COMPANY ORGANISATION, RESPONSIBILITIES AND AUTHORITIES

Following a brief introduction to the Company, this Chapter provides the appropriate information for the exact definition of responsibilities, in the form of the Shore organisation Chart, and of job descriptions for selected shore staff. The Chart depicts the varying levels of authority and the proper venues of communication between the departments, while the individual job descriptions cover the objectives, responsibilities, authorities and minimum qualifications for each position in the Company's structure.

Managers are responsible for ensuring safe and correct working conditions on board & in Office. Managers & S/Ts systematically monitor the effectiveness of verification & inspection activities within their groups. Always lead by example in safety related issues, demonstrating commitment to Safety & Environmental excellence and are accountable for achieving their objectives.

Key roles are the positions considered being of utmost importance to the wellbeing of the Company, both on shore and at sea. Shore key positions are considered all Company's Managers and Superintendents.

Introduction to the Company

ESTORIL NAVIGATION LTD is a Ship Management Company based in Greece at the following address:

61-65, Filonos Str., Piraeus Greece Tel. +30 210 4110512-4 Fax +30 210 4110515-6 E-mail: estoril@otenet.gr

The Company manages Oil Tankers, under individual operating agreements with shipowning Companies. Original agreements are kept on board.

Company's organization

The Company has created a working environment where people are challenged to do their best and has determined and maintains the infrastructure needed to provide ship management services that meet the specified or implied requirements of the Customers and other interested parties.

The Company's organisation consists of highly skilled and experienced Managers, Masters, Naval Architects, Technicians, Engineers and vessel's Officers as well as specialists in the fields of safety management system, commercial management, vessel finance, personnel management and insurance. The responsibilities, authorities and inter-relationship of those personnel who manage, perform and verify work affecting HSQE are identified in this Chapter and in the following organisation chart. Vertical lines in this chart signify hierarchical seniority between high and low positions, while horizontal lines denote communication and collaboration between two or more positions.

Ensuring that the working conditions on board and in the office are safe and correct is a key responsibility of the Department Heads and cannot be delegated to others. The Department Heads

ESTORIL MANAGEMENT SYSTEM Company Organisation, Responsibilities and Authorities

SEC.03

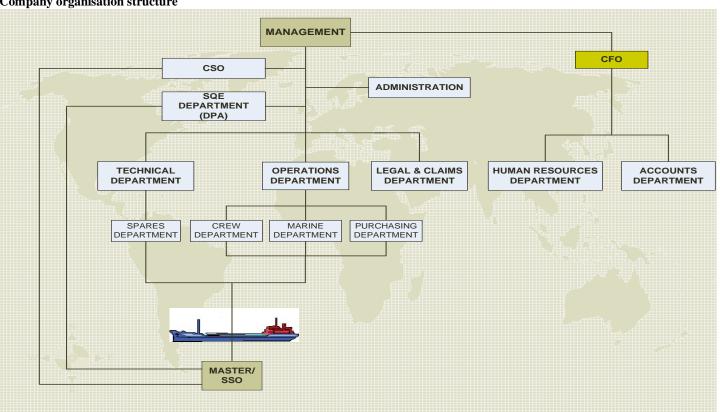
and Superintendents systematically monitor the effectiveness of the verification and inspection activities taking place in their work groups, including the initiation and tracking of the completion of any necessary improvements. It is a Management responsibility to ensure that personnel assigned to the various positions have the requisite experience and knowledge to carry out their designated function within the CMS.

The job descriptions for each position described in the following pages are reviewed annually and when needed. All basic Company's employees are informed of their duties and responsibilities and sign the form **OC 04** *Shore Personnel's Pre-employment Declaration (as per CP 07).*

ESTORIL MANAGEMENT SYSTEM Company Organisation, Responsibilities and Authorities

SEC.03

Company organisation structure



Note: In case the actual Company's complement does not include all positions described in the above chart, the respective duties are delegated to the existing personnel as per the Top Management instructions.

Company Organisation, Responsibilities and Authorities

SEC.03

Function

MANAGING DIRECTOR

Qualifications

- Marine Experience and/or Shipping studies.
- A well-established work experience in shipping.
- Experience managing a shipping company.
- · Extensive experience in Management skills.
- Extensive knowledge of Human resource principles.
- Extensive knowledge of financial markets.
- Extensive knowledge in Public media relations
- Working knowledge of the English language.
- Adequate PC knowledge.

Objective

To oversee and implement the Company's Policies and Principles.

Responsibilities

The Managing Director has the overall responsibility for the management function of the Company and for the operation of the Company's vessels. He is responsible for:

General

- Overseeing the implementation of the stated policies ashore and onboard ships; encouraging awareness and compliance by all personnel.
- Providing adequate resources and personnel to fulfil policies and objectives.
- Ensuring that responsibilities, authorities and interrelations of all personnel who manage, perform and verify work affecting Company's activities, are clearly defined and communicated within the organisation.
- Ensuring that appropriate communication procedures are established within the organization and that communication takes place regarding the effectiveness of the CMS.
- · Co-ordinating tasks among the Company's departments.
- The final decisions on behalf of the Company, in case of an emergency and ensuring that shore based support to vessels is provided at all times.
- Ensuring that adequate resources are available to care for the welfare of the vessels' crew.
- Ensuring that all vessels fulfil all National, International, Industry and Company's requirements and standards.
- Following-up of all new developments that take place in the various Maritime Organisations.
- Updating the Board of Directors and ask for their approval on any subject not relevant to the everyday operation of the Company or its vessels.

Health, Safety, Quality and Environmental protection Management

- Ensuring that the planning of the CMS is carried out in order to meet the requirements of the applicable standards as well as the set objectives.
- Appointing and providing assistance to the DPA.
- Promoting and communicating the concept of safety and environmental excellence throughout the Company's organization by monitoring, motivating and encouraging all Company's personnel for their active participation in the implementation of the Company's Policy and the CMS.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 4 of 28

Company Organisation, Responsibilities and Authorities

- Defining and implementing Company policies and objectives with regard to HSQE and ensuring that these objectives and targets are established at relevant functions and levels within the organization.
- Communication with the Media.
- Supervising, overall reviewing and evaluating of the CMS, and for reviewing non-conformance summaries and progress of audit plans.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by all departments.
- Ensuring that working conditions in the office are safe.
- Verifying and approving the issuance or amendments to the controlled documents of the CMS.
- Monitoring overall Company's performance.
- Ensuring that the Company's emergency response capability is correctly defined, maintained in a proper state of readiness and regularly exercised to test its adequacy.
- Chairing Management review meetings and ensuring that any subsequent actions are carried out as soon as is practicable thereafter.

