



Tom Pitts

FOSS: ALWAYS SAFE



RAISING THE BAR ON SAFETY

People-based safety programs have been key to reducing injuries at Foss. At left, Director of Health and Safety **Al Rainsberger** discusses the “Shipmate Plus” safety program with **Andrew Foss Deckhand Roger Foszcz**, left and **Capt. John Kinzel**. For details, see page 11. In the photo above, **Linh Tran** observes welder **Meang Kang** at work in the Seattle Shipyard. For details see page 14.

**AIMING FOR
A ZERO-INCIDENT
ENVIRONMENT
AT FOSS**

By **Frank Williamson**
Vice President Safety, Quality and General Counsel

Turn the clock back a decade.

You could board a Foss tug or take a walk through our shipyards, as I did many times in those years, and you would hear little discussion of safety. It was unlikely that any personal protective equipment—even a life vest—would be provided to you, and there probably would be no safety briefing.

How times have changed, which has never been more apparent to me than it was during a recent visit to a Foss tug in Southern California. *Continued on page 8*

ALWAYS SAFE

Aiming for a Zero-Incident Environment

Foss has come a long way over the last few years in developing a safety culture.

Frank Williamson, who leads the company's safety effort, reviews the extraordinary progress in reducing injuries and outlines the reasons Foss has been so successful.

Cover

The MAG is Crucial to Our Safety Effort

Senior Vice President Operations

Scott Merritt writes that the role of the Marine Assurance Group (which he oversees) is to outfit and support the company's mariners and their supervisors and then "get out of the way so they can reach their goals."

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People and Programs that Make it Happen

A group of 10 Foss managers, led by **Frank Williamson** and **Scott Merritt**, in combination with every single employee of the company, has made our safety effort a success. They work with key programs that are the foundations of our safety effort.

Pages 4-6

Foss Customers Weigh in on Safety

Executives at three companies that operate tankers served by Foss tugs are unanimous in their requirements that their vendors practice safety at a high level. All three also commented favorably on the progress Foss has made in safety.

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Fulfilling Our Mission

An illustration of our approach to safety, this pyramid is made up of the building blocks that ultimately support the mission of our company. The primary element of that mission calls for "relentless pursuit of perfection in our health, safety, quality and compliance initiatives."

Pages 12-13

Training on a New Tug

Safely operating an unfamiliar boat can require several months of training.

Tow Bitts recently rode on the hybrid tug *Carolyn Dorothy* as an experienced captain learned the ropes of running the light but high-powered tug.

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Safety is the Highest Priority In Everything We Do at Foss

Safety is the highest priority in everything we do at Foss, so it should come as no surprise that we have elected to devote an entire issue of our quarterly newsletter, *Tow Bitts*, to articles about our safety programs and the people that make them happen.

Our safety professionals and employees deserve an enormous amount of credit for successfully adopting a safety culture over the last few years. They are incorporating safety awareness into their day-to-day-tasks, and they have enthusiastically embraced the safety programs we have implemented.

We are proud of the great progress we have made in reducing injuries at Foss, but we will not become complacent and rest on our laurels. Our aim is to have a zero-incident environment, and we believe that is an achievable goal.

One of our safety mantras is that our employees' families have a right to believe that when they send their loved one off to work at Foss, he or she

will be going into a safe working environment.

Providing that safe environment is the commitment of our owners; it is my commitment; it is the commitment of our executives and managers; and it has become the commitment of each and every one of our employees, who consider themselves responsible for the safety of their co-workers.

Several years ago, we changed the company's longstanding "Always Ready" motto to "Always Safe, Always Ready." Some inside the company wondered then whether tampering with such a widely recognized part of our brand was a good idea.

In hindsight, given the success we've had developing a safety culture, the motto

change looks like a no-brainer. Safety and Service.

That's who we are.



President and Chief Operating Officer



Gary Faber

"Our safety professionals and employees deserve an enormous amount of credit for successfully adopting a safety culture over the last few years."

— GARY FABER



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The Marine Assurance Group: Enabling Our Mariners to Achieve Operational Excellence

By **Scott Merritt**

Senior Vice President Operations

In the Foss organization the role of the Marine Operations Group is to enable the individual mariner and divisional operation teams to operate at the highest possible level. Our mission is to “fully support the mariners of the company with the equipment, training and structure necessary to meet the Foss Corporate Mission of providing marine services that are without equal.”

As we have learned through the success of safety programs, true operational excellence is achieved by the individuals who work on the deck plates. Our role is to properly outfit and support the mariners and their leadership and then get out of the way so they can reach their goals.

The Marine Assurance Group (MAG), headed by the director of operations and designated person ashore (DPA) **Igor Loch**, is the interface between the mariner and the policy and procedures that govern Foss operations. In addition to Loch the MAG is comprised of **Jim Peschel**, manager of quality assurance, and **Kent Salo**, fleet assurance officer. Each of these individuals brings a unique set of skills and experience to his job and is committed to the continual improvement of the Foss Maritime operations. They are the offensive line of our operations. They don't often carry the ball, but they help clear and define the path for those who do — our mariners.

The Marine Assurance Group (MAG) is tasked with providing each mariner with the proper guidance to perform his or her job in the form of current and regularly updated policies, procedures, and operating manuals. Central to this is the company's Safety

Management System (SMS) manual, which provides guidance to the entire Foss fleet on their day-to-day operations and compliance with the ISM (International Safety Management) and ISO certifications of the company. Loch reviews each and every one of the company-issued policies and procedures related to vessel operations, assuring they are consistent

with the company's goals. In his role as DPA he ensures the mariner has the ear of Senior Management and that management remains responsive to the mariner's concerns.

As Loch explains the MAG role, “we are the voice of the mariner in the

system and their guide to compliance with the myriad of requirements they face in their day-to-day jobs. We are constantly monitoring and processing input from investigations, regulators, customers, and other stakeholders. Our aim is to create as simple a path as possible to assure our compliance with all the requirements and filter out the unnecessary information that might distract us from achieving our goals. When the mariner reads a policy, procedure or manual we want the direction to be clear and unambiguous. We don't want the administrative burden of being a ‘World Class’ provider of marine services to interfere with the safe navigation of our vessels. Our job is to ensure he or she understands and can meet the requirements of their position.”

Another part of the marine assurance role is auditing vessels to ensure compliance under ISM, ISO 9001 (quality assurance) and ISO 14001 (environmental) certifications. We also must be responsible to our customer requirements for inspection, including SIRE (ship inspection report) programs. Jim Peschel applies

his past experience with the USCG and environmental response companies in his role as the company's lead in this area. He visited all but a couple of the Foss Maritime manned vessels in the last year while conducting internal vessel audits and attending regulatory, customer and ABS (American Bureau of Shipping)-ISM vessel inspections. Some might interpret assurance and inspection as “enforcement,” but Jim's approach is more one of “facilitation.” He works with the crews to identify opportunities for improvement and ensures recognition is given when excellence has been achieved. His positive approach has been well received by vessel crews and shoreside management personnel.

Similarly Kent Salo, who began his career as a deck officer in the Puget Sound fleet, has a positive approach in his role overseeing the Vessel Management System (VMS) which monitors and tracks the individual vessel compliance with our the SMS. Foss Maritime is in the process of transitioning the entire fleet to the electronic version of the program. Salo's time is spent as part trainer, part administrator and fulltime cheerleader for the system.

“Kent is a tireless worker who is continually trying to find ways to minimize the workload of the vessels,” said Loch. Salo also supports the accident investigation process, helping the divisional teams to find the root cause of incidents and identifying the corrective actions to prevent their recurrence.

While the number of incidents has been drastically reduced, Kent and the divisional teams are turning over every stone to find opportunities for improvement. Learning from a near miss can provide an opportunity to avoid a real incident.



These Managers, and All Foss Employees Have Helped to Transform our Safety Culture



FRANK WILLIAMSON > Frank Williamson is vice president, safety, quality and general counsel, with responsibility for all of the company's safety and compliance programs.

He joined Foss in 1994 as counsel, was promoted to assistant general counsel in 1995 and general counsel in 2004. He was given the added responsibility for safety and environmental programs in 2008.

