



NTSB National Transportation Safety Board

Office of Marine Safety

Company Oversight

Fleet Management, Ltd.

- Operated 190 vessels at the time of the accident
- Based in Hong Kong
- Offices in Asia, North America, and Europe
- Provides a variety of crew, oversight, operational, and financial services to the marine industry

Fleet Management, Ltd.

- On October 24, 2007, took operational control of the *Cosco Busan*
- Contracted to provide trained crew and safety management system (SMS) for vessel operations

Company Oversight – Consists of:

- Hiring process and standards
- Training
- Procedures
- Oversight

Hiring

- Recruited crew through personnel agency in China
- Officers interviewed by telephone
- Company matched candidates to vessel and positions according to license and experience

Training – General

- Established training center in Mumbai – variety of crew training programs
- One is course in cultural differences and what it refers to as “power gradient”

Training – *Cosco Busan* Crew

- Sent supervisory engineer and port captain to train *Cosco Busan* crew in company SMS and vessel operations
- Crew, with few exceptions, new to company and to each other
- Little if any training provided before boarding vessel in Busan
- Most training in vessel and company procedures conducted in voyage to Long Beach

Procedures

- SMS for vessel
- Crew expected to follow SMS
- Master primarily trained in SMS during voyage to Long Beach
- SMS in English, crew language Mandarin Chinese

Oversight

- Crew and vessel too new for oversight to have taken place
- Dispatches company personnel every 3 months to observe vessel operations
- In accordance with SOLAS requirements, relies on internal and external SMS audits for feedback on vessel operations

In Summary, Fleet Management:

- Performed some activities that exceeded requirements
- Performed others that did not meet safety expectations



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