Technical

• Approving any major repairs/DD proposed by the Technical Manager.

Operations

- Ensuring that the Company discharges its obligations to ship owners in accordance with the ship management contracts.
- Communicating and making decisions relating to specific commercial matters of managed vessels.
- Approving any change into ship's voyage schedule suggested by the Operations Manager.
- Approving all Charterers and Charter rates presented by Chartering brokers.
- Communicating and promoting throughout the organization the importance of customer satisfaction.
- Ensuring that legal and customer requirements are determined and met.

Personnel

- Defining employment needs, recruiting, motivation and appraisal of shore personnel in cooperation with the Department Heads.
- Ensuring the proper manning of the Company's shore/onboard operations with qualified personnel and crew.
- Approving the training plan for office employees.
- Managing all aspects of shore-based personnel's administration.
- Supervising the implementation of Company's Resources and Personnel procedures.
- Ensuring by the verification that the qualifications and experience of new recruits ashore, are genuine.
- Controlling, briefing, interviewing, screening, and hiring shore based staff.
- Checking application forms and previous experience records for each employment prior to engagement.

Health, Safety, Quality and Environmental protection

- Demonstrating his commitment to safety and environmental excellence, by his behaviour.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.

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SEC.03

Company Organisation, Responsibilities and Authorities

Management

- Being the Company's spokes-person for communication with media and having the authority to designate, occasionally, someone else to carry out this role.
- Identifying training needs of office personnel and initiate further actions.

Purchasing

- Authorizing placement of suppliers on the approved suppliers lists.
- Reviewing the annual expenses.

Substituted by

DPA and/or Technical Manager, as designated by the Managing Director.

Reporting to

Board of Directors

Function

DESIGNATED PERSON ASHORE

Qualifications

- Shipping Academy graduate, recognised by National Authorities or a degree from an Institution of higher education.
- A well-established experience in the implementation of Management Systems in Shipping.
- Good knowledge of the National and International shipping legislation.
- Skilled organiser and people motivator.
- Proficient knowledge of the English language.
- Adequate PC knowledge.

Responsibilities

The DPA is responsible for:

Health, Safety and Environmental protection Management

- The administration of the CMS.
- Ensuring that the CMS requirements are established, implemented and maintained in accordance with the ISM code ashore and onboard.
- Developing Company's Policies and procedures in respect of vessels' operations.
- Monitoring Company and vessels' compliance with all the CMS requirements and ensuring that adequate resources and shore based support is applied, as required.
- Reporting directly to the Managing Director on the performance of CMS and any need for improvement.
- Ensuring the safe operation of each ship and provide a link between the Company and those onboard.
- Ensuring safe and hygienic working conditions onboard the vessels and ashore.
- Verifying the understanding and effectiveness of the CMS by sea staff and
 office employees, informing all employees about the necessity of studying
 the CMS and providing advice on all the CMS issues to all personnel.
- Monitoring and follow up all changes in Safety, Health, Quality, and Environmental protection legislation.
- Rendering adequate and effective assistance to Office and vessels' personnel as regards familiarisation with the CMS.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 6 of 28

- Convening and co-ordinating Management Review Committee meetings and keeping relevant records.
- Ensuring that any actions concerning the vessels, resulting from these reviews, are carried out as soon as possible thereafter.
- Assigning, instructing, training and monitoring the internal auditors.
- Organising both shipboard and shore-based internal and external audits of the CMS and monitoring the recording and analysis of audits' results.
- Setting and maintaining, as closely as possible, an annual schedule for internal audits for the Office and vessels.
- Maintaining records and results of these audits, including non-conformities and corrective actions taken.
- Reviewing all reports of non-conformities, incidents, accidents, and serious near misses as reported from the vessels, initiating appropriate preventive and corrective actions and enforcing / monitoring their timely implementation.
- Placing to the attention of relevant employees and especially to responsible Managers and Masters any deficiencies in CMS.
- Maintaining statistical diagrams of trends and nature of non-conformities.
- Monitoring the corrective actions taken from any deficiencies identified during external audits or third party inspections (i.e. vetting, PSC, Flag State, Class, etc.).
- Leading investigations of accidents, non conformities, complaints etc. evaluating their cause as well as sources and possibilities of hazards.
- Being responsible for monitoring and following up assigned targets and KPIs.
- Evaluating new equipment / procedures to help improve HSQE performance and awareness, being committed to HSQE excellence.
- Attending HSQE programs and following up.
- Encouraging Managers and Senior Officers to adopt an attitude of continual improvement upon safe operating systems.
- Identifying, in cooperation with Masters and Managers, the need of documentation to be issued, amended or upgraded.
- Processing revision requests for amendment purposes and controlling amendments of controlled documents.
- Organising, maintaining and monitoring the distribution of the Company manuals and other external controlled documents, Rules, Regulations, Codes, and Publications relevant to the CMS as well as of their amendments.
- Maintaining a list of the designated manuals holders.
- Maintaining the original set of the Manuals and disposing all obsolete documents.
- Updating Office library by purchasing relevant Rules, Regulations, Codes, Guidelines and Publications, as required.
- Following-up and monitoring of vessels supply with training material (video tapes, DVD, etc.) related to HSQE, and STCW aspects.

SEC.03

Company Organisation, Responsibilities and Authorities

- Taking care for the proper arrangement and performance of drills and analysing their results.
- Evaluating and, when relevant, follow up Port State Control and other 3rd Party inspection reports.
- Being a member of the Company Response Team.
- Being authorized to carry out media response in consultation with the Managing Director and the Legal advisor.
- Representing Company in Marine Industry forums, meetings, etc.

Technical

- Assuming the duties of the Technical Superintendent when visiting vessels.
- Attending vessels' during repair periods, liaising between ship and shipyard on CMS aspects in support of the Operations and the Technical department.
- Conducting safety inspections of shipyards and other service providers.

Operations

Be aware of all CMS problems identified in relation to the operation of the ships.

Personnel

- Setting-up and selecting training programs in cooperation with other department heads.
- Identifying and following-up training needs and training requirements with respect to shore based personnel involved with the CMS.
- Briefing and de-briefing, in cooperation with the Company's Managers vessels' senior officers before and after appointment.
- Accessing the seafarers' evaluation reports.

