

MARQUETTE TRANSPORTATION COMPANY**ORGANIZATION/
LEVELS OF AUTHORITY**

Title: ORGANIZATION/ LEVELS OF AUTHORITY	Issue Date: August 1, 2012	Last Revised: July 27, 2017	Procedure Number: SOP-1.1
	Approved By: Gulf-Inland Operations		Page: 1 of 7

1.0 PURPOSE:

To outline the principal responsibilities of the major offices and divisions of Marquette Transportation's shore-based organization in accordance with Marquette Transportation Safety Management System (SMS), International Safety Management (ISM) Code, and Responsible Carrier Program (RCP) requirements.

2.0 SCOPE:

This applies to all Marquette Transportation employees.

3.0 RESPONSIBILITY/AUTHORITY:

3.1 Safety is everyone's responsibility. However, to be effective it must be management led. To this end, Marquette Transportation Company (MTC) Management is committed to making all personnel more safety conscious and to encourage all to become actively involved in identifying possible hazards, implementing corrective actions and constantly monitoring all facets of their work environment to ensure Quality and Safe conditions prevail.

3.2 Third Party Organization:

3.2.1 American Bureau of Shipping (ABS), is a Recognized Class Society (RCS), and serves as our third-party organization (TPO) for auditing and surveying Marquette Transportation vessels.

3.2.2 Throughout 46 CFR Subchapter M, RCS's are given broad authority to provide external regulatory oversight for surveying, auditing, approving (plans/modifications/exceptions) and acting on behalf of the USCG for a number of items. ABS is a recognized organization (RO) under the guidance of the International Maritime Organization (IMO) and the International Association of Class Societies (IACS).

3.3 Designated Person Ashore:

- 3.3.1 The Senior Vice President of Operations has been assigned the responsibility as the Designated Person Ashore within the Marquette Transportation Gulf Inland Division. The Designated Person has direct unimpeded access to the Executive Management team of Marquette Transportation; including the President and CEO.
- 3.3.2 It is the responsibility of the Senior Vice President at MTC, to oversee the Company's Quality and Safety Management System and to foster and support a culture that drives MTC's commitment to no harm to people and to protect the environment. Additionally, the Senior Vice President will engage with partners, customers, and vendors to communicate MTC's expectations of their commitment to Safety and protecting the environment and to ensure their values align with MTC's values.
- 3.3.3 The Designated Person Ashore will, when necessary and as circumstances dictate, consult with the highest levels of management to address safety, operational, engineering, environmental and regulatory concerns or issues which expose Marquette Transportation's employees, vessels, crews, equipment, assets, customers or the company to unacceptable safety risks or liability.

The Designated Person can be contacted 24 hours a day at the following numbers:

Gulf Inland Division: 1-504-641-6282

- 3.3.4 All Department Supervisors will cooperate with the Designated Person Ashore in any investigation, audit or inspection necessary to determine the facts concerning any situation which exposes employees, vessels, crews, equipment, assets, customers or the company to unacceptable safety risks or liability. Department Supervisors will develop policies, procedures or corrective actions necessary to mitigate unacceptable safety risks or liability.

The following numbers serve as 24 hour contacts to all Marquette Department Supervisors/Directors as needed:

River Division (as needed): 1-800-456-9404

Gulf Inland Division: 1-504-641-6282

Offshore Division: 1-985-302-0949

3.4 Designated Person Ashore:

3.4.1 The Designated Person has a key role in the development and implementation of the safety management system within a maritime company with a view to ensuring safety at sea, prevention of human injury or loss of life, and avoidance of damage to the environment, in particular to the marine environment and to property.

3.4.2 The Designated Person Ashore (DPA) shall meet the requirements set forth by the Marine Environment Protection Committee of the International Maritime Organization (IMO).

3.4.3 The DPA will:

3.4.3.1 Have direct access to the highest level of management and is the link between higher management and those crewmembers serving onboard MTC Gulf-Inland vessels.

3.4.3.2 Monitor the safety and pollution aspects of the vessels and has the authority to ensure that adequate resources and shore-based support are applied as necessary.

3.4.3.3 Have full responsibilities and authority of the company to ensure that corrective actions are taken in a timely manner.

3.4.3.4 Shall ensure that a complete Management Review of the SMS is performed every twelve (12) months.

4.0 Operations Department/Port Captains:

4.1 The Operations Department exercises general oversight of the day to day activities of vessels owned, operated and/or chartered by Marquette Transportation and is responsible for personnel, engineering, expenditures, navigation, safety and environmental compliance.

