



# Standardisation of operational procedures



Adhering to strict safety and quality standards is always at the centre of Höegh LNG's operations as it takes only one incident to potentially cause serious injury to personnel, the environment or to cause a severe reputational crisis.

Every investigated incident has been proven to be caused by many factors which in retrospect could have been prevented. In almost all cases, there is a basis in communication failure and failure to follow a critical path. Recognising this, Höegh LNG has taken the following described steps to minimise these factors.

### Standardising operations

As part of a continuous effort to standardise operations and improve communication on board as well as between vessels, a project was initiated in 2015 where existing procedures were examined. The first focus was STS and regasification procedures. Although a great deal of competence has been built up within the fleet in these relatively new operational areas, it has not been effectively captured within the procedures. As a consequence, competence was not evenly spread among the different vessels.

The philosophy of the existing procedures was similar to a cookbook of ideas and best practices. They were overlapping, complicated and somewhat confusing. The procedures were not in a user-friendly format, which impacted not only operations, but also training of new personnel. With ambitious fleet expansion plans, it was realised that we needed hundreds of new crew within the fleet and therefore needed better tools to train them. It was also realised that our basic philosophy was the first area that must be examined.

### The new philosophy

The new philosophy behind the procedural framework is based on the practice used in the airline industry, and the new documentation is prepared with the assistance of Gimmestad AS whose owners are former airline pilots.



On board Arctic Princess, Chief Officer Goran Macan, Cargo Engineer Boris Jukic and 2nd Officer Josip Jurkovic

Airliners are operated according to a set of compact, simple and user-friendly procedures, supported by checklists on critical items. An airline checklist is built by pilots for pilots, and for one particular reason: to make them remember important factors which could be dangerous if forgotten. These are simple tools to protect safety and are designed to aid an experienced and trained cockpit team. Most airline pilots perceive their procedures and checklists to be systemised and structured critical actions. The concept is centred on human factors as the checklist must be read out loud, completed, and recorded as a team, and eliminating confusion is paramount to the process.

The airline procedures and checklists are items of pride for the pilots. Höegh LNG strives to achieve the same for our officers and crew. Our new procedures will improve the way we perform our day to day operations. As these are living documents, it is crucial that they continue to evolve with continued feedback and revisions in the years to come. It is the ambition of the entire company that our crew will regard this documentation as belonging to them, the same as airline pilots regard theirs.

### By seafarers for seafarers

In Oslo, the project is managed by Bjørn Berg and Lars Petter

Revheim, and they have relied heavily upon the expertise on board; the procedures have been developed by seafarers for seafarers. Existing procedures have been washed without losing content, and then replaced with a new way of thinking (philosophy) utilising a chronological process in streamlining and improving procedures and check lists. The procedures state what to do, step-by-step and the checklists control what has been done. The system is simple, compact, and

user-friendly, they are easy to implement, and act as a good basis for training, giving a platform for continuous updates and improvements.

Finally, the basis of this approach is that these procedures and checklists provide the minimum necessary input to remind users of their extensive

knowledge and expertise. The concept is to aid our highly trained crew to channel their talents in a predictable direction, which encompasses the many years of our collective company experience. This new documentation marks a significant step forward in terms of further improving our operational safety and reliability. We have long focused on constant learning and we will continue focusing on day to day operational improvements in a committed, competent, cooperative and straight forward manner.

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Gorm O Hillgaard  
– SVP, Head of Fleet Management