Substituted by

Deputy DPA

Reporting to

Managing Director

Function

SENIOR OPERATIONS MANAGER / OPERATIONS MANAGER

Qualifications (minimum)

- Shipping Academy graduate, recognised by National Authorities or a degree from an Institution of higher education.
- Working knowledge of the English language.
- A well-established and proven record of work experience in Oil/Tanker Company.
- Adequate PC knowledge.

Objective

To ensure the safe and efficient operation of Company vessels in accordance with CMS principles.

Responsibilities

The Operations Manager is responsible for:

General

- Efficient voyage management (including reporting on efficiency and reliability results).
- Maintaining nautical standards onboard vessels and implementing suitable

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 8 of 28

controls by adopting improved navigation practices, equipment, training and procedures.

- Overseeing voyage process as per Charter Party requirements. Giving details and instructions in relation to the charter party terms in consultation with Managing Director and the other department heads as deemed necessary.
- Co-operating with the Chartering and Insurance Advisors.
- Overseeing the follow-up of voyage execution and vessel performance at sea and in port.
- Ensuring the manning of his department with suitably qualified personnel.
- Assigning Company's Marine Superintendents to managed vessels and organizing their visits onboard, making arrangements for back up in case of their absence, and monitoring their performance.
- Checking, in coordination with the Company's Superintendents, vessels' pre-loading and pre-discharging plans, as well as ballast water management plans.
- · Reviewing results of vessels' inspections.
- Reviewing the implementation of nautical standards and analysing results of navigational audits for the identification of trends, communicating them to the Management Review Committee Meetings.
- Following-up developments related to International Rules and Regulations, Conventions, Industry requirements and Environmental issues associated with the CMS.
- Monitoring voyage proceeds as per Charter Party requirements.
- Liaising with chartering brokers and Charterers.
- Assisting in defending claims brought against Owners by Charterers, cargo interests and other third parties.

Health, Safety, Quality and Environmental protection Management

- Complying with the CMS procedures and requirements and demonstrating his commitment to safety and environmental excellence by his behaviour.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Ensuring the safe and environmentally sound operation and the overall performance of the fleet.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Ensuring that the working conditions in the office and onboard are safe.
- Cooperating with the Managing Director, the other Department Heads, and the DPA in order to ensure that all parties involved in the CMS for solving relevant issues take proper and timely actions.
- Reviewing pertinent voyage inspection and test records in order to determine if contractual requirements have been met. If requirements have not been met, corrective action shall be taken.
- Participating in Management Review meetings and ensure that any subsequent actions are carried out as soon as is practicable thereafter.
- Reviewing and authorizing instructions and manuals pertaining to CMS, work onboard, navigation, pollution prevention, environmental management, drug and alcohol, etc.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 9 of 28

SEC.03

Company Organisation, Responsibilities and Authorities

• Participating in the Company Response Team.

Technical

 Ensuring cooperation with the Technical Department regarding vessels' requirements in relation with performance, maintenance and operational improvements.

Personnel

- Providing input for planning shore based and shipboard personnel training.
- Briefing and de-briefing Masters and C/Es before and after appointment.
- Familiarizing new office and onboard personnel visiting the office with the requirements of the CMS related to operational issues.
- Review appraisal reports of Masters and Deck Officers in collaboration with Crewing Manager.
- Identifying needs for Departmental personnel training.

Substituted by

SQE Manager/DPA

Reporting to

Managing Director

Function

OPERATOR

Qualifications (minimum)

- Shipping Academy graduate, recognised by National Authorities or a degree from an Institution of higher education.
- Working knowledge of the English language.
- A well-established and proven record of work experience in related fields.
- Adequate PC knowledge.

Objective

To ensure the safe and efficient operation of Company's vessels in accordance with the CMS principles.

Responsibilities

The Operator is responsible for:

General

- Issuing and sending to the Master voyage instructions.
- Issuing instructions to vessels regarding day to day operation.
- Recording of the vessel's movements.
- Advising the Masters of charter contract terms.
- Following up voyage at all stages and ensuring that vessel's performance is in accordance with the C/P terms and the Company's standards.
- Ensuring that all cargo documents are received promptly and processed accordingly. Providing necessary instructions to the Master/Agents for proper endorsement.
- Arranging for providing fuel, etc. to the vessels.
- Monitoring all operational aspects of assigned vessel operation including navigation, cargo/ballast handling, safety and environmental protection, etc. to ensure that these are carried out in compliance with the Company's requirements for a flawless, efficient, competitive and customer focused operation and prevailing International and Flag State legislation.
- Monitoring all actions required in order to restore any possible discrepancy in vessel's performance and ensuring that these actions are properly taken.

 $\begin{array}{l} Issue\ No.02\ /\ Issue\ Date:\ Aug.2012\ /\ Rev.\ No.01\ /\ Rev.\ Date:\ Apr.2017\\ Page\ 10\ of\ 28 \end{array}$

SEC.03

Company Organisation, Responsibilities and Authorities

- Checking the loading/ discharging plans.
- Instructing agents to handle vessels' business whilst in port.
- Coordinating with his department for matters related to cargo nature, tanks cleaning, safe navigation, loading/discharging plans, etc.
- Coordinating with the Accounting department for funding agents and dealing with disbursements and cash to the vessel.

Health, Safety, Quality and Environmental protection Management

- Complying with the CMS procedures and requirements and demonstrating his commitment to safety and environmental excellence by his behaviour.
- Ensuring the safe and environmentally sound operation of the vessels.
- Ensuring that the working conditions in the office are safe.
- Participating in the Company Response Team, as delegated by the Managing Director.

Technical

 Coordinating with the Technical department in relation to the vessels' performance, any technical issues arising and third party inspection issues.

Personnel

- Participating in the briefing and de-briefing of Masters and deck Officers before and after appointment, as per the CMS relevant procedures.
- Familiarising new shore staff with the requirements of the CMS related to operational issues.
- Identify the needs for crew training.
- Coordinating with the Crew department for the optimum places for crew changes, updating them on vessels' berthing/sailing prospects in order for suitable flights for sign on/off crew members to be arranged.

Purchasing

- Coordinating with the Technical department and/or Spares / Supply Coordinator as to lubricating oils, taking on spares and provisions and supplying the vessel.
- Monitoring prompt delivery of vessel's provisions and stores in order to avoid vessel's delay

Substituted by

Operations Manager

Reporting to

Operations Manager

Function

SAFETY, QUALITY & ENVIRONMENTAL (SQE) MANAGER

Qualifications (minimum)

- Shipping Academy graduate, recognised by National Authorities or a degree from an Institution of higher education.
- Working knowledge of the English language.
- A well-established and proven record of work experience in related fields.
- Adequate PC knowledge.

