



This policy underpins the Company's Bridge Organization, Standing Orders, and operational leadership philosophy. Every officer and rating have not only the *authority* but also the *duty* to stop, question, and challenge any unsafe act, omission or decision – *without fear of blame or reprisal*. A strong safety culture depends on open communication, mutual respect and collaborative decision-making. The Company's policy is that *speaking up to prevent harm is an act of professionalism, not insubordination*. When on bridge, if an OOW is uncertain of the Master's intentions or observes a developing unsafe condition, they must respectfully question the decision. This principle applies equally in engine room, deck, cargo, and navigation operations.

How 'challenge and response' works

Under the 'challenge and response' approach, bridge team members are encouraged to challenge operational decisions at all levels. A rating might have more experience than an officer on a particular ship and recognize that certain actions may not be the most operationally effective. Confirming the actions can help to avoid unwanted events.

Another example is where the OOW does not understand the action of a pilot, or if the action of the pilot deviates from the agreed plan. In such situations, a challenge should be made by the OOW so the pilot can either clarify the intended action or, if the intended action is indeed incorrect, amend or adjust the action to ensure the ship remains safe.

It should be made clear to all concerned that if a decision, proposed action or procedure is challenged for safety reasons, this is not a challenge to the authority of the people responsible for making it.

Providing that the immediate safety of the ship is not compromised, members of the bridge team should be encouraged to:

- Seek clarification on the actions of other bridge team members to better understand the decision-making process, and



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Section 2

PST_009 Challenge Decisions If You See Something Unsafe

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- Practice 'thinking aloud'. This can also help to develop junior officers by encouraging them to participate.