As general counsel, Williamson is responsible for all Foss legal decisions, strategy and negotiations. He developed and implemented the Foss Maritime Company Environmental Compliance Program, Hazardous Materials Management Plan, Pollution Prevention Plan and Document Retention Plan.

Prior to joining Foss, he worked at the Garvey, Schubert & Barer law firm in Seattle for six years and has extensive experience in litigation, environmental law and general maritime law. He has degrees from the University of Vermont and the University of Washington.

SCOTT MERRITT > Scott Merritt is Foss' senior vice president, operations, and oversees the Marine Assurance Group, which is responsible for helping to implement and maintain safety programs developed by the Foss safety team.

Merritt joined Foss in 1983 and served in a number of positions until 1993 when he opened Foss' San Francisco Bay operation as its first manager. Later, as the regional director, he oversaw the growth of the region from a one-tug operation to a provider of a wide range of harbor services including ship assist, tanker escort, petroleum transportation, regional towing, dredging and aggregate delivery.

Merritt returned to Seattle and in 2005 became senior vice president of Harbor Services and Regional Towing, and then senior vice president, Domestic Services, before being appointed to his current position in November 2007.



AL RAINSBERGER > Al Rainsberger is director of health and safety and is responsible for developing and implementing safety programs in the company's Marine Operations division and at Foss Shipyards.

Rainsberger joined Foss in 2006, coming from Seattle's Todd Pacific Shipyards, a company he joined in 1979 and became director of the safety department in 1990. At Todd, he was responsible for a staff of 18 people that handled safety, health, security, environmental and medical functions.

At Foss, he has overseen implementation of programs including people-based safety, job safety analysis, Shipmate Plus, Lessons Learned, and others that have helped lead to steep declines in the company's injury rates. Rainsberger is president of the Puget Sound Shipbuilders Association, whose members are safety and environmental directors at the region's shipyards. He also sits on boards with the Seattle Fire Code Advisory Board, Environmental Coalition of South Seattle, and the Marine Chemist Qualification Board.

CLARK SUMMERS > Clark Summers is the safety coordinator for marine operations, including Foss ocean towing and harbor services on all three coasts and internationally. He has spent much of his adult life as a high school and middle school science teacher, and learned the ropes of safety management while serving concurrently as an Army reservist.

He started safety training in 1992 as part of his regular Army duties, and in 2002 began working with Army watercraft, which include tugs, workboats and lightering vessels used to get munitions, equipment and soldiers from cargo ships to beaches or marine terminals.

Summers got his first private-sector safety job in 2009, going to work as a division safety manager for Costco Wholesale, overseeing the safety and industrial hygiene program for 164 retail warehouse facilities in 18 states.



RON SYKES > Ron Sykes is manager of safety health and compliance at Foss Shipyards in Seattle and Rainier, Ore., responsible for helping to implement and maintain safety programs and policies developed by the Foss safety team.

Sykes joined Foss in 2007, coming from Todd Shipyards in Seattle, where he was safety, health, quality and environmental manager. He has been in the shipyard and maritime industry for over 20 years and started as a boilermaker.

At Foss Shipyard, he has helped implement programs including people-based safety and job safety analysis, which have aided in the decline of lost-time and recordable injuries. He also manages compliance with state, federal and local regulations and handles first aid. Sykes is a member of the state Division of Occupational Safety and Health Maritime Committee and is chairman of the Boilermakers Union Joint Apprenticeship Trust Committee.



MERRIDITH CHUMBLEY > Merridith Chumbley is the operations health and safety manager, responsible for all medical requirements for the Foss fleet and shipyards as well as developing and implementing preventive health programs such as Stretch, Flex and Strength.

She started at Foss in 1997, working as a steward and emergency medical technician for the Saltchuk owners on the *M/V Malibu* and *M/V Thea Foss*. In 2002 Chumbley accepted a position with the Foss Human Resources Department monitoring pre-employment and annual medical exams, which developed into her current position with the health and safety team.

IGOR LOCH > Capt. Igor Loch joined Foss in 2007 as director of marine operations. He has 22 years of experience on towing vessels across various regions, with 16 years as a captain for Crowley Maritime in Long Beach specializing in ocean towing, coastwise, oilfield and special project work as well as harbor towing operations.

Loch came ashore with Moran Towing in 1996 as marine superintendent. He was promoted to manager of off-shore tug operations responsible for Moran's coastwise and ocean fleet in 2000.

He returned to the West as operations manager for Crowley's new articulated tug-barge (ATB) fleet in 2002, then took over as director of West Coast ATB Operations in 2005. Loch is a graduate of the State University of New York Maritime College, and holds a bachelor of science degree in marine transportation.



JIM E. PESCHEL > Jim E. Peschel is the quality assurance manager in the Marine Assurance Group. He is a certified auditor under the ISM, ISO 9000 (quality), ISO 14000 (environmental) and American Waterways Operators Responsible Carrier Program (AWO-RCP).

He conducts internal inspections of company assets to ensure adherence to their Quality, Safety, and Environmental programs. He also coordinates external exams by the U.S. Coast Guard, the American Bureau of Shipping, and customer vetting audits.

He has a master's degree from the University of Washington School of Marine Affairs with a focus on Ports, Trade, and Transportation. He was an 11-year officer in the US Coast Guard specializing in the Marine Safety field before coming to Foss in 2000.

KENT SALO > Kent Salo is the Foss fleet assurance officer, responsible for managing the company's Event Information System (EIS) for incident reporting, investigation and resolution. He also works with operations personnel to ensure proper implementation of the Vessel Management System, used to keep track of maintenance and regulatory compliance.

As a member of the Marine Assurance group (MAG), Salo also works closely with vessel crews, regional managers, and the Safety Department to support and enhance all aspects of operational safety and compliance.

After starting his maritime career in the fishing industry, Salo migrated to tugs in 1984. He joined Foss in 1987 and worked on tugs in Southeast Alaska, Canada and Puget Sound for 21 years. A licensed captain, he came ashore as an assistant port captain in 2004 and became marine assurance officer in 2008.



ROSS MCDONALD > Ross McDonald joined Foss in January 2008 as manager of contingency planning and response as well as the company security officer. His duties include maintaining the Vessel Oil Spill Response Plan, Vessel Security Plans and overseeing compliance with the EPA Vessel General Permit.

He is a 2000 graduate of Western Washington University with a bachelor's degree in political science and attended the University of Washington's School of Marine affairs.

In 2002, he joined Foss Environmental Services, a Foss Maritime sister company that was purchased two years later by National Response Corporation and became NRC Environmental Services.

The Foundations of Our Safety Culture

Shipyard People-Based Safety

The people-based safety program was implemented in Foss Shipyards about 10 years ago and was redesigned and improved beginning in 2007. It is based on the notion that worker behavior, as opposed to equipment failure, is the most common cause of accidents.

In the program overseen by Shipyard Health and Safety Coordinator **Ron Sykes**, selected employees in each shipyard craft have been trained to observe their co-workers performing everyday tasks.

Using a checklist, the observers take note of what they perceive to be safe and unsafe behaviors. The results of the observation are then shared with supervisors and other workers in hopes of improving the way the particular task is performed. The Safety Department uses the reports to look for recurring issues and correct them.

Shipyard workers perform safety observations every day. The program was developed with the help of Ojai, Calif.-based Behavior Safety Technology. (See pg. 14 for more>)

Shipmate Plus

The Foss Shipmate Plus program is a people-based safety program specifically tailored to the company's marine operations but modeled after a similar program that has been successful in the company's shipyards.

It was first tested in the San Francisco Bay region in 2009 and was subsequently implemented throughout the company's marine operations.

As in the shipyard, employees use checklists to observe co-workers performing everyday tasks. Because boat crews are small groups, they review the safe and unsafe behaviors recorded during the observations as a group.

"This program closes the loop," Bay Area Marine Personnel Supervisor **Laura Rosenberg** said of Shipmate Plus. "We are starting before the job with a job safety analysis, and now

we're closing the loop with after-the-job safety discussions." (See pg. 11 for more>)

Safety Management System

The Foss Safety Management System (SMS) is a database that contains all operations performed by the company's marine employees and includes guidelines on how to execute those jobs safely.

The SMS is maintained and updated by the company's Marine Assurance Group, led by Director of Operations Capt. **Igor Loch**. All mariners have access to the SMS through their onboard computers.