Objective

To ensure the safe and efficient operation of Company vessels in accordance with CMS principles.

Responsibilities

The SQE Manager is responsible for:

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 11 of 28

General

- Ensuring the manning of his department with suitably qualified personnel.
- Overseeing the maintenance of nautical standards onboard vessels and verifying implementation of suitable controls.
- Reviewing navigational practices and procedures to ensure navigation standards are maintained by adopting improved navigation practices, equipment, training and procedures.
- Checking, in coordination with the Marine Superintendents and the Technical department the vessels' CMS operation.
- Coordinating Oil Major Companies vetting inspections and following up captured deficiencies.
- Following up captured Port State Control deficiencies.
- Analysing results of vessels' Vetting, PSC and other third party inspections and preparing annual statistics.
- Analysing results of navigational audits for the identification of trends and communicating them to the Management Review Committee Meetings.
- Following-up developments related to International Rules and Regulations, Conventions, Industry requirements and Environmental issues associated with the CMS.
- Maintaining and updating list of Third Party Contracts.

Health, Safety, Quality and Environmental protection Management

- Complying with the CMS procedures and requirements and demonstrating his commitment to safety and environmental excellence by his behaviour.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Ensuring the safe and environmentally sound operation of the fleet.
- Ensuring that the working conditions in the office and onboard are safe.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Cooperating with the Managing Director the other Department Heads, and the DPA in order to ensure that all parties involved in the CMS for solving relevant issues take proper and timely actions.
- Coordinating, in consultation with the Managing Director, the Management Review Committee meetings and ensuring that any subsequent actions are carried out as soon as is practicable thereafter.
- Coordinating the Environmental Management Review Committee meetings and ensuring that any subsequent actions and environmental programs are being implemented.
- Reviewing and authorizing instructions and manuals pertaining to CMS, work onboard, navigation, pollution prevention, environmental management, drug and alcohol, etc.
- · Performing internal office and vessels audits.
- Co-ordinating incidents, accidents, injuries, serious near misses investigations, analysing results and producing annual statistics as per OCIMF guidelines.
- Participating in the Company Response Team.

Technical

• Ensuring cooperation with the Technical Department regarding vessels'

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 12 of 28

Company Organisation, Responsibilities and Authorities

requirements in relation with safety and environmental performance and improvements.

Personnel

- Providing input for planning shore based and shipboard personnel training.
- Briefing and de-briefing Masters and Senior Officers before and after appointment.
- Familiarizing new office and onboard personnel visiting the office with the requirements of the CMS related to operational issues.
- Review appraisal reports of Masters and Deck Officers in collaboration with Crewing Manager.
- Identifying needs for departmental personnel training.

Substituted by

Operations Manager

Reporting to

Managing Director

Function

MARINE SUPERINTENDENT

Qualifications (minimum)

- Master's licence or relevant nautical studies.
- Theoretical and practical experience in Oil/Tanker vessel's operation (ashore or on-board).
- Working knowledge of the English language.
- Adequate PC knowledge.

Objective

To ensure the safe and efficient operation of Company's vessels in accordance with the CMS principles.

Responsibilities

The Marine Superintendent is responsible for:

General

- Assisting the Operations Manager in his duties.
- Maintaining nautical standards onboard vessels and implementing suitable controls by adopting improved navigation practices, equipment, training and procedures.
- Supervising and monitoring all aspects of assigned vessel operation including navigation, cargo/ballast handling, safety and environmental protection aspects, etc. to ensure that these are carried out in compliance with the Company's requirements and maritime rules, regulations and Industry Standards for a flawless, efficient, competitive and customer focused operation.
- The effective implementation of preventive maintenance of the vessel's hull, deck equipment, etc, as described in the PMS and set by the Class/Flag State requirements.
- The timely correction/rectification of any outstanding items related to the CMS
- Inspecting managed vessels in port and en-route and providing specific instructions to the Officers for issues pertaining to the CMS.
- Making recommendations for rectification of deficiencies or improvements to the existing situation.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 13 of 28

- Monitoring of the Flag State and PSC requirements and following-up of third party inspections' results.
- Checking the passage plans of the vessels.
- Tracking and analysing shipboard navigational audit reports and addressing the findings to the SQE Manager.
- Close monitoring/assessing of pre-loading/pre-discharging plans, as well as
 of the ballast management plans.
- Matters related to cargo nature, hold/tank cleaning and approval from authorities, safe navigation, etc.
- Monitoring the inventories of mooring equipment, safety equipment, life saving, fire fighting equipment and portable instruments.
- Attending Vetting and third party inspections.

Health, Safety, Quality and Environmental protection Management

- The promotion of the CMS Policy and culture on board vessels.
- Demonstrating his commitment to safety and environmental excellence, by his behaviour.
- Ensuring that navigation and work related to safety onboard are carried out according to the CMS.
- Ensuring that the working conditions onboard are safe.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Performing internal audits.
- Assisting in the investigation and analysis of accidents, incidents and serious near misses.
- Reviewing all reports of non-conformities, incidents or near misses received by the vessels assigned to him and following-up the implementation and verification of corrective/preventive actions process inclusive their effectiveness.
- Suggesting to the DPA possible improvements/modifications of the CMS.
- Participating in the Management Review Meetings, as delegated by the Managing Director
- Participating in the Company Response Team, as delegated by the Managing Director

Technical

- Keeping abreast with the Statutory and Class regulations and standards.
- Conducting inspections in accordance with the CMS requirements.
- Monitoring assigned vessels' condition.
- Inspecting assigned vessels, monitoring their condition and preparing condition/attendance reports, including any comments on cargo operation, crew performance, etc.
- Issuing maintenance instructions (job orders) following vessels' inspections.
- Following-up all reports of assigned vessels' condition and performance.
- Assisting the shipboard personnel to eliminate problems and/or malfunctions.
- Developing efficient repair methods and evaluating/selecting, in cooperation with the Technical department, quality sub-contractors.
- Attending repairs and Dry Dockings, as deemed necessary.
- · Attending and sailing with vessels to solve operational problems aboard, as

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 14 of 28

Company Organisation, Responsibilities and Authorities

deemed necessary.

- Planning vessels' equipment maintenance, as allowed by the vessel's itinerary and schedule and in accordance with the CMS procedures.
- Monitoring and processing the Planned Maintenance System for life saving appliances and fire fighting equipment.
- Attending delivery of new acquisitions.

