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| IALA Guideline |

GXXX

VTS Management [working title]

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

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# INTRODUCTION

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

# DOCUMENT PURPOSE

The purpose of this document is to provide guidance to assist VTS providers to manage a VTS.

It aims to ensure that the different tasks, roles and responsibilities that involve the management of a VTS are developed and harmonised in accordance with the IMO Guidelines for Vessel Traffic Services, IALA standards, recommendations and guidelines.

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

Management is defined as undertaking the activities appropriate to achieving the purpose of VTS and achieving the operational objectives set for the respective VTS. This process involves organizing human, financial, logistic and technical resources.

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

# INTERNATIONAL FRAMEWORK

IMO Resolution A.XXX(XX) Guidelines for Vessel Traffic states that:

* *Contracting Governments should take account of applicable IMO instruments and refer to the relevant international guidance prepared and published by appropriate international organizations;*
* *The VTS provider should ensure that a VTS is adequately staffed and that VTS personnel are appropriately trained and qualified;*

Make reference to the standards (1010, 1040, 1050 and 1070) and to IALA’s VTS Manual and IALA reference list.

# ROLES AND RESPONSIBILITIES

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

Roles associated with the Management of a VTS may include:

* Operational – related to the operational functioning of the VTS centre
* Human resources – related to staffing, selection, recruitment, promotion, …
* Training – related to all training matters – V-103/1-2-3-4-5
* Technical – related to ensuring all equipment is present, up to date, operational, 24/7 support, …
* Other (finances, communication, legal advisory manager, logistics, …)

[Body text] For each of these roles or combination of roles the VTS provider may appoint a manager.

## OPERATIONS

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

Associated responsibilities:

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

[Body text]

## TRAINING

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

Associated responsibilities:

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

[Body text]

## TECHNICAL

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

Associated responsibilities:

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

[Body text]

## HUMAN RESOURCES

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

Associated responsibilities:

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

[Body text]

## OTHER

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

[Body text]

# SELECTION AND RECRUITMENT

## SELECTION PROCESS

IALA Guideline G1156 on Recruitment, Training and Assessment of VTS Personnel recommends policies and processes for the selection and recruitment of VTS personnel. For the roles identified with VTS management minimum entry requirements may be included such as:

* Prior skills, knowledge and experience
* Personal suitability characteristics
* Communication skills
* Agility and ability to perform in stressful situations
* …

## RECOGNITION OF EXPERIENCE AND PRIOR LEARNING

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

[define what is the minimum of experience and prior learning required]

# VTS MANAGER TRAINING

## GENERAL MANAGEMENT TRAINING

[Body text]

1. [General Management Training]

| [Table heading] | [Table text] |
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| … | … |

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## SPECIFIC TRAINING

Depending on additional type(s) of management (e.g. radar technology or technical manager, legal aspects for a legal manager, HR theories for HR manager, …) the VTS manager is expected to perform.

[Body text]

# QUALIFICATION AND CERTIFICATION

# DEFINITIONS

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

# ACRONYMS

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… …

*(Figures to be centred on the page)*

1. [Figure caption]

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1. [List 1].
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