All maritime companies subscribing to the International Safety Management (ISM) Code are required to have an SMS. Foss implemented its first ISM-compliant SMS in 2003.

Vessel Safety Inspections

The Coast Guard has issued proposed rules for a mandatory safety inspection program for towing vessels, and the program is expected to be implemented next summer. The towing industry helped develop the program and fully supports it.

All Foss tugs have completed voluntary inspections under a "bridging program" established to help the industry make the transition to the mandatory inspections.

The mandatory program will establish comprehensive new standards to ensure towing vessel safety and require towing companies to establish a safety management system (which Foss already has) or undergo annual vessel inspections. It also will require companies to use Coast Guard-approved third parties to ensure compliance. (See pg. 16 for more >)

Lessons Learned

Foss implemented its "Lessons-Learned" procedures in 2007. Under the program, all lost-time incidents

are investigated, and following the investigation, investigators produce a document containing a brief accident summary, corrective actions taken and lessons learned.

At the discretion of the regional port captain, the lessons-learned system also can be used for incidents that do not necessarily result in lost time, but are OSHA reportable, result in equipment damage, or that might affect the company's reputation.

Marine Assurance Officer **Kent Salo** said the system is helping Foss catch safety issues that might initially seem trivial, but the corrective actions and lessons-learned from the incidents prevent repeats that could lead to more serious problems.

"People are really taking the time to read and understand these reports," he said. "We get a lot of positive response to this system." (See pg. 17 for more >)

JSA

Foss began developing the Job Safety Analysis (JSA) program in 2007. Originally started and developed by **Igor Loch**, director of operations and marine assurance, the JSA program provides tools for employees to assess risks before beginning any job, identifying specific hazards and taking preventive measures to complete jobs safely.

Throughout the company's marine operations, deck officers and crewmembers consider the safety aspect of every job and review every job they do, deciding whether a JSA should be performed.

As part of the program, the Safety Department maintains a library of JSAs that marine personnel can access through their on-board computers or on the company's intranet portal. The library is now maintained by **Clark Summers**, (Safety Coordinator) in cooperation with the MAG.

Customers Weigh in on Safety; Tanker Operators and Mining Company Say They Monitor Vendors' Performance

Four major customers of Foss weighed in on safety recently, expressing their thoughts on the importance of their vendors' safety records.

Representatives of Chevron Shipping Company, Alaska Tanker Company, Polar Tankers and mining company Teck were asked to comment by *Tow Bitts*. Here are their remarks:

- **Chevron Shipping Company.**

"The safety performance of our vendors is very important to us," said Procurement Manager **Bob Ryan**. "Operational safety is a criterion for doing business with Chevron Shipping."

He said the company considers safety performance among factors when awarding contracts, and "it gets a pretty heavy weighting." Once a contract is awarded Chevron uses a process called "Contractor Health, Environment and Safety Management" to work with vendors (including Foss) to manage and improve safety in the workplace. The process includes engagement sessions, pre-work meetings, interim reviews and watching key performance indicators.

Ryan said he knows that Foss has worked hard to make significant safety improvements over the last few years and recently celebrated more than a year without a lost-time injury throughout its operations.

"This is a significant achievement," he said. "As a customer, we are pleased to see the progress of a very important service provider to our business. I have witnessed a real change of culture at Foss, and that is only attainable by the leadership demonstrating a commitment to safety and the workforce seeing the value and taking ownership. Everyone at Foss should be proud of these achievements. I wish Foss continued success as it strives toward zero incidents."

- **Polar Tankers.**

"Safety and environmental perfor-

mance is absolutely one of the most important criteria in selecting our service providers," said Capt. **Chris Bulera**, president of Polar Tankers, a subsidiary of ConocoPhillips. "And Polar values our continued partnership with Foss to continually raise the bar on health, safety and environmental performance expectations."

Polar routinely monitors HSE performance of its vendors as part of its adherence to the International Safety Management code. The company also meets on an annual basis as one large group with their critical vendors, including Foss. "Coming together with the common objective to openly share best practices, lessons learned and safety trends is vital for the continued safety and well being of our employees, contractors and the local communities in which we operate," said Bulera.

He described Foss as "extremely transparent" when it comes to sharing safety information and said, "Foss goes out of their way to accommodate our request for additional training, including live tanker drills with Polar Tankers, the pilots, and USCG to enhance escort safety and pollution prevention measures."

- **Alaska Tanker Company (ATC).**

"A good safety record and program are prerequisites to doing business with ATC," said President and Chief Executive **Anil Mathur**.

Capt. **Bob Wenz**, who supervises ATC's captains and leads its safety and environmental team, said the company meets with critical vendors such as Foss three or four times a year to review safety developments, share presentations and exchange safety ideas and statistics.

"The overall idea is to create insights for both our vendors, including Foss, and ATC, into how to improve our safety performance," Mathur said. "What are the next logi-

cal steps to take?"

Wenz said ATC has watched the development of Foss' safety programs and has been pleased with the progress the company has made.

"It's a big company and it's very difficult to harness workers who show up for the day and go home at night," Wenz said. "It's different for us with people who are on our ships for months at a time."

Mathur said the safety improvements Foss has made are "dramatic and impressive."

"I therefore think they will continue to take steps to continue to become world class," he said. "I also sense a tremendous management commitment to safety. I don't think they do it for business purposes alone. It's the personal value of their senior managers and the owner."

- **Teck**

Don Smith, transportation director for the company that operates the Red Dog Mine in the Alaskan Arctic, said safety is a core value at Teck.

"In fact, our primary vision is: 'everyone going home safe and healthy every day,' he noted. "As a result, safety is a key factor in the selection of contractors." Furthermore, he added, once selected, contractors receive Teck's Courageous Safety Leadership training, which is designed to challenge existing beliefs and attitudes and encourages the changes required to instill a true culture of safety.

"By working with suppliers and contractors we believe we can achieve 'Zero Incidents' in the workplace," Smith said. The safety performance of all Red Dog contractors is tracked and included in Teck's overall safety performance reports.



AIMING FOR A ZERO-INCIDENT ENVIRONMENT AT FOSS

(Continued from the cover)

Before boarding the vessel, I was handed a hard hat (which the crew helped adjust for size), safety glasses and a personal floatation device. Once on board, I was given an extensive safety orientation by the chief engineer.

When that was completed, I went to the pilothouse to observe an afternoon of ship-assist work, and safety was discussed repeatedly. Crewmembers, who said that in the old days they seldom heard anything about safety, declared that they were impressed by the amount of safety information they now receive on a daily basis.

In line with our increased emphasis on safety over the last five years, and our success in reducing employee injuries, this issue of *Tow Bitts* is dedicated entirely to safety. In it you will find articles about the safety staff people who make it happen, the programs they run, and our front-line mariners and shipyard workers who have experienced nothing short of a revolution in culture.

I am absolutely confident that my recent experience on our tug is now the rule, not the exception, throughout Foss operations. They weren't giving me special treatment because of my position in the company, and any visitor, customer or shoreside employee would have a similar experience with any Foss tug, anywhere we operate.

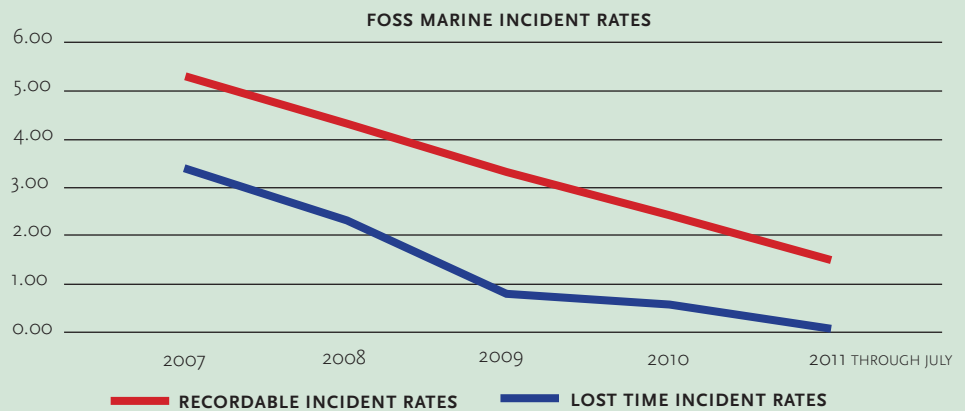
Our mariners and shipyard employees also take care of each other's safety—aiming to make sure their co-workers go home in as good or better shape as they were when they arrived at work.