Personnel

- The seafarers level of onboard training and the monitoring and execution of scheduled drills.
- Monitoring and evaluating the performance of the seagoing personnel and reporting accordingly to the Crew Manager.
- Familiarising new shore staff and providing in-house training to the Masters, Chief Engineers and Officers with the requirements of the CMS.
- Participating in the briefing and de-briefing of Masters, Chief Engineers, etc. before and after appointment, as per the CMS relevant procedure.
- Identifying the need for crew training.
- Conducting on board training.

Substituted by

Other Marine Superintendent or the Operations Manager

Reporting to

Operations Manager and/or Technical Manager

Function

TECHNICAL MANAGER

Qualifications (minimum)

- An Engineer's licence or a degree from a Technical Institution.
- Working knowledge of the English language.
- A well-established work experience in related fields.
- Adequate PC knowledge.

Objective

To provide technical services, advice and assistance on all technical matters pertaining to the operation of the Company's vessels.

Responsibilities

The Technical Manager is responsible for:

General

- The overall performance of the fleet, including all aspects of technical operations, maintenance and repair.
- The development of Company's policies on all matters of technical nature.
- Attending of vessels at ports of call to ensure technical condition, performance of maintenance and repairs.
- Following up of all new developments related to International rules and regulations, Codes and Conventions, industry requirements, environmental issues, and all technological innovations related to shipping and spreading this information to shore-based and shipboard personnel as appropriate, for familiarization and compliance purposes.
- Providing the best possible technical advice to the Management whenever necessary.
- Ensuring the manning of Technical department with suitably qualified personnel and for the supervision and coordination of those personnel.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 15 of 28

- Setting time limits for the rectification of deficiencies.
- Being constantly aware of the situation and performance of the ships, the maintenance status and the repairs required and ensuring that the ships are always in a good operating condition within their technical capabilities.
- Monitoring of the overall maintenance implemented onboard ships.
 Applying procedures and plans in order to improve effectiveness and reduce maintenance costs.
- Ensuring that the certification of all vessels is maintained in accordance with relevant Class Society and Flag State requirements.
- · Supervising required surveys.
- The evaluation and prioritization of the technical support requirements of vessels on a continuous time basis and the coordination of the Superintendents' manpower accordingly.
- The implementation of procedures pertaining to engineer's technical competence by ensuring their continuous knowledge improvement in terms of professional skills development.
- · Providing technical guidance on fuel and lubricant issues.
- Developing trouble-shooting methodologies and procedures.
- Issuing of Technical Circulars and instructions to Company vessels.
- Organizing Technical Superintendents' visits/attendances onboard.
- Monitoring the vessel's inspections by Oil Companies.
- Monitoring and commenting fleet operations projects as well as special projects and investigations relating to the enhancement of ship and equipment operation.
- Commenting on new Company plans and evaluating sales/purchases of second-hand ships.
- Preparing, reviewing and authorizing repair and dry-docking specifications and developing efficient repair methods.
- Selecting and evaluating subcontractors.
- Planning shipyard repair periods and monitoring major repairs to ships and equipment.
- Monitoring performance of repair yards.
- Monitoring the performance of Superintendents to ensure that ships are
 operated, maintained, and repaired safely, efficiently, and in an
 environmentally sound manner in accordance with Company's requirements
 for a flawless, efficient, competitive and customer focused operation and
 prevailing International and Flag State legislation.

Health, Safety, Quality and Environmental protection Management

- The promotion of Company's Policy and culture ashore and onboard.
- Complying with the CMS procedures and requirements and demonstrating his commitment to safety and environmental excellence by his behaviour.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Ensuring the safe and environmentally sound operation of the fleet.
- Ensuring that the working conditions in the office and onboard are safe.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Advising the DPA on any technical matter related to the CMS and reporting

Company Organisation, Responsibilities and Authorities

on matters that deviate from CMS procedures.

- Initiate further investigation and/or corrective action in cases where the performance of any of the vessels is outside acceptable limits.
- Monitoring office reports, e.g. safety statistics and trend analysis
- Monitoring reports from vessel, e.g. safety meeting minutes, reports from Port State Control, commercial surveys and inspections.
- Participating in handling of emergency incidents onboard, evaluating the conditions and organizing courses of action under proper risk management.
- · Performing internal office audits.
- Monitoring results of internal and external audit reports.
- Participating in Management review meetings and ensuring that any subsequent actions are carried out as soon as is practicable thereafter.
- Participating in the Company Response Team.

Operations

- Liaising with the Marine Superintendents for the planning of repairs, dry docking etc.
- Co-operating with the Marine Superintendents to achieve optimum vessel performance consistent with the vessel's commercial obligations.

Personnel

- Participate in briefing and de-briefing of Masters, Chief Engineers and senior Officers before and after appointment.
- Provide training and advice to newly appointed Chief Engineers and Engineering Officers, as directed by Managing Director
- Evaluating Masters and Chief Engineers in collaboration with the other Managers.
- Review appraisal reports of Engine Officers in collaboration with Crewing Manager.
- Identifying needs for Departmental personnel training.

Substituted by

Managing Director or Technical Superintendent

Reporting to

Managing Director

Function

TECHNICAL SUPERINTENDENT

Qualifications (minimum)

- A valid Chief Engineer's licence or a degree from a Technical Institution of higher education, recognised by National Authorities.
- Theoretical and practical technical experience in maintenance and repairs.
- Working knowledge of the English language.
- Adequate PC knowledge.

Objective

To provide best technical support, advice and assistance on all technical matters pertaining to the operation of the Company's vessels.

Responsibilities

The Technical Superintendent is responsible for:

General

 The coordination of all technical matters in line with Company's policies, maritime rules and regulations and industry standards.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 17 of 28

