

**Visiting Schedule for
Captain Nils Mack
Kiowa Spirit – September 23, 2001**

Time	September 20, 2001 To Do
0845 – 0900	Sheri Greenwood, Team Admin
0900 – 0930	Garth Montgomery, Manager Purchasing S & P
0930 – 1000	David Glendinning, SVP Customer Relations and Marine Project Development
1000 – 1130	Zubair Ali Khan, Fleet General Manager
1130 – 1200	Michael Clysdale, Vetting Marine Operations Coordinator
1200 – 1330	LUNCH
1330 – 1400	Josh Joshi, Manager Total Quality Management
1400 – 1430	Darryl Martins, Team Technical Superintendent
1430 – 1500	Karen Adams, Team Claims Coordinator
1500 – 1530	<i>MISC</i>
1530 – 1600	Dev Hildebrand, Manager Marine Insurance and Claims S & P
1600 – 1630	Bjorn Moller, President

Time	September 21, 2001 To Do
1030 – 1100	Kristine Halipchuk, Team Purchaser
1100 – 1130	Jagdeep Bakshi, Manager Technical S & P
1130 – 1200	Robert Hedley, Technical Director
1200 – 1330	LUNCH
1330 – 1400	Melissa McLellan, Compensation and Benefits Specialist
1400 – 1500	Johnny Aaram, Team Marine & Safety Coordinator
1500 – 1600	Zubair Ali Khan, Wrap Up
1600 – 1630	Graham Westgarth – Senior Vice President Marine Operations

NAME: Capt. Nils Mack

SHIP: KIOWA SPIRIT

DATE JOINED VESSEL: --

REVIEW PERIOD FROM: JAN **TO:** DEC 2001

SERVICE WITH TEEKAY:

SERVICE IN PRESENT RANK:

This review to be completed by the Fleet General Manager in consultation with the appropriate Standards and Policy functions

SECTION 1 PERSONNEL MANAGEMENT	COMMENTS
Achieves optimum output from other personnel.	Yes.
Delegates appropriate duties and responsibilities.	Yes, wherever practical.
Encourages subordinates to be proactive in pursuing improved ways of working whilst ensuring compliance with regulations.	Yes, always supports subordinates
Willingness to pass on skills and knowledge to others.	Yes.
Demonstrates and develops teamwork/morale onboard within the total ships complement.	Yes, commands a well run and happy ship
Ability to deal with conflict/disciplinary actions effectively.	Yes.
Conducts performance appraisals in an objective and competent manner.	Yes.
General relations with Office staff.	Very good
General communication skills (both with office and customers)	Excellent

Unsatisfactory

Needs Improvement

Fully Satisfactory

Above Average

Exceptional

SECTION 2 PERSONAL SKILLS AND BEHAVIOURS	COMMENTS
Displays a high standard of personal conduct/discipline.	Yes.
Initiative, willingness to introduce new ideas.	Yes. Has managed SPO project very positively.
Accepts responsibility and being held accountable for actions.	Yes.
Flexibility, adaptability and willingness to change.	Yes. Adapted well to Teekay standards.

Welcomes feedback as another perspective from which to learn.	Yes, very positive.
Improves own performance by looking for and adopting better ways of working.	Yes.
Overall Technical Ability	Good.
Overall achievement of results	Has handled his vessel in an excellent manner

Unsatisfactory
 Needs Improvement
 Fully Satisfactory
 Above Average
 Exceptional

SECTION 3 SAFETY/ENVIRONMENT/ASSET MANAGEMENT	COMMENTS
Take a pro-active approach in promoting company safety culture, risk management, use of J.H.A.	Very positive attitude to safety.
Is pro-active in incident reporting, investigation and recommendations.	Yes.Has reported diligently.
Understands and implements Company Policy.	Yes.
Port State Control Inspection results	Excellent
Vetting Inspection Results	Excellent
Technical Inspection Results.	Very good.
Shipboard Administration	Very good.
Understands and demonstrates the importance of safe, effective, and cost effective operations.	Yes.
Willingness and ability to make tough decisions when needed, even if unpopular.	Yes.
Effective member of the onboard management team.	Yes.