In 2006, the lost time injury (LTI) rate for our marine operations was 4.62, with 53 LTIs incurred in that year. As of August of this year, none of our marine operations had experienced an LTI in almost a year and a half.

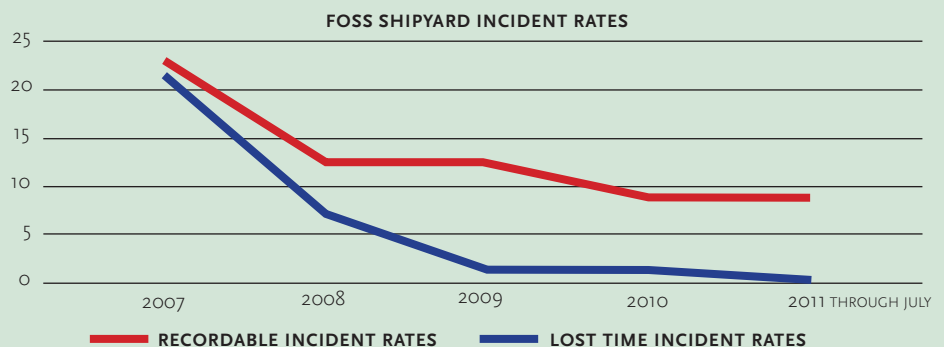
In our shipyards, the LTI rate was 9.11, with 18 lost time injuries in 2006.

A Steady Decline in Injuries

Foss Marine	2007	2008	2009	2010	YTD 2011 THROUGH JULY
Recordable Injury Rate	5.03	4.18	3.20	2.32	1.55
# of Recordable Injuries	60	48	31	21	7
Lost Time Injury Rate	3.52	2.18	0.72	0.11	0.00
# of Lost Time Injuries	42	25	7	1	0



Shipyard	2007	2008	2009	2010	YTD 2011 THROUGH JULY
Recordable Injury Rate	20.58	12.28	12.50	9.71	8.64
# of Recordable Injuries	41	22	23	18	11
Lost Time Injury Rate	11.05	3.91	1.09	2.16	0.00
# of Lost Time Injuries	22	7	2	4	0



Rates are per 200,000 hours worked

During the first eight months of 2011, our shipyards had not incurred a single LTI, also producing a zero LTI rate for 2011. In fact, all Foss

operations went more than a full calendar year, from July 2010 to September 2011, without incurring a lost time injury.

How did we do it?

Most importantly, we have completely rebuilt our safety culture and developed a “full circle” approach to safety on our vessels and in our shipyards. Our employees discuss safety before performing a job, they watch out for each other’s safety while the job is underway, and they talk about what were safe and unsafe behaviors when the job is done.

Before jobs, our crews and shipyard employees perform a “Job Safety Analysis,” and they periodically conduct a prescribed “people-based safety” analysis when jobs are done.

Backing up this approach is a virtual barrage of safety communications that keep the concept of safety in front of everyone, all day. They receive regional safety committee reports, safety alerts, safety bulletins, lessons-learned reports, a monthly safety and compliance newsletter, and monthly safety performance and leading indicators reports.

Our Marine Assurance Group (MAG), about which you will read elsewhere in this *Tow Bitts*, acts as the eyes, ears and voice of our mariners when it comes to safety. Part of our operations department and led by Senior Vice President **Scott Merritt**, the MAG oversees our safety programs on a day-to-day basis and maintains our “Safety Management System,” a growing database of the various jobs our mariners perform, and how to perform them safely.

Our safety programs are not only good for our employees. They are good for business. Our major customers universally require that we maintain well-established safety programs and achieve required levels of safety performance. They track our safety performance, as we do with our vendors.

Eliminating injuries at Foss Maritime is an achievable goal. I can state unequivocally that we are committed to continuing to move toward, and achieve, true zero-incident operations.

FOSS PASSES AN IMPORTANT SAFETY MILESTONE: MORE THAN ONE FULL YEAR WITHOUT A LOST-TIME INJURY

Foss Maritime Company in July surpassed one full year without incurring a lost-time injury. For Foss’ marine operations, it had been two million man-hours and nearly a year and a half, since the previous lost time injury. For Foss’ shipyards, more than a year had passed since the last lost time injury.

“This significant achievement is the direct result of our company and our employees embracing — at all levels — a deeply rooted safety culture and robust safety program,” said **Frank Williamson**, Foss’ Vice President of Safety & Quality.

Gary Faber, Foss’ President and COO, said, “The primary credit here goes to our employees. They have embraced the need for safety in our company culture. A safe working environment is essential for Foss, our employees and our customers.”



All Foss employees this summer received an engraved keychain commemorating the company’s passing one full year without a lost-time injury.

ALWAYS SAFE



STRETCH-AND-FLEX

Operations Health and Safety Manager Merridith Chumbley led a group of shipyard craftsmen through a series of “Stretch-and-Flex” exercises recently in Seattle. The voluntary program, designed by Chumbley, aims to help shipyard workers and Foss mariners avoid on-the-job injuries by improving their flexibility and conditioning. Exercisers get a small zipper bag containing everything needed to get started, including Thera-Band latex straps for stretching and resistance training and a 36-page illustrated manual written by Chumbley. The exercises in the program can be performed on tugs or in other places where space is limited. The men in the photo are, from left, Bill Triggs, Dennis Thurston, Gene Downie, Jim Fox, Bobby Flickinger, Joel Rydzak, and Bob Wenzl.

Igor Loch Brings Both Organizational and Interpersonal Skills to his Job as “Designated Person Ashore” at Foss

The International Safety Management (ISM) Code, to which Foss and other leading maritime companies around the world subscribe, describes the role of the “designated person ashore” as follows:

“To ensure the safe operation of each ship and to provide a link between the company and those on board, every company, as appropriate, should designate a person or persons ashore having direct access to the highest level of management. The responsibility and authority of the designated person or persons should include monitoring the safety and pollution prevention aspects of the operation of each ship, and ensuring that adequate resources and shore-based support are applied, as required.”

Foss Director of Operations **Igor Loch** is also the company’s designated person ashore (DPA) and head of the Marine Assurance Group, reporting to Senior Vice President Operations **Scott Merritt**. Based in Long Beach, Loch has 22 years of experience at sea, 16 of those as a captain.

He brings two skill sets to the job.

On one hand, as DPA, Loch is the operations manager responsible for safety and environmental compliance

on every vessel in the Foss fleet, making sure that crews follow the policies and processes set up by the company through its Safety Management System (SMS). He also is responsible for updating the SMS, ensuring that it complies with regulatory requirements and the ISM Code and provides operational guidelines for all Foss vessel operations.

In support of those goals, he and the MAG coordinate internal and external audits of the company’s equipment and procedures, oversee mariner training programs, and make sure all required documentation for those programs is in place both ashore and on vessels.

On the other hand, and just as important to the company’s safety mission, Loch is a team leader and a direct conduit for every mariner to the company’s top management.

“For operational issues and many people-related issues and complaints, we counsel them to go through the chain of command first—to the port captain or engineer and the regional operations manager or general manager,” Loch said. “And if they can’t get things resolved that way, they can come to me as DPA for help in



Igor Loch is Foss’ director of operations and designated person ashore.

coming up with a solution.

“But when there are personnel issues about which they don’t feel comfortable going to their supervisor, they need to understand that the DPA’s door is always open,” he added. “They can and should come to me with those issues, we will discuss their concerns mariner to mariner—they don’t need to go through the chain of command.”

Loch explained that people are a key part of operational safety and need to be able to concentrate on what they’re doing and doing it safely without distractions.

“We’re monitoring the safety, policy and procedural aspects of all our vessel operations, including the safety and well being of our people.

BAY AREA GOES 3 1/2 YEARS WITHOUT AN LTI; MANAGERS SAY NEW CULTURE HAS TAKEN HOLD

Foss marine operations on San Francisco Bay passed yet another safety milestone on July 29, logging three and a half years without a lost time injury (LTI). The achievement is unprecedented among Foss operations, and managers say it is evidence that the company’s safety programs continue to take hold.