- Organizing and implementing courses of action for matters of technical nature arising onboard vessels.
- Instructing, coordinating and monitoring works/repairs.
- Maintaining a close knowledge of maintenance, condition and operation of assigned vessels and for advising/co-operating with onboard personnel and mainly the Chief Engineer in order to ensure that vessels are operating efficiently.
- Co-operating with the Marine Superintendent to achieve optimum vessels' performance consistent with the assigned vessels' commercial obligations.
- Attending vessels at ports of call and periodically sail on them, to ensure technical condition, performance and repairs.
- Providing training and advice to shipboard personnel as necessary.
- Inspecting vessels and issuing attendance reports, including comments for their condition and equipment as well as for crew performance.
- Attending and riding with vessels to solve technical problems aboard and developing trouble-shooting methodologies and procedures.
- The effective implementation of preventive maintenance of ship's hull, main machinery, deck machinery, etc, as described in the PMS and set by Class/Flag State requirements.
- Monitoring Class and Flag State requirements and plan/supervise required surveys. Ensuring that the certification of assigned vessels is maintained in accordance with relevant Class Society and Flag State requirements.
- Dealing with any damage repairs preserving vessels commercial competence and originating long-term corrective actions in order to avoid reoccurrence. Monitoring all technical problems, major defects and follow up, until corrective action is verified.
- Monitoring and evaluating the technical performance of assigned vessels and for initiating corrective actions, when such performance does not meet with Company's standards.
- Controlling and monitoring the lub-oil and bunker quality and consumption.
- Analyzing results of assigned vessels' inspections and following-up report of vessels' condition and performance.
- Organising repairs with workshops in co-operation with the Technical Manager and performance engineers.
- Developing efficient repair methods and evaluating/selecting, in cooperation with the other departments, quality sub-contractors.
- Monitoring all technical aspects of vessels' operation including maintenance, repair, safety and environmental protection, to ensure that these are carried out in compliance with Company requirements for a flawless, efficient, competitive and customer focused operation and prevailing International and Flag State legislation.
- Preparing of repairs/conversions, dry-docking, special surveys, damage and voyage repairs, and specifications and supervising the execution of all such works
- Dry-Docking & Repairs:
 - Preparing and formulating repair specifications, taking into account requirements of Class Society, Owners and Company standards, Planned Maintenance System reports, deck, tank and machinery condition reports,

ESTORIL MANAGEMENT SYSTEM

Company Organisation, Responsibilities and Authorities

- defect reports, Master and C/E's reports and National, Port State and International legislation.
- Obtaining and evaluating repair quotations, selecting repair companies and location of the repairs, based on the "best quality of works" / "cost" relation, taking into account ship's itinerary and charter party obligations.
- Implementing the specifications and repairs effectively and efficiently to Owners' favour in a timely manner, avoiding any delays to ship's commercial schedule.
- Keeping records of the functioning and condition of all instruments and equipment onboard relating to safety.
- Checking Engine Room log book and updating contingency plans and other manuals.
- · Attending delivery of new acquisitions.

Health, Safety, Quality and Environmental protection Management

- The promotion of Company's Policy and culture on board vessels.
- Complying with the CMS procedures and requirements and demonstrating his commitment to safety and environmental excellence by his behaviour.
- Ensuring that the working conditions in the office and onboard are safe.
- Ensuring the safe and environmentally sound operation of the fleet.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Monitoring, in cooperation with the Company's Superintendents, of CMS.
- Reporting to the DPA on matters that deviate from CMS procedures.
- · Performing internal audits.
- Participating in the Company Response Team.

Purchase

- Liaising with and assisting the Spares / Stores controllers, as required, in processing all spare parts requisitions received from vessels.
- Monitoring the efficient and timely supply of all spares required for the proper maintenance and safe operation of the vessels in liaison with the Spares Coordinators.
- Ensuring that purchase orders for engine spares/stores are reviewed for accuracy and proposing to the Spares Coordinators the suppliers to be contacted, advising the Technical Manager.
- Negotiating of repairs bills, advising the Technical Manager. The Managing Director is kept informed and gives final approval.

Personnel

- Monitoring the overall performance of the ship's Deck / Engine Officers in relation to the efficient operation of ship's machinery, safety, navigational and automation equipment.
- Participating in briefing/de-briefing of Chief Engineers and Engine Officers before and after appointment.
- Familiarising new office and shipboard personnel which visit the office with the requirements of the CMS related to the technical aspects of the vessel and the maintenance requirements.
- Performing evaluation of Officers onboard within framework of attendance report.
- Identifying the need for crew training.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 19 of 28

Company Organisation, Responsibilities and Authorities

• Conducting on board training.

Substituted by

Other Technical Superintendent or the Technical Manager

Reporting to

Technical Manager

Function

SPARES COORDINATOR

Qualifications

- Proficient in English language.
- A well-established work experience in related fields.
- Adequate PC knowledge.

Responsibilities

The Spares Coordinator is responsible for:

General

- Supervising and monitoring the purchase of spare parts/equipment, lubricants,greases and supply of goods and services necessary for the operation of the ships, as directed by the Operations and Technical Managers.
- The administration, coordination and monitoring of his department activities.
- Following up requisitions from vessels in collaboration with other departments.
- Authorising purchase orders in coordination with Operations and Technical departments.
- Reviewing and authorising quotations received from Suppliers.
- Ensuring the safe and timely delivery of orders onboard the ships.
- Reviewing, assessing and approving spares/ <u>lubricants/ greases/ services/</u> invoices.
- Supervising the organisation and co-ordination of the purchasing of spares, lubricants, greases, etc.
- Monitoring vessels' inventories for safe operation and for accounting purposes (End of Year Inventories).-
- Supervising freight forwarding services and Company maintained stockpiles.
- Supervising arrangement for forwarding details and instructs suppliers, Master and Agents with regard to the delivery point and method of delivery. Especially for spare parts/equipment, to execute export procedure, customs formalities in/out, fax arrangements, freight rate evaluation/fixing and payment.
- Updating and maintain list of approved suppliers / sub-contractors.
- Conducting cost and consumption checks.

Health, Safety, Quality and Environmental protection Management

- Reporting to the DPA all matters under his responsibility related to the CMS.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Evaluating the suppliers of <u>spare parts/equipment</u>, lubricants and <u>greases</u>.
- Ensuring that the working conditions in the office are safe.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 20 of 28

SEC.03

Company Organisation, Responsibilities and Authorities

- Participating in the Company Response Team, as deemed necessary.
- Participating in Management review meetings and ensure that any subsequent actions are carried out as soon as is practicable thereafter.

Substituted by

Marine and Technical Superintendent

Reporting to

Operations and Technical Managers

Function

PURCHASING COORDINATOR

Qualifications

- A well-established work experience in related fields or a degree from an Institution of higher education.
- Proficient in English language.
- Adequate PC knowledge.