Unsatisfactory
 Needs Improvement
 Fully Satisfactory
 Above Average
 Exceptional

SECTION 4 COMMERCIAL MANAGEMENT	COMMENTS
Works effectively with Customer representatives and suppliers.	Extremely well appreciated by COA customer LCR
Optimises efficiencies and timely turn around of the vessel.	Vessel has best performance among COA vsls.
Execution of Voyages, commercial awareness.	Very good.
Support for Commercial objectives of the Company.	Always supportive.

Unsatisfactory
 Needs Improvement
 Fully Satisfactory
 Above Average
 Exceptional

SECTION 5 PARTICIPATION WITHIN SHIP TEAM Works effectively with	COMMENTS
Vessel Operations Co-ordinator (Voyage Planning)	Very good
Personnel	Very good
Technical	Very good
Safety	Very good
Purchasing	Very good.
Accounting	Good.
Ability to manage vessel Budget - OPEX	Yes.

Unsatisfactory
 Needs Improvement
 Fully Satisfactory
 Above Average
 Exceptional

General Comments: Capt. Mack is a very good Master and an asset to team and company.

What training does the Master consider necessary for his future development? Would suggest improve on computer skills.	
What training does the assessor consider necessary: Agree with above.	
Master's comments:	
Signature of Master:	 Printed Name <i>Nick Mack</i>

Overall Rating

- | | | | | |
|--------------------------|--------------------------|--------------------------|-------------------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| Unsatisfactory | Needs Improvement | Fully Satisfactory | Above Average | Exceptional |

Signature of Fleet General Manager:
Printed name:



Z. H. Khan



Record of Senior Officer Visit
Form

Doc No: FM0167
Version: 4.01

Name of Officer	N. Ls Mack	
Rank	Captain	
Vessel	Kioux Spirit	Please check <input type="checkbox"/> one
*Indicate if Joining (J) or Leaving (L)		J <input type="checkbox"/> L <input checked="" type="checkbox"/>
Team	Team Aquila	
Date of visit	2003 / 05 / 20 (yy/mm/dd)	

Senior Management

The senior officer is responsible for confirming that the subject matter has been discussed. A completed copy is to be left with the ship team.

Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting <input type="checkbox"/>
President and Chief Executive Officer Bjorn Moller	Teekay moving forward	<input checked="" type="checkbox"/>
	Financial Status	
	Misc.	<input checked="" type="checkbox"/>
SVP Customer Relations and Marine Project Development David Glendinning	General trends in the commercial area	<input checked="" type="checkbox"/>
	Customer Issues and comments	
	Teekay Website	
	Other	
SVP Marine Operations Graham Westgarth	The impacts of present Policies	<input checked="" type="checkbox"/>
	Future policies to be developed	
	The strategy of Marine Operations	
	Goals of Marine Operations	
	Synergy	
	Other	
Fleet Director	Operational Excellence	

David Robinson		
	Cost Efficiency	✓
	Customer Service	✓
	HSEQ	✓
	Operational Trends	✓
Technical Director Robert Hedley	Technical trends	
	Issues with current or future vessel	
	Technical Policies, changes and implementation	
	Fleet Technical Performance	
	Other	

Fleet Management

When meeting senior staff from the fleet, shore personnel are asked to complete the following checklist for each senior officer during his/her visit to this office. Please identify any topic discussed under 'Other'.

In all cases the company representative is to inquire as to the officer's degree of satisfaction with the standard of service delivered by the area concerned.

Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting ✓
Fleet General Manager	Next / Last Vessel performance	
	Team performance and Team Goals	
	Budget	
	Morale on board	
	Training	
	Computer Related Topics	
	Other	
Team Marine and Safety Coordinator	The role of the MSC and how it impacts on the vessel	
	Other	

Record of Senior Officer Visit

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Team Vessel Manager David MacDonald	Technical issues specific to the type of vessel or machinery	✓
	Planned maintenance	✓
	Other	✓
Team/Vessel Purchasing Agent Kristine Halipchuk	Purchasing queries, difficulties	✓
	Other	✓
Team/Vessel VOC and/or Voyage Manager Renee Warnock	Changes in operation procedure, new trades and cargoes, reporting problems	✓
	Voyage Planning, Loadable Quantities, Communications with Charterers and / or Brokers	✓
	Other	
Team Administration	Queries with mail to / from vessels	
	Other	

S & P Management

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Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting ✓
Manager Marine Insurance and Claims S & P	Types of Insurance	
	Premiums, Deductibles & Claims Record	
	Market Trends and Strategy	
	Incidents and Claims	
	Other	
Manager Purchasing S & P	Teekay standard supply levels and quality	

Record of Senior Officer Visit

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	Changes to purchasing policies	
	Procurement Director	
	Other	
Manager Loss Prevention, Safety and Quality S&P	ISM Code compliance	
	Internal / External Audits, reviews & findings	
	IRB, LTI, Recent incidents outstanding and closed	
	SMS, HSE	
	Regulatory changes in environmental field	
	USCG Issues	
	Role of the DPA (Designated Person Ashore)	
	Recent incidents / accidents and trends	
	Measures to correct failures	
	Other	
RAST System Manager	RAST and updates	
	Other	
Manager Marine Operations S & P	Cargo claims	
	Port performance	
	Navigational issues	
	Regulatory changes in marine field	
	Ships Agents, problems etc	
	Commercial issues	
	Vetting procedures and issues (Marine Operations Coordinator)	
	Other	
Manager Technical S & P	S & P in the technical area	

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	New legislative requirements, New criteria for hull inspections for tankers	
	Nauticus, DNV Exchange	
	Bunker Quality and Quantity	
	Other	
Compensations & Benefits Specialist	Stock Options	
	Other	
Director of Information Services and Chief Information Officer/Manager Technology Services, IT Infrastructure	Shipboard computer systems including hardware and software, new programs, and program development	
	General IT developments	
	Communications	
	Other	
Manager, Marketing Communications	Communications Material	
	Feedback on present Communication Tools	
	Ideas for future communication material	
Software Support/Training Specialist	Computer Training	
	Other	
Technical Superintendent Vessel Information Systems	Ship Support	
	Reporting of Computer Problems	
	General Electronic Issues	
Anyone else whom the Senior Officer wishes to see.	As required by the visitor, please list your name, position and topics discussed	
Michael Clysdale	Marine Ops Coordinator	✓
Cate Casey	MOMS	✓

Karen Gaze	Claims Coordinator	✓

Current Focus on Policies etc to be discussed with appropriate S&P Teams for 2nd Quarter 2002

S&P Team	Subject	Confirmation of subject matter of meeting ✓
HSEQ	HSEQ policy (scope)	
	First Alert (purpose)	
	Incident Reporting (purpose)	
	Shipboard Safety Meeting Minutes (purpose)	
	Masters' Reviews (purpose)	
	Audit findings and closure documentation (Importance)	
	Master's authority and responsibility per ISM code	
	OPA '90 Compliance and QI notification exercises	
	Increased security measures (USA & Worldwide)	
Technical	Policy of Main Engine liner renewals	
	RAST and changes in RAST	
	Lifeboat strops	
	Condition of economisers	
	Redundant Radio Equipment	
	Suggestions for Drydocking policy	
	Bunkers	
IT		

