Sub Element No	Stage / Question No.	KPI description	Best Practice Guidance	Filistos ASCOT Services
3	1.1	Management has procedures for the selection, recruitment and promotion of all vessel personnel.	The company defines and documents who has responsibility for all aspects of manning. Procedures, with rank specific requirements, may include: • Qualification and training checks. Cross-cultural values and attitudes are taken into consideration. Where manning agencies are used, the company is responsible for oversight of the recruitment process. The company authenticates certificates and maintains records of these checks.	• Cross-Cultural Training, Workshops and e-learning courses • ACT Managing and Monitoring System • Officers and Ratings Performance Evaluation Forms
3	2.1	Appraisal procedures are in place for all vessel personnel.	The procedures may include: • Frequency of appraisals. • Personnel responsible for conducting the appraisal. • Personnel responsible for reviewing and following up appraisals. • The content of the appraisal.	• Onboard Performance Assessment • Behavioral Competency Assessment • Leadership and Teambuilding Training, Workshop and elearning courses
3	2.2	Procedures are in place to provide company specific additional training for all ranks.	The procedures may include: • The type of training. • A rank specific matrix. • Personnel career development requests.	• Trainings, Workshops and elearning courses • Rank-specific evaluations for training needs • ACT Monitoring and Managing System
3	2.4	Procedures to identify additional training requirements for individual personnel are in place.	The need for additional training may be identified by the following: • Assessment of competence in rank or in preparation for promotion.	• Rank-specific Assessments about personality and workplace behavior • Ability Tests • Rank-specific evaluations for training needs

3	2.6	The company monitors and records training results and effectiveness.	The effectiveness of training may be measured by: • Feedback from trainees. • Company representation at training courses. The effectiveness of training is periodically evaluated and improvement actions are taken by management as appropriate.	• Debriefing Form • Onboard Appraisals • Behavioral Competency Assessment
3	2.7	There is a documented promotion procedure.	Procedures cover a range of factors including, where appropriate: • Identification of potential candidates. • Qualifications. • Training requirements, both mandatory and company-based, which may include simulator training and computer-based training. • Competency assessment. The company aims to develop long-term career prospects for personnel and fill senior officer positions from within the company.	• Behavioral Competency Assessment • Rank-specific Assessments about personality and workplace behavior • Ability Tests • Rank-specific evaluations for training needs • ACT Monitoring and Managing System
3	3.1	There are enhanced appraisal procedures for Senior Officers.	Appraisals are conducted by defined and appropriate personnel. The appraisals are documented and may include: • Leadership. • Personnel management. • Communications. • Shipboard operational performance and technical skills. • Training and development requirements. Shore management assesses appropriate Senior Officers during vessel or office visits.	• Training Courses, Workshops and elearning courses • Rank-specific assessments about soft skills and leadership • Performance Evaluations • Ability Tests • Behavioral Competency Assessment • ACT Managing and Monitoring System
3	4.1	Procedures to assess crew members for job	Documented procedures may include: • Written/oral assessments. • Computer-based assessments.	• Training Courses, Workshops and elearning courses • Rank-specific assessments about soft skills and leadership

			• Scenario-based simulator assessments. • Company specific assessments. • Psychometric assessments. Any identified competency gaps are addressed.	• Performance Evaluations • Ability Tests • Behavioral Competency Assessment • ACT Managing and Monitoring System • Performance and Behavioral Evaluation during Simulative Scenarios
3	4.2	A documented planning procedure is in place to ensures future manning needs can be met.	Personnel succession and recruitment planning includes profiling of competence, experience and retirements. Assessments are made for potential future shore-based assignments.	CBT's Rank-Specific evaluations for personality, workplace behavior, mental health soft skills resilience and leadership

3	4.3	Cross-cultural interpersonal skills are promoted.	Interpersonal skills of the shipboard teams are enhanced and developed by appropriate training, which may include:
			• Developing cultural awareness.
			• Cultural values and traits.
			• Communication styles.
			• Cross-cultural management skills.
			Practical tools may be used to enhance cross-cultural understanding and encourage positive working relationships, e.g. self-awareness training.
				• Training, workshops and elearning courses about:
				  ○ Communication
				  ○ Cultural Awareness
				  ○ Cultural Differences

3A	1.2	Shore management provides adequate resources to ensure the wellbeing of vessel personnel.	Management ensures that adequate resources are available to care for the wellbeing of the vessel's personnel, whether they are employed directly or through a manning agency. Wellbeing covers diverse aspects of the quality of life for vessel personnel including factors such as quality of food,	• Wellbeing Surveys • Debriefing Form • CASE Application • SupportIn Application

			accommodation, rest and recreation facilities, hygiene, air conditioning, access to ship and shore medical facilities and eligibility for compassionate leave.	
3A	1.4	A formal D&A policy is implemented and a system is in place to monitor it on a regular basis.	The policy complies with OCIMF guidelines. The frequency and type of testing is defined.	Behavioral Competency Assessment
3A	3.1	Seminars are held for senior officers that promote, emphasise and enhance the company's SMS.	Regular shore-based seminars are held for Senior Officers. Attendance is monitored to ensure that Senior Officers attend shore-based seminars at appropriate intervals. The content of the seminars may include: • Safety, human element and security issues.	• Training Courses, Workshops and elearning courses • Rank-specific assessments about soft skills and leadership • Performance Evaluations • Ability Tests • Behavioral Competency Assessment • ACT Managing and Monitoring System • Performance and Behavioral Evaluation during Simulative Scenarios
3A	3.3	Health awareness campaigns are implemented.	Health awareness campaigns may include: • Weight loss. • Stop smoking. • Healthy living. • Malaria prevention. • Sexually transmitted disease education. • Precautions related to working in extreme temperatures and humidity.	• Training Courses, Workshops and elearning courses • CASE Application • SupportIn Application
3A	4.1	Seminars are held for all officers to promote, emphasise and enhance the company's SMS.	In addition to the content mentioned in the best-practice guidance of 3A 3.1 the following may be included: • Specific shipboard procedures, e.g. the role of the Safety Officer, enclosed space entry, safe mooring	• Training Courses, Workshops and elearning courses • Performance Evaluations

				and engine room waste management. • Career development.	
3A	4.2		A documented procedure to conduct vessel health-risk assessments is in place.	Risk assessments may include: • Stressful conditions.	• Training Courses, Workshops and elearning courses • Rank-specific assessments about soft skills and leadership • Performance Evaluations • Ability Tests • Behavioral Competency Assessment • ACT Managing and Monitoring System • Performance and Behavioral Evaluation during Simulative Scenarios
3A	4.3		The company provides career development opportunities by arranging shore-based assignments for vessel personnel.	Shore assignments may be used for: • Career development. • Assessing suitability for promotion.	• Training Courses, Workshops and elearning courses • Rank-specific assessments about soft skills and leadership • Performance Evaluations • Ability Tests • Behavioral Competency Assessment • ACT Managing and Monitoring System • Performance and Behavioral Evaluation during Simulative Scenarios