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Responsibilities

The Purchasing Coordinator is responsible for:

General

- Supervising and monitoring the purchase of stores (deck-engine-electricalcabin-safety-stationary-medicines), provisions, paints, gasses, chemicals and supply of goods and services necessary for the operation of the ships and office, as directed by the Operations and Technical Managers.
- The administration, coordination and monitoring of his department activities.
- Following up requisitions from vessels in collaboration with other departments.
- Authorising purchase orders in coordination with Operations and Technical departments.
- Reviewing and authorising quotations received from ship chandlers.
- Ensuring the safe and timely delivery of orders on board the ships.
- To follow up order until case is closed and ordered items are delivered on board.
- Reviewing, assessing and approving stores (deck-engine-electrical-cabinsafety-stationary-medicines) / provisions / paints/ chemicals/ gasses invoices.
- Supervising the organisation and co-ordination of the purchasing of the
 above
- Monitoring vessels' monthly inventories for safe operation and for accounting purposes (End of Year Inventories).
- Supervising freight forwarding services and Company maintained stockpiles.
- Supervising arrangement for forwarding details and instructs Suppliers,
 Master and Agents with regard to the delivery point and method of delivery.
 Especially for stores/provisions to execute export procedure, customs formalities in/out, fax arrangements, freight rate evaluation/fixing and payment.
- Updating and maintain list of approved suppliers / sub-contractors.
- Conducting cost and consumption checks.

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SEC.03

Company Organisation, Responsibilities and Authorities

Health, Safety, Quality and Environmental protection Management

- Reporting to the DPA all matters under his responsibility related to the CMS.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Evaluating the suppliers of provisions, stores, gasses, paints and chemicals.
- Ensuring that the working conditions in the office are safe.
- Participating in the Company Response Team, as deemed necessary.
- Participating in Management review meetings and ensure that any subsequent actions are carried out as soon as is practicable thereafter.

Substituted by

Marine and Technical Superintendent

Reporting to

Operations and Technical Managers

Function

CREW MANAGER

Qualifications

- Master's licence or a degree from a Technical Institution or Shipping Academy, recognised by National Authorities.
- Working knowledge of the English language.
- A well-established work experience in related fields.
- Adequate PC knowledge.

Responsibilities

The Crew Manager is responsible for:

General

- Managing all aspects of shipboard personnel administration.
- Supervising the implementation of Crew department procedures as planned and executed by his department staff.
- Ensuring that the Company has sufficient, suitable, competent, trained and medically fit seagoing personnel to adequately man the vessels under management.
- Supervising the planning, scheduling and assignment of fleet staff to ships in compliance with the CMS procedures and requirements.
- Verifying that the qualifications and experience of new recruits onboard are genuine

 $\begin{tabular}{ll} Issue~No.02~/~Issue~Date:~Aug.2012~/~Rev.~No.01~/~Rev.~Date:~Apr.2017\\ Page~22~of~28 \end{tabular}$

- Managing the selection and recruitment of all seafarers, directly or through manning agents, in accordance with CMS procedures.
- Controlling, briefing, interviewing, screening, and hiring all crew.
- Implementing manning decisions made by the Management.
- Informing Management of crew recruitment and employment problems.
- Anticipating future Company needs for recruitment and informing the Managing Director on manpower planning.
- Supervising the proper maintenance of crew lists of each ship, records and certificates of all personnel including performance, appraisals and family contacts. Providing immediate medical assistance to ship personnel.
- Checking application forms and previous Company's records for each crew prior to engagement and deal with same after engagement.
- Ensuring the control/monitoring of documents and Certificates of embarking crew.
- Reviewing information on the performance of all sea-going personnel and make suggestions on their promotion, after consultation with other Department Heads.
- Implementing salary, pension, and welfare schemes.
- Monitoring available ex-crew and schedule deployment.
- Resolving employment disputes with seafarers and their representatives and ensuring smooth completion of same.
- Ensuring that all appropriate applications have been made to vessel's Flag Administration for acceptance of Officers and crew (as appropriate) certification, prior to seafarer's engagement.
- Keeping aware of manning developments including requirements of ILO, Flag Administration, Seamen's union and representative bodies, shipowners' unions and employment associations.
- Co-ordinating transportation of signing on/off Officers and Crew.
- Checking and monitoring of approved RPS Agencies, to ensure adherence to Company's crewing policy.
- Reviewing of Protocols of Delivery and Acceptance of Officers, as necessary.

Health, Safety, Quality and Environmental protection Management

- The promotion of CMS Policy and culture on board vessels.
- Demonstrating his commitment to safety and environmental excellence, by his behaviour.
- Ensuring that requirements stipulated in the CMS are properly implemented and maintained by his department.
- Ensuring that working conditions in the office and onboard are safe.
- Motivating vessels' personnel for continuous improvement and encourage enhancement of performance.
- Performing internal audits.
- Informing the DPA and the Legal Advisor of crew injuries, illness, desertions, stowaways and other P&I related claim incidents and providing them with supportive evidence and reports in relation to P&I claims.
- Familiarising candidates and personnel through briefing with the Company Policy, procedures and requirements.
- Ensuring that the Company manning and training procedures are followed

Company Organisation, Responsibilities and Authorities

and that each vessel is manned with qualified, medically fit, and experienced seafarers and supervising the application of the STCW Convention on board, in accordance with the CMS and instructions by the Management.

- Ensuring that the performance of all officers and ratings is to be appraised in accordance with the Company's appraisal system.
- Participating in the Company Response Team.
- Participating in Management review meetings and ensure that any subsequent actions are carried out as soon as is practicable thereafter.
- Identifying training needs of office personnel and seafarers and initiate further actions.
- Evaluating RPS Agents and recording results in the approved suppliers' list.

Performance measurement

- Manpower planning.
- RPS Agents' performance.
- Seafarers' retention rate.
- Communication of Policy and resource management within the department.
- Job satisfaction of departmental staff, etc.

Substituted by

Crew Coordinator or Operations Manager

Reporting to

Managing Director

Function

CREW COORDINATOR

Qualifications

- Master's licence or relevant nautical studies.
- Working knowledge of the English language.
- A well-established work experience in related fields.
- Adequate PC knowledge.

Responsibilities

The Crew Coordinator is responsible for:

General

- Ensuring that the procedures regarding vessel's manning and seagoing personnel training are properly and fully implemented.
- $\bullet \;\;$ The administration and handling of recruitment.
- Ensuring the planning, scheduling and assignment of fleet staff to vessels in compliance with the CMS procedures and requirements.
- Reviewing seafarers' qualification, experience, certification details, etc.
- Maintaining Crew lists of current manning in respect of each vessel.
- Maintaining personal, medical and training records and certification details of all seafarers.
- · Keeping all seafarers files up-to-date.
- Maintaining a database which contains key personal data and assignment history of all seafarers.
- Controlling/monitoring documents and certificates of embarking crew and securing that their qualifications comply with the criteria set by the Company and conform to provisions and procedures described in the CMS.
- Coordinating the crew travel arrangements and visa requirements with the

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 24 of 28

SEC.03

Company Organisation, Responsibilities and Authorities

Manning agents and travel agents.