“All of these safety tools just help our workforce keep the safety culture in mind and program us to be safe,”

said Mike **Harbarth**, Bay Area port captain.

“The achievement by the Bay Area group is very significant,” Vice President for Safety, Quality and General Counsel **Frank Williamson** said. “They have shown leadership in both implementing our safety programs and achieving real results.”

But Williamson warned mariners and other employees, as is his regular practice, against becoming complacent

as a result of past safety success.

“Maintaining our safety culture is an every-day effort, and we must not let up,” he said, noting Foss continues to aim for zero incidents.



Shipmate Plus Program is Catching on With Tug Crews; Observations Can Help Uncover at-Risk Behaviors

Going into their first Shipmate Plus observation, Capt. **John Kinzel** and Deckhand **Roger Foszcz** of the tug *Andrew Foss* seemed concerned that the process might be tedious—one more requirement they would have to follow amid a host of new record-keeping and regulatory mandates that have been heaped upon mariners in recent years.

But no one can argue against a program that might make their jobs safer, so they went along as Director of Health and Safety **Al Rainsberger** led them through the process, and when all was said and done, they were believers.

Shipmate Plus is the marine operations version of the people-based safety approach first adopted by Foss with great success in its shipyards. It was first implemented in the San Francisco Bay fleet early in 2011 and has since been introduced in all Foss regions.

Both the shipyard and marine program are based on the notion that at-risk behaviors by people, rather than equipment problems or failure, are the most frequent cause of accidents. To identify potential at-risk behaviors, employees observe one another doing their work.

On the marine side, the program is still settling in.

The guinea pig on the *Andrew Foss* was Foszcz (pronounced Foss), whose job was to pass the line from the *Andrew's* stern winch to crewmembers on a CMA-CGM containership, after they dropped a tag line from their ship to the tug's deck. Then Capt. Kinzel, following the ship pilot's instructions, would draw the line tight and the *Andrew* would help pull the ship out of Seattle's Terminal 18. The tug *Henry Foss* also participated in the job.

It was a very routine job, something harbor tugs do almost every day. And it went off without a hitch.

Among things deckhands watch out for is the possibility that the topline might hit them when ship's crewmembers drop it onto the tug after the job is complete (which didn't happen to Foszcz this day). They also have to make sure they aren't in a position to be hit by the line in the unlikely event that it should break. (Before Capt. Kinzel tightened the line with controls in the pilothouse, Foszcz herded his safety observer to the tug cabin and followed him inside.)

After the job, Rainsberger, Kinzel and Foszcz gathered in the pilothouse to review the deckhand's work based on a one-page sheet with 16 items that applied to this job. On the tugs, the Safety Department has found that the group-discussion approach works better than the one-on-one system used in the shipyards.

The sheet covered such things as whether the crewmember positioned himself safely on deck and kept his eyes on the work, whether he used proper lifting techniques, whether he communicated with the captain or others to perform the work safely, and whether he was wearing the right personal protective equipment (life vest, hard hat, safety glasses, work boots.) Foszcz met all of the safety standards.

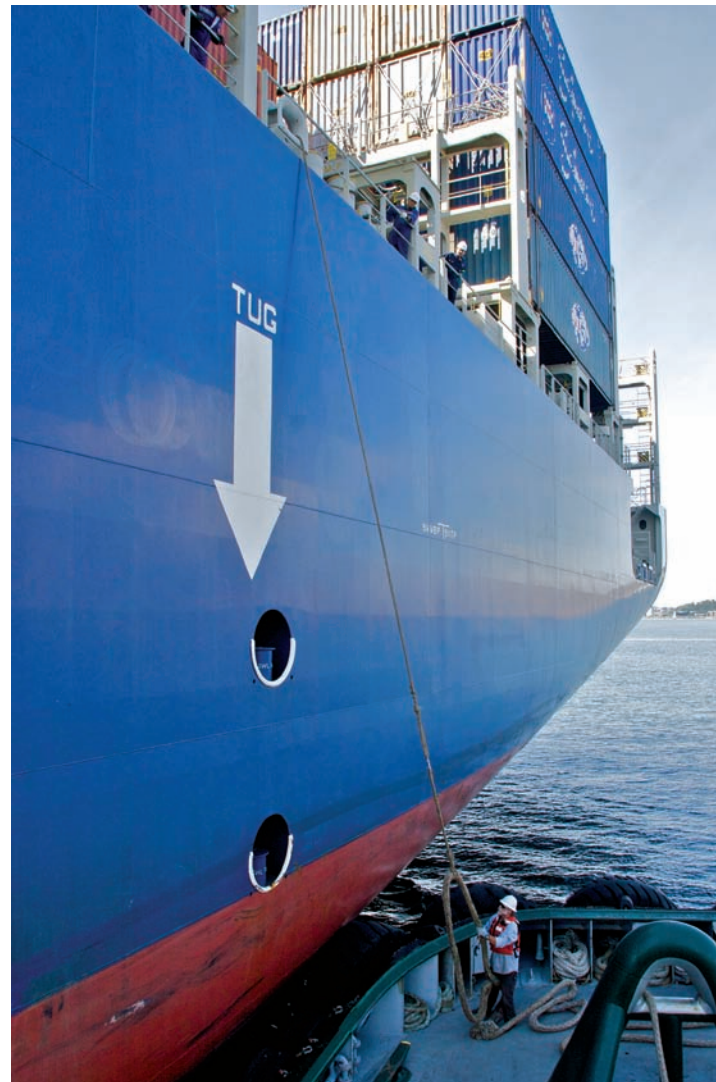
As in the shipyards, the Safety Department collects all of the observation reports and looks for recurring

issues so they can fix them.

"This provides good information for Al," Foszcz said. "If there are discrepancies that keep occurring that aren't safe, he can take care of them."

Kinzel said mariners can learn plenty from Shipmate Plus observations.

"When you get done with a project and start talking about something, you might realize it wasn't such a good idea to do it the way you did," the captain said. "At the time, you're concentrating on what you doing, and you might overlook it."



Deckhand **Roger Foszcz** feeds the towline up to the deck of the containership his tug was assisting from Seattle Terminal 18.

FULFILLING OUR MISSION

The pyramid is a representation of how our safety culture is embedded in the core values of our company. It is vital that every employee understand how they can “enter” the pyramid to interact and influence our management systems.

OUR MISSION

To provide marine services without compromise.

We deliver unsurpassed service.

- > Relentlessly pursuing performance in safety, quality and cost.
- > Maintaining a steadfast focus on our core values and preferences in all we do.
- > Continuing to extend and expand our reach.
- > Retaining our world class focus on the safety and integrity of mutual trust.

LEVEL 1 – EXECUTIVE. Our Mission Statement is at the very top of the pyramid, and the very first element calls for “relentless pursuit of perfection in our health, safety, quality and compliance initiatives.”

1.

SAFETY VISION

LEVEL 2 – SENIOR MANAGEMENT. This is our Safety Vision Statement, realized only when all the elements beneath it in the pyramid are in place.

1. Provide marine services without compromise.
2. Work together for an incident free world as the cost of doing business.

2.

SAFETY POLICY

LEVEL 3 – SENIOR MANAGEMENT. The Safety Policy Statement by Foss President and COO Gary Faber represents his personal commitment and the commitment of the company to uphold the highest standards of safety.

It is the policy of Foss Maritime Company to provide its employees with a safe working environment. Employees are encouraged to promote conditions, practices and procedures that will ensure the highest standards of safety.

Every manager is accountable to maintain the standards, which are required for the safe operation of our vessels. The condition of facilities and equipment, establishment of safety objectives, training, education, all employees will have a clear perception of what is expected of them.

You have my full commitment to these objectives. I am confident that with your support, we will continue to lead in safety management. – Gary Faber

3.

BUSINESS MANAGEMENT SYSTEM

HUMAN RESOURCES POLICIES AND PROCEDURES

ISO 9001 (QUALITY)
14001 (ENVIRONMENTAL)

4.

JOB SAFETY ANALYSES

SHIPMATE PLUS

ANNUAL MARINER TRAINING

PROCESS SAFETY

DRILLS AND WEEKLY SAFETY MEETINGS

REGIONAL SAFETY COMMITTEES

LESSONS LEARNED

5.

