Maintain a good employee record with no prior disciplinary proceedings, safety violations, or tankerman error spills within the previous 12 months;
4. Produce documented steering time in all geographic areas in which the Company operates. Maintain trip documentation in the Company Wheelhouse Qualification Log (6.21.A). (Note: A Relief Captain candidate may steer the vessel only under the direct supervision of the Captain, Relief Captain, or Pilot of the vessel to which he or she is assigned.)
5. Complete and document in the Wheelhouse Qualification Log:
6. 30 successful dockings (in various weather conditions, with both loaded and empty barges);
7. 10 successful attempts at building tow; and,
8. Eight hours (not necessarily consecutive) operation by radar only.
9. Have good communication skills;
10. Have above average leadership, management and training ability;
11. Demonstrate good customer and human relations;
12. Document experience on all classes of Company boats in the Wheelhouse Qualification Log.
13. Obtain a valid Radar Observer endorsement;
14. Demonstrate ability to use a compass properly;
15. Demonstrate ability to use charts and other written navigational aids;
16. Demonstrate ability to use Company's vessel communication system properly;
17. Document time spent working as a dispatcher, as assigned by the President;
18. Obtain valid First Aid and CPR certification;
19. Complete a Coast Guard-approved firefighting course; and,
20. Demonstrate a working knowledge of Company's emergency response system.

21. The Operations Department will determine the number of Relief Captain trainees that may participate in the Company wheelhouse training program. This number will be communicated to all vessels in the fleet by January 1 of each calendar year. Management may increase or decrease the number of trainee positions available at any time during the year depending on company needs.

22. A trainee will be responsible for any fees associated with obtaining his or her wheelhouse license, Radar Observer endorsement, and any other required training that is conducted outside the Company training program.

23. Upon completion of all training requirements, a committee consisting of the President, Operations Representative(s), and Director of Safety & Compliance will evaluate the Relief Captain Trainee for promotion.

24. A Relief Captain Trainee's training may be discontinued at any time upon the recommendation of the Captain with concurrence from the President and/or Director of Safety & Compliance.

25. Upon completion of all training requirements, the Relief Captain Trainee will be required to demonstrate his or her competence to a shoreside representative appointed by the President. If the shoreside operations representative is satisfied that the Relief Captain Trainee is competent, he will recommend to the Director of Safety & Compliance that the Pilot Trainee be promoted to Relief Captain.

C. Relief Captain

In order to be considered for a position as Relief Captain, an individual must satisfactorily complete the Company Relief Captain Training Program. In addition, the following competencies must be learned, demonstrated, and documented:
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Approved by Joe Jacobs
Revision: 2017
Effective Date: May 23, 2014
Revision Date: January 1, 2017

a) Knowledge of all Company policies and procedures;
b) Knowledge of maintenance of all boat and barge mechanical and electrical systems;
c) First aid and CPR training; and,
d) Firefighting training.

**A Relief Captain may be considered for the position of Captain.

D. CAPTAIN

In order to be considered for a position as Captain, an individual must have documented all of the competencies required of a Relief Captain.

In addition, he or she must meet the following criteria:

a) No less than 3 years of experience as a Pilot or Relief Captain;
b) Demonstrated knowledge of maintenance of all boat and barge mechanical and electrical systems;
c) Superior boat handling skills with no pilot error casualties;
d) Demonstrated knowledge of all Company policies and procedures;
e) Approval from the President, Director of Safety & Compliance and Operations Manager;
f) First Aid and CPR training; and,
g) Firefighting training.

A Captain may be considered for the position of Port Captain.

6.12.5.3 Maintenance Personnel - Engineering

A. Oiler

In order to be considered for a position as Oiler, an individual must have demonstrated all of the competencies required of a Tankerman and Senior Tankerman:

- Demonstrated knowledge of machinery;
- Satisfactory completion of industrial hygiene training program;
- Demonstrated knowledge of company vessels:
- Demonstrated proficiency in welding; and,
- Recommendation from Chief /Port Engineer.

An Oiler may be considered for the positions of Engineer.

B. Engineer

In order to be considered for a position as Engineer, an individual must have demonstrated, at a minimum, all the skills required of an Oiler.

In addition, the following competencies and/or criteria must be learned, demonstrated, and documented:

- Overhauls on all equipment;
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Knowledge of performance proficiency in the following systems:

- steering;
- hydraulic;
- turbos;
- sewer;
- piping;
- electronics.

Knowledge of fuel consumption;
Tankerman-PIC (Barge) endorsement; and,
Knowledge of heater maintenance and repair.

Successful completion of the following training programs:

- Confined space entry;
- Emergency response;
- First aid and CPR;
- Bloodborne pathogens;
- Hazard communication;
- Hydrogen sulfide;
- Breathing air;
- Slip trip and fall prevention

An Engineer may be considered for the positions of Steersman and/or Chief Engineer.

C. Chief Engineer

To be considered for a position as Chief Engineer, an individual must have documented all of the required competencies of an Engineer.

In addition, he or she must demonstrate:

- Training ability; and,
- Extended heater repair ability.

A Chief Engineer may be considered for a position as a Port Engineer.

6.12.5 Records

Documentation of all training must be maintained by the vessel Captain and copies forwarded to the Human Resources office. The following forms apply:

- SMF 6.14 F Wheelhouse Qualifications
- SMF 6.14 D Deckhand Assessment Record