4.2 the Operations Department and Port Captains are responsible for creating a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop

their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

4.3 Port Captains:

4.3.1 Report to Vice President / Director of Operations (Gulf Inland Division) and serve as primary liaison between vessels and shore side personnel to arrange and conduct efficient vessel management to minimize vessel downtime. Port Captains are responsible for maintaining good working relationships with all vessel employees and are responsible for these individuals following company policy. Those who fail to follow policy may be disciplined by the Port Captain. The Port Captain will also evaluate those employees who work under the same Vessel Management Team. Port Captains will maintain a good working relationship with local, state and federal agencies and ensure good public relations with these agencies in the event of an emergency.

5.0 Engineering Department:

- 5.1 The Engineering Department of Marquette Transportation arranges and supervises the construction of new vessels and major modifications and the daily maintenance and repair of the existing fleet. It also carries out research and testing of equipment and related practices, and provides advice on technical matters relating to the construction, maintenance and operation of the fleet.
- 5.2 Engineering is responsible for creating a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

6.0 Vessel Quality, Safety and Environmental Managers:

- 6.1 The Vessel Quality, Safety and Environmental Managers (VQSE) are responsible for maritime safety, training, environmental and regulatory compliance within the company, its vessels (including all owned, operated and/or chartered vessels) and their crews.

- 6.2 VQSE Manager is responsible to create a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

7.0 Crew Management Department:

- 7.1 Crew Managers are responsible for assigning and dispatching all employees to and from the vessels.
- 7.2 Crew Manager is responsible to create a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

8.0 Human Resources Department:

- 8.1 The Human Resources Department is responsible for recruitment, selection, orientation, employee benefits, retention and the hiring process. This department maintains personnel records, and manages employee benefits. It is responsible for employee relations and performance management. The department will show an awareness of and comply with local, state and federal labor laws, training and development programs, and human capital plans.
- 8.2 Human Resources is responsible to create a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

9.0 Purchasing Department:

- 9.1 The Purchasing Department is responsible for defining budgets, purchasing groceries, vessel and administrative supplies and

equipment needed for the safe and efficient operation of all Marquette Transportation owned, operated and/or chartered vessels. The Purchasing Department also maintains records to ensure vessels operate within the confines of their prescribed budgets.

- 9.2 A Purchasing Manager is responsible to create a safety culture throughout the organization. They must demonstrate visible and sincere enthusiasm through leadership and everyday actions and reinforce MTC's commitment to safety and environmental protection. They should motivate, coach and develop their personnel in MTC's safety and environmental protection programs. Additionally, they should engage with customers and vendors to communicate to them MTC 's expectations for their alignment with MTC's safety programs.

10.0 Sales & Logistics:

- 10.1 Sales & Logistics personnel promote our products by ensuring seamless movement of product. By moving unique and oversized items, tailoring custom solutions for each customer and by utilizing efficient supply chain management for bulk commodities, the sales team offers a well-rounded multitude of services. The sales team is responsible for attracting and retaining business opportunities.

11.0 Ships' Agents/Surveyors:

- 11.1 Ships' agents and surveyors are properly accredited representatives appointed by the company to act on their behalf.
- 11.2 Any ship agent or surveyor onboard a MTC owned or operated vessel must follow all safety procedures.

12.0 Other Services:

- 12.1 There are other units in the company that are necessary for marine operation. These units generally do not have a direct interface with vessel personnel and the details of such groups are therefore not included herein.
- 12.2 Gulf – Inland inter-departmental organizational chart is attached to this policy.

13.0 REFERENCE:

- 13.1 TMSA3, 1A.2.2, Leadership and the Safety Management System

14.0 RECORD RETENTION:

0 Initial Issue	Aug. 1, 2012
1 First Revision - revised 3.2.1, added 3.2.2	Jan. 23, 2014
2 Second Revision - Revised 1.0, 3.1.1, 3.1.2, 3.1.3	Sept. 4, 2014
3 Third Revision - 3.1.2 and 3.1.3	Aug. 17, 2015
4 Fourth Revision - Added Safety to each job description	Aug. 18, 2015
5 Fifth Revision - Deleted Applicable River Reference, Added DPA Information and Section 3.11.	Feb. 3, 2016
6 Sixth Revision - Removed Offshore Reference & Updated DPA	Mar. 28, 2016
7 Seventh Revision - Minor change to Section 3.11 & Added Org. Chart	May 9, 2016
8 Eighth Revision – Revised Section 1, Added Section 3.2 & 3.10	Mar. 29, 2017
9 Ninth Revision – Added Section 3.4 DPA	Jul. 27, 2017

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