EXCEPTIONAL PERFORMANCE

MUTUAL RESPECT AMONG EMPLOYEES

CUSTODIANS OF THE ENVIRONMENT

SAFETY OF PEOPLE

INTEGRITY

6.

WE ARE COMMITTED TO MAINTAINING THE HIGHEST STANDARDS OF INTEGRITY



FOSS

MISSION:

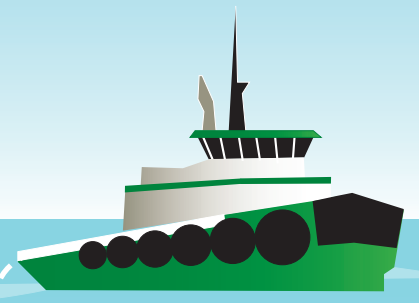
Marine services
equal.
passed customer
es by:
perfection in our health,
compliance initiatives.
us on our customers' needs
everything we do.
pand our operations globally.
orce by fostering an environment
and respect.

VISION STATEMENT

...s that are without equal!
...kplace, where injuries are not acceptable
...doing business.

VALUES STATEMENT

...s with a safe and healthful working environment. Employees are
...attitudes, which establish such an environment.
...quired to fulfill these basic principles. These standards shall apply to the
...and endorsement and support of the program. Through proper training and
...what is expected from them regarding safety performance.
...our cooperation, Foss Maritime Company will continue to be an industry leader
...Gary Faber, President & COO



LEVEL 4 – SUPERVISOR.

The business and safety systems implemented by Foss and approved by third parties.

LEVEL 5 – ALL FOSS EMPLOYEES.

These programs developed by safety personnel and aimed at promoting safety among our employees are the foundation of our safety effort.

LEVEL 6 – MARINE AND SHIPYARD OPERATIONS PERSONNEL.

These qualities are the key elements of our Operational Excellence program, with the most important element being the safety of our people.



INTEGRITY, ETHICAL BEHAVIOR AND QUALITY IN THE WAY OUR BUSINESS IS RUN.

People-Based Safety Program Helps Yard Go a Year and a Half Without an LTI

Soon after starting his day shift as a welder at the Seattle shipyard, **Meang Kang** is working on a piece of pipe that will be installed as part of a re-fit of the 200-foot oil rig service vessel *Green Provider*, which is being refitted for a job in Alaska.

In what has become part of the daily safety routine at the yard, **Linh Tran**, a trained observer, is watching Kang, carefully looking for at-risk behaviors, while also noting when the welder is doing his job according to accepted safety standards.

Housekeeping: Does the worker make sure the area is clear of trash, slag and scrap, that there are no spilled liquids? Check.

Personal protective equipment (PPE): Is the worker using the right eye/face protection, gloves, and, if necessary, a respirator? Check.

Body use and positioning: Does the worker use proper lifting techniques and does he make sure others are out of the line of fire and not looking at the welding arc, which can cause eye injury? Check.

And so it goes, through a list of eight items that also include environmental issues, tool selection, fall protection (not applicable in this job), machinery operating procedures, and maintaining communication with others on safety issues.

“Sometimes, people are busy, and we have to remind them if what they are doing isn’t safe,” said Tran, who found no at-risk behaviors while observing Kang’s work.

At least one safety observation is performed somewhere in the yard every day.

Director of Health and Safety **Al Rainsberger** said the people-based

“Sometimes, people are busy, and we have to remind them if what they are doing isn’t safe,”

—LINH TRAN



Welder **Meang Kang** works on a piece of pipe as **Linh Tran** observes in the steel shop at the Seattle Shipyard.

safety program has been a key to reducing accidents in the shipyard, which as of summer had not experienced a lost-time injury (LTI) in more than a year and a half.

He explained that check-off sheets, like the one Tran filled out, and accompanying comment sheets, are analyzed quarterly by the Safety Department. The names of the observed workers are not recorded as part of the analysis.

“If there are 100 observations and

95 are perfect, we look for patterns in the five that aren’t,” Rainsberger said. “If we see consistent at-risk behaviors or problems, we come up with an action plan and present it to shipyard management.”

While individual operations improve safety and encourage workers to think about it, Rainsberger said the data analysis is crucial.

“It takes you to the next step, where you can perform a fix from a management standpoint, Rainsberger said. “The data analysis enables us to make changes that can make an overall improvement in the long-term safety performance of the shipyard.”

Focus is on Safety in Southern California Training; Engineers and Tankermen Have Two-Day Program

The California Engineering Group in August initiated a formal training program for tankermen and engineers, focusing on safe operations, and the group is developing a “New Engineer Orientation Guide” that could run 150 to 200 pages.

California Fleet Engineering Manager **Jerry Allen**, who has been overseeing the development of the two-day training program, said it had a test run in early August, with all 25 Southern California engineers and 25 tankermen going through it in two sessions.

“The focus is on safety, obviously, because safety is the biggest thing in everything we do,” Allen said.

Engineers and tankermen typically have a very good safety awareness due to the nature of their work. However, Allen said, Foss must continue to reinforce the “Safety-First Culture” and noted that what crewmembers do in the engineroom or on a barge can have a “huge” impact.

“We need to continually stress to engineers and tankermen that they need to have very good ‘situational awareness’ when working in the engineroom, as a small issue can quickly develop into an operational



*Southern California Tank Barge Manager **Ron Costin** leads a session of the training program for engineers and tankermen in Long Beach.*

problem if left unchecked,” Allen said.

Topics in the training sessions include stop-work authority, Shipmate Plus, the Safety Management System, Vessel Management System, back safety, drugs and alcohol, confined space entry, fueling safety, and vessel maintenance. Chief Engineer **Gary Schaffer** is developing the engineering guide.

Lead presenters in the initial sessions included President and COO **Gary Faber**, Vice President Operations

Scott Merritt, California General Manager **John Marcantonio**, Director of Marine Operations and Assurance **Igor Loch**, Southern California Operations Manager **Ed McCain**, Tank Barge Manager **Ron Costin**, Port Engineers **Romen Cross**, **Mike Comfort** and **Fred Ellingson** and Allen.

The company is planning to introduce the training program in the San Francisco Bay Area in September and later in the Pacific Northwest and other company divisions.

EMERGENCY TOWING DRILL AT RED DOG

U.S. Coast Guard Chief Warrant Officer **Jimmy Greenlee**, aboard the Kodiak-based 225-foot Cutter Spar, observes as the tug Sidney Foss prepares to take the Spar in tow using a state of Alaska-owned emergency towing system near the Red Dog Mine in northern Alaska on Aug. 9. The emergency towing system consists of a towing hawser made from synthetic line that floats with thimble attachment, chafing gear, shackle, messenger line, buoys and sea drogue and can be deployed to a disabled vessel by helicopter sling-load or hoisted aboard from a tug or other vessel. The Sidney, three other Foss tugs, and two ore barges are at the mine to lighter ore to cargo ships, as the company has done every summer for the last 21 years.



U.S. Coast Guard photo by Petty Officer 1st Class Sara Francis

Towing Vessel Inspection Program Expected to Begin in Summer of 2012

The Coast Guard has issued proposed rules for a mandatory safety inspection program for towing vessels in the form of an Advanced Notice of Proposed Rulemaking. The program is expected to be implemented next summer and will have a multi-year phase-in period for compliance.

The towing industry helped develop the program and fully supports it as a move toward increasing safety and protecting the environment across the entire industry. It will, in effect, make all tugs “Inspected Vessels,” and each will receive a Certificate of Inspection from the U.S. Coast Guard.

All Foss tugs have completed voluntary Uninspected Tow Vessel (UTV) inspections under a “bridging program” established to help the industry make the transition to the mandatory inspections.

This was also an opportunity for the Coast Guard regulators to become familiar with the towing industry and its operations. Foss played a major role in hosting Coast Guard trainees in each regional office to acquaint them with the peculiarities and terminology of our industry.

The new program will establish comprehensive new standards to ensure towing vessel safety and



Capt. **John Strunk** applies a sticker to the pilot house of the hybrid tug *Carolyn Dorothy* in Long Beach, certifying completion of a voluntary safety exam.

require towing companies to establish a safety management system (SMS), which Foss already has. Participation in an SMS program allows companies to avoid the traditional annual vessel inspections. It also will allow companies to use Coast Guard-approved third parties such as the American Bureau of Shipping (ABS) to ensure compliance.