- Verifying the authenticity of seafarers' certificates.
- Making flight and dispatch arrangements for signing on/off crew and Office
 personnel when attending vessels and providing efficient travel and visa
 arrangements at the optimal cost.
- Arranging for the timely dispatch of all correspondence to/from vessels.

Health, Safety, Quality and Environmental protection Management

- Demonstrating his commitment to safety and environmental excellence, by his behaviour.
- Arranging that all seafarers undergo a D&A test by authorized laboratories prior to their embarkation, together with the pre-employment medical examinations
- Communicating information to the next-of-kin of shipboard personnel.

Substituted by

Operations Manager

Reporting to

Crew Manager or Operations Manager

Function

CREW ASSISTANT

Qualifications

- Relevant nautical studies.
- Working knowledge of the English language.
- A well-established work experience in related fields.
- Adequate PC knowledge.

Responsibilities

The Crew Assistant is responsible for:

General

- To keep Crew Department filing system.
- Ensure that the records/certificates required by the crew related procedures are properly kept.
- Carry out tasks delegated by the Crew Coordinator.

Substituted by

Crew Coordinator

Reporting to

Crew Coordinator

Function

CHIEF FINANCIAL OFFICER

Qualifications

- A Degree from an Economic Institution of higher education, recognised by State and National Authorities.
- Working knowledge of the English language.
- A well-established work experience in a related field (to be determined at the time of employment).

Responsibilities

The Chief Financial Officer is responsible for:

General

 To prepare, maintain and keep updated material promoting the Group profile in the market, including a Brochure and a Web site.

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 25 of 28

Company Organisation, Responsibilities and Authorities

- To establish new relationships with Banks and to secure the smooth continuation of the existing ones, aiming to the adequate cover of the future financing needs.
- To prepare and make presentations of specific projects to the Banks.
- To analyse and compare financing proposals of the Banks, based on quantitative and qualitative criteria, in order to enable the Management to select the most advantageous, each time, proposal.
- To negotiate with the Banks the structuring of the terms of the loan agreements and handle all matters associated with the Banks.
- To monitor the smooth and prompt loan repayments and the fulfilment of the loan agreement terms and covenants in order to secure the continuation of the impeccable track record of the Group.
- To renegotiate modifications in the loan terms with the Banks, in case of extra need created by severe market adversities.
- To optimise the internal financial reporting.
- To further improve the form and contents of the Group financial statement, in co-operation with the Auditing firm.

Health, Safety, Quality and Environmental protection Management

 Demonstrating his commitment to safety and environmental excellence by his behaviour.

Substituted by

Other Accounts Department personnel

Reporting to

Managing Director

Function

ACCOUNTS DEPT. HEAD

Qualifications

- A Degree from an Economic Institution of higher education or a degree from an Institution of higher or secondary education, recognised by National Authorities.
- Working knowledge of the English language.
- A well-established work experience in a related field (to be determined at the time of employment).

Responsibilities

The Account Dept. Head is responsible for:

General

- To monitor, supervise and handle all accounting functions carried out by the Company.
- To contact banks and financial institutions as necessary.
- To prepare budgets for the operation of vessels (if requested by the CFO/ Managing Director for management reviews) and monitor adherence to these.

Reporting to

Chief Financial Officer

Function

HUMAN RESOURCES COORDINATOR

Issue No.02 / Issue Date: Aug.2012 / Rev. No.01 / Rev. Date: Apr.2017 Page 26 of 28

Company Organisation, Responsibilities and Authorities

Qualifications

- A Degree from an Institution of higher or secondary education, recognised by State and National Authorities.
- Working knowledge of the English language.
- A well-established work experience in a related field (to be determined at the time of employment).

Responsibilities

The Human Resources Coordinator is responsible for:

General

- Ensuring that the working conditions in the office are safe.
- Being accountable for achieving the established objectives.
- Staff welfare and discipline
- Staff contracts and personal files
- Vetting and approving all expenses incurred by personnel in the course of work duties.
- All personnel issues of Company's Office staff.
- Maintenance of records for shore based (office) personnel.
- Working with Top Management to set long-term staffing goals and strategies.
- Establishing corporate HR policies that seek to increase retention rates and foster employee job satisfaction and high morale.
- Developing staff training & orientation programs in accordance with relevant HR procedures and job position.
- Maintaining accurate and complete personnel records. To ensure that rules concerning confidentiality and retention are followed.
- To coordinate & supervise all new recruitments.
- To ensure implementation of the recruitment process.
- To coordinate & supervise annual appraisals for all employers.
- To coordinate & supervise the implementation of the Company's familiarisation plan.
- To monitor the implementation of the Company's training program for shore based staff.
- To maintain the list of outstanding training needs.
- To keep all Office Personnel records (Employee Data Records, Training records, Familiarization records).
- Accountable for achieving the objectives and measurable targets set for the department.
- To arrange for the holiday & substitution arrangements.

Health, Safety, Quality and Environmental protection Management Demonstrating his commitment to safety and environmental excellence by his behaviour.

Substituted by

Crew Manager / Crew Coordinator

Reporting to

Chief Financial Officer

Company Organisation, Responsibilities and Authorities

SEC.03

Function

LEGAL & CLAIMS COORDINATOR

Qualifications

- Relevant university degree recognised by National Authorities.
- A well-established work experience in shipping.
- Working knowledge of the English language.

General

- To provide the best possible legal advice to the Company's management whenever the opportunity arises.
- To advise the Designated Person Ashore on any legal matter related to Safety and Pollution Prevention.
- To approve contracts and agreements between the Company and third parties.
- To discuss and negotiate contracts with H&M Underwriters and P + I clubs up to the final agreement.
- To monitor the timely payment of the instalments with the insurance companies.
- To treat all claims' matters against H&M Underwriters and P + I clubs after getting relative permission by the Managing Director and monitor them up the final settlement.

Reporting to

Managing Director

Function

SECRETARY

Qualifications

- Good knowledge of the English language.
- Work experience in related fields.
- Adequate PC knowledge.

Responsibilities

The Secretary is responsible for:

General

- Administering the in-coming and out-going correspondence of the Company.
- Keeping general information records and filing up to date.
- Answering and directing incoming telephone calls.
- Providing secretarial support as required.
- · Welcoming visitors.
- Sorting incoming mail, entering registered mail etc., in record book and distributing letters. Recording courier mail service deliveries and maintaining general files.

Substituted by

Other departmental Support.

Reporting to

Departments' Heads.