As part of the rulemaking process, the government seeks comments on the proposed regulations to ensure they are workable and attainable. **Susan Hayman**, vice president, environmental and global development will serve as the point of contact at Foss and welcomes input from employees.

DOCK TALKS IMPROVE LINE HANDLER SAFETY

On-dock safety talks are helping to keep safety in the forefront for longshoremen who work for Foss Line Service and handle berthing lines for cargo ships at Puget Sound ports.

Line Service Manager **Brian Goodwin** said the meetings are held monthly in Seattle, where line handlers work on a 28-day rotation, and weekly in Tacoma, where new crews report for work each week.

“Even though most of the longshoremen we use are experienced at

line handling, we feel that going over line handler safety on a regular basis keeps it fresh in their minds and reduces the likelihood of injury,” said Goodwin.

At the meetings, line superintendents hand out safety sheets and discuss them with the longshoremen. Tips in a recent one included:

- Face the ship and watch for heaving lines being thrown overboard to avoid being struck.
- Do not attempt to catch the

monkey’s fist or heaving line. Allow them to hit the dock or pier.

- Always keep hands and fingers clear of the pinch points created between the line and the cleat, bollard or capstan (winch).
- Good footing is essential to prevent injuries when pulling on lines, especially in wet or slippery conditions.





No LTIs in Atlantic Division

Foss Director of Health and Safety **Al Rainsberger**, left, presents a plaque to Atlantic Division Regional Operations Manager **Scott Jason** recognizing the division for experiencing no lost-time injuries (LTIs) in 2010. The Boston-based operation also reported no LTIs in 2009.

LESSON-LEARNED REPORTS COVER EVERYDAY ISSUES, PROVIDE EXCELLENT DISCUSSION POINTS FOR MARINERS

During routine preparations for a barge move recently on the West Coast, a tug captain was using the pilothouse controls to pay out line from the tow winch, enabling the deckhand to “flake” the line in elongated coils on deck.

As the winch turned slowly, the line caught on the edge of the drum, slipped over the side and became entangled in the gears. The incident took the tug out of service while the valuable line was replaced.

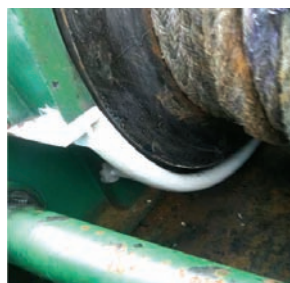
No one was injured, but through the company’s “Lesson-Learned” program the incident provided an opportunity to remind all crews to maintain a high-level of situational awareness and to use good communication skills to avoid mishaps and injuries when using large winches.

Fleet Assurance Officer **Kent Salo** called the incident “a perfect candidate for our Lessons-Learned program.”

It was reported to the local port captain, and the Marine Assurance group produced a lesson-learned document and distributed it to the all tug crews.

Lessons learned documents summarize incidents and detail corrective actions and preventive measures necessary to prevent a recurrence.

Salo described lesson learned documents as “very effective safety communication documents, because they cover everyday issues faced by mariners with the goal of supporting hazard recognition, improving safety awareness and preventing future incidents...They also provide excellent discussion points for the crew to use during onboard safety meetings.”



The white guard was added to prevent the towline from flipping off the winch drum.

The corrective action for the line slipping off the winch drum was the simple addition of a small guard to the drum fairing to cover the catch point that flipped the line over the drum. As an additional preventive measure, the line was shortened to prevent wraps from stacking up and over-riding the drum.

Salo said that the safety process came full circle when about a month after the lesson-learned was distributed, another captain who had read it inspected his vessel and spotted a similar situation. He submitted a safety observation report, and the winch was scheduled for repairs.

Salo commented, “That’s exactly the way the system is supposed to work.”

Safely Operating an Unfamiliar Tug Comes With Training and Patience in Southern California

Brian Greene, a Foss training captain and a regular master of the hybrid tug *Carolyn Dorothy*, helped Capt. **Stan Sato** with his continuing training on the tug recently in the Los Angeles/Long Beach harbor. Sato normally operates the tug *Brynn Foss* at El Segundo Moorings, and is breaking in on the *Carolyn Dorothy*.

“It’s a big transition for captains to move into these tugs and operate them safely,” said Port Capt. **Jim Russell**. “The operating characteristics are very different.”

The *Brynn Foss* is a heavy tug originally powered by two Voith Schneider cycloidal drives with vertical blades. Five years ago, the *Brynn* was converted to a “Tractor Plus” tug with the addition of an Azimuthal
(Continued next page.)



Capt. **Stan Sato** looks over the shoulder of Capt. **Brian Greene** as Green works the controls of the hybrid tug *Carolyn Dorothy* during a recent containership assist at the Port of Long Beach.

Greene looks for traffic while piloting the *Carolyn Dorothy* with its towline in a chock near the bow of the containership.





Green supervises as **Sato** pilots the *Carolyn Dorothy* and the bunkering barge *FDH 35-4* north up the main channel at the Port of Los Angeles. The approaching containership has just passed under the Vincent Thomas Bridge

Stern Drive (ASD), for additional horsepower.

The *Carolyn Dorothy* is a light, high-horsepower “Dolphin Class” tug powered by two ASD drives. The drives are basically propellers mounted on rotating posts, which, like the Voith drives, can direct thrust in any direction.

“The Voiths are heavier and don’t

respond as quickly—it’s a different propulsion system than the ASD, and there are different parameters for walking the boats sideways, moving ships and barges and many other operations,” Russell said.

The pilothouse controls also are vastly different on the two types of tugs, Russell said “and with the ASD it can take a captain two or three

weeks to get to a point where he doesn’t have to look at his hands all the time.”

The amount of training required to make the transition varies but can be up to several months, a few days at a time. Russell said. “They have to demonstrate their ability in things like light boat handling, barge movements, ship-assist work and all possible jobs they are going to see in this harbor.”

CONFINED SPACE TRAINING CAN BE A LIFESAVER; FOSS CONDUCTS TRAINING ON BOTH COASTS

While the space underneath a sealed hatch might appear harmless, beware before climbing into it. The space, particularly if it is small and has little or no ventilation might lack oxygen or contain harmful toxic or flammable gases or vapors that could be deadly.

Towing vessel crewmembers and shipyard workers often come upon these “confined spaces” in tugs and barges, when they are cleaning, inspecting piping systems, looking for cracks in steel plate, or performing “hot work,” which includes welding, grinding and cutting.

So Foss Director of Health and Safety **Al Rainsberger** over the last six months has traveled to Long Beach, San Francisco Bay, and Boston to train company employees on how to recognize what might be dangerous confined spaces and how to determine



Attending confined space training recently in Charlestown, Mass., were, from left, **Orlando Carias**, **Jason Yereance** and **Bob Manning**. **Al Rainsberger**, right, led the training session.

whether they are safe. Red Dog and Portland personnel also have been trained.

Rainsberger, who is on the Marine Chemist Qualification Board of the National Fire Protection Association, said the training covers OSHA regulations for identifying hazards. He also is training employees to use a “combustible gas indicator,” the instrument used to test confined space safety.

“It has a 30-foot hose that you drop to the bottom of the tank and then withdraw it, so you’re measuring every level of the space,” Rainsberger said. “Some of these gasses are heavier than air, and would collect at the bottom of the space, and some are lighter.”

He explained that “ventilation is the key to assure that they have fresh oxygen and to eliminate gasses, fumes and dusts.”

Training Program Aims to Make Operating Fork Lifts and Other Materials-Handling Equipment Safer

Foss is developing a companywide training program for drivers of forklifts and other materials-handling equipment that is aimed at aligning their operating practices with the corporate approach to safety.

“Until now we haven’t had any accidents or incidents reported,” said Safety Coordinator **Clark Summers**, who is overseeing the effort. “And the best way to maintain that is to be proactive.”

Summers started working on the program after getting a request to develop a training regimen for Foss International, where mariners use forklifts to move freight around on

large cargo barges. Upon delving further into the issue, he learned that “some Foss regions are better than others when it comes to this kind of training.”

“Every region wants to be safe and to do a good job,” he added. “They’re just not always aware of all the requirements and the resources required.”

So Summers, himself, went through training to become a certified forklift instructor, and will monitor training instructors in the various Foss regions and divisions. Then he will be a resource to support their training programs.

Summers expects to implement the program late this year or early in 2012. He expects that new drivers with no previous experience will require about 16 hours of training and experienced drivers will go through six and a half to eight hours of training to familiarize them with the companywide standards for safe operations and maintenance of the equipment.

Drivers will be evaluated and re-certified every three years on whatever specific equipment they operate. In addition, a section on materials handling equipment will be added to the company’s Safety Management System (SMS).

RON COCHRAN CONTINUES FORKLIFT RODEO DOMINANCE, WINS 2011 REGIONAL CHAMPIONSHIP IN SPOKANE

Ron Cochran of Foss Shipyard in Seattle took the first step toward defending his Washington State Forklift Rodeo championship in early July, qualifying for the state finals by winning the Spokane regional competition.

The key to his Spokane victory, according to Cochran, was his success in the basketball-shot event, in which competitors lift a ball on a pallet and use the tilt function of the forklift to roll the ball through the hoop.

“They changed it this year and had a chalk line about 12 feet from the hoop that you couldn’t roll your wheels across,” said Cochran, who benefited by watching four competitors who went before him. “I went all the way up as far as the height would go and she rolled right in, nothing but net.”

The annual forklift rodeo competition is put on by the Materials Handling panel of the Washington State Governor’s Industrial Safety and Health Conference. Foss Director of Safety and Health **Al Rainsberger** is chairman of the panel.

He said the obstacle course, hoop shoot and other tasks in the competition combine skills that forklift drivers use every day to perform their jobs safely.

“This is not a race against the clock,” Rainsberger said. “Rodeo doesn’t mean that we run into things or tear things down. This is a precision course, and the most talented drivers in the state compete in three regions to advance to the finals.”

Cochran and four other Spokane qualifiers will go up against top finishers from the Seattle and Tri-Cities regions in the finals Sept. 28 at the Tacoma Convention Center.

Cochran and his wife Allison live with their three boys in Normandy Park, a Seattle suburb. He likes to hunt and fish.

What are the most important skills for a forklift driver?



Ron Cochran sinks a basket during the Spokane regional Fork Lift Rodeo.

“I’ve developed my own technique,” Cochran said. “I keep my right hand on the control knobs and my left on the steering wheel. I never have to look at the levers to know what I’m going to do. I always have my eyes on the load.”

Cochran won the state title last year in Spokane. He has competed in the Forklift Rodeo five times and has been to the finals four times.



Dan Brechtel is a safety veteran of Hawaiian Tug & Barge/Young Brothers and the Sakhalin Island sealifts of 2005 and 2006.

Drew Arentz

Brechtel Takes a Working-Man's Approach to Safety, Says You Can't Learn these Skills 'Out of a Book'

What does it take to be a good on-the-job safety manager?

Dan Brechtel, a 20-year-veteran of the safety business who is working as a consultant for Foss on the Kearl Oil Sands project, ought to know.

"If you've been a working man yourself for a while, you can look and watch and see where the hazards are," he said recently, as modules were loaded on a Foss barge at the Port of Vancouver, Wash., to be transported up the Columbia River. "It isn't the kind of thing you can easily learn out of a book. You need to be out there where you can see the work, see what can go wrong, and figure out a way to eliminate or mitigate those hazards."

Brechtel was in the Navy and worked construction before joining Foss sister company Hawaiian Tug &

Barge/Young Brothers in 1990 and becoming safety supervisor in 1992.

He was at HTB/YB until 2005, except for a one-year period when he left the company to work on an unexploded ordinance clearance project. Over the years, Brechtel also has taught several college-level safety courses.

He first worked for Foss overseeing safety on-site for the Sakhalin Island Sealift in Eastern Russia in 2005 and 2006, in which Foss delivered oil production modules to a remote development site. The Sakhalin and Kearl Oil Sands projects are alike in some ways, but differ in others, Brechtel said.

"These are smaller units, but you're still moving modules over the water," he said. "But this is on a river rather than the ocean; you have eight locks; the traffic is different than open-ocean

traffic; we're loading them differently than we did in Russia; and the people are different."

Brechtel explained that the six primary companies on the project—Imperial Oil, Fluor Corp, Mammoet, Jones Stevedoring, Foss and TGM—don't always have the same practices with regard to safety, "and getting them all in the same sock is a challenge sometimes."

"We have to adjust to their customs, and they have to adjust to ours," he said.

In the Kearl Oil Sands project, Foss is towing Korean-built oil production modules from Vancouver, Wash., to Lewiston, Idaho, and Pasco, Wash. The modules are being trucked from those ports to the development site in Alberta.



YELLOW PAINT MARKS POTENTIAL HAZARDS

Director of Health and Safety Al Rainsberger says potential hazards on tugs are being tagged with yellow paint throughout the Foss fleet to improve crewmember safety. Two examples shown here by Rainsberger are yellow tags on the step into the fiddly and on the bow winch drum of the Andrew Foss at the Port of Seattle.



SAFETY GEAR ON DISPLAY

*Safety vendors displayed personal protective equipment and other safety-related gear at Foss industry appreciation barbecues in Seattle and Tacoma in August. Shown at the Seattle gathering on Aug. 16 are, from left, **John Cooper**, National Safety, **Gene Besel**, North Coast Sales, **Rick Maurice**, Capital Safety, **Mike Afflerbaugh**, Mountain States Safety, **Jim Olympius**, Olympius and Associates, **Dick Zugschwerdt** and **James Harrald**, National Safety, **Jason Pierce**, Mountain States Safety, and **Ron Johnson**, National Safety.*



REGIONAL COMMITTEES FOCUS ON SAFETY

Foss Regional Safety Committees, in all geographical areas where the company does business, plus one for each shipyard, meet quarterly to discuss training and safety issues that come before them. In the bottom photo, Atlantic Division Regional Operations Manager **Scott Jason**, right, meets in Charlestown, Mass., with safety committee members, from left, **Orlando Carias**, **Jason Yereance**, **Doug Richmond** and **Richard Wickendon**. In the top photo, Production Manager **Hap Richards**, left foreground, leads a Shipyard Safety Committee meeting in Seattle. Others around the table, clockwise from Richards' left, are **Monte Roy**, **Steve Dawson**, **Bill Fiamengo**, **Kenny Younger**, **Mike Port**, **Jim Foxx**, **Don Harris**, **Bob Geiszler**, **Larry Hurtt**, and **Bill Ibsen**.

PEOPLE NEWS

PASSINGS

Ron Hanson

Ron Hansen, who joined Foss Shipyard in Seattle as an outside machinist in 1974 and worked in the shop until his retirement in 1996, died in June in Palm Desert, Calif., at the age of 77. He was born Jan. 4, 1934, and was known in the shipyard for his signature ponytail, cowboy hat, and Harley Davidson motorcycles. After retirement, he bought a motor home and spent winters in the Palm Springs area. He died of complications from pneumonia.

RETIREMENT

Sandra Palmer

Sandra Palmer, a buyer in the Purchasing Department, retired on July 15 after a 24-year career with Foss. She started as a temporary employee in 1988, working in the shipyard office, purchasing, and human resources and accounting before taking a full time position in the accounting department in 1990. She moved to purchasing in 2005, starting as an assistant buyer and becoming a buyer after six months. As a buyer,

she focused on safety supplies, paint and fasteners for the shipyard and tugs. Palmer lives in West Seattle and plans to begin doing volunteer work this fall.





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GOOD HOUSEKEEPING

Neatly coiled electrical cables, being checked here at the Foss Seattle Shipyard by Director of Health and Safety **Al Rainsberger**, are an example of good housekeeping practices that help create a safe workplace. Safety observations in the shipyard have identified housekeeping practices as potentially at-risk behaviors, so housekeeping was included in a recently developed Project Operation Plan at the yard. The plan aims to help promote better and more consistent workplace organization and also addresses the locations of gangways, welding machines, utilities and entry and egress points. Shipyard Production Manager **Hap Richards** said housekeeping guidelines are designed “to promote the elimination of job site clutter and free up space, as well as to minimize personnel exposure to tripping and falling hazards.”