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Marine Insurance	Emergency Towing / Salvage – tariff basis v LOF	
	Calling out H&M / P&I correspondents	
	Use of CIRM Roma or similar	
	Stowaway searches	
	Claim documentation – SOF / NOP / witness statements / photos / drawings	
	Certificates - CLC / PNI Cert of Entry / ITOFF / COFR Federal and State	
Marine & Commercial	Palmstar Lotus Incident	
	Voyage Orders Lat / Long & Port Names	
	VQS	
	High H2S in high vapour pressure cargoes and revised H2S limits at certain ports	
	MSDS Sheets (NOP's)	
	Dampier Spirit / Seletar Spirit soft contact	
	Koyagi Spirit Incident	
Purchasing	Focus on Main Equipment Makers	
	Safety Equipment standards	
	Lube Oil negotiations	
	Fleet upgrades / incinerators / de-icers / Sat B etc	
	Receiving promptly	
	Vessel options for poor quality supply	
	Priority 1 orders / Team procedures	
	MOMS Purchasing element	

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NILG MACK
Visitor's Name (please print)

[REDACTED]
Signature

03 / 05 / 20
Date (yy/mm/dd)

RWHISTAKER
Fleet General Manager

[REDACTED]
Signature

30 / 05 / 2003
Date (yy/mm/dd)

VISITING SCHEDULE CAPTAIN NILS MACK
Flight Details: Arrive in Vancouver on May 19th, 2003
Joining the Kiowa Spirit

TIME (May 20th)	TO DO
0845 - 0900	Office Tour - Dawn Cranston
0900 - 0930	Karen Gaze - Claims Coordinator - Team Aquila
0930 - 1000	Michael Clysdale - Marine Operations Coordinator
1000 - 1100	Mini Team: David MacDonald/Renae Warnock/Kristine Halipchuk - Team Aquila
1100 - 1130	David Robinson - Fleet Director
1130 - 1145	Bjorn Moller - President
1145 - 1200	Fred Richardson - FGM Team Dorado
1200 - 1300	Lunch: Fred Richardson and David MacDonald
1300 - 1700	MOMS Training - Cate Casey (HSEQ Room)
	* MOMS Model Training
	* Shipboard Orientation materials, including FAQs
	* Risk Management
	* Setting of Objectives and Targets

RECORD OF SENIOR OFFICER VISIT

Name of Officer	NILS MACK	
Rank	CAPTAIN	
Vessel, indicate if Joining (J) or Leaving (L)	J	
Team	AQUILA	
Date of visit	SEPT. 20-21	

SENIOR MANAGEMENT

Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting <input type="checkbox"/>
Bjorn Moller, President	Teekay moving forward	✓
	Financial Status	✓
	Misc.	✓
David Glendinning, SVP Customer Relations and Marine Project Development	General trends in the commercial area.	✓
	Customer issues and comments.	✓
	Teekay Website	✓
	Other	✓
Graham Westgarth, SVP Marine Operations	The impacts of present Policies.	✓
	Future policies to be developed.	✓
	The strategy of Marine Operations	✓
	Goals of Marine Operations	✓
	Synergy	✓
	Other	✓
Robert Hedley, Technical Director	Technical trends.	✓
	Issues with current or future vessel.	✓
	Technical Policies, changes and implementation	✓
	Fleet Technical Performance	✓
	Other	✓

FLEET MANAGEMENT

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In all cases the company representative is to inquire as to the officer's degree of satisfaction with the standard of service delivered by the area concerned.		
Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting <input type="checkbox"/>
Fleet General Manager	Next/Last Vessel performance.	✓
	Team performance and Team Goals	✓
	Budget.	✓
	Morale onboard.	✓
	Training.	✓
	Computer Related Topics	✓
	Other	✓
Team Marine and Safety Coordinator	The role of the MSC and how it impacts on the vessel.	✓
	Other	✓
Team Technical Superintendent	Technical issues specific to the type of vessel or machinery.	✓
	Planned maintenance.	✓
	Other	✓
Team/Vessel Purchasing Agent	Purchasing queries, difficulties.	✓
	Other	✓
Team/Vessel VOC	Changes in operation procedure, new trades and cargoes, reporting problems.	✓
	Voyage Planning, Loadable Quantities, Communications with Charterers and/or Brokers.	✓
	Other	✓
Team Administration	Queries with mail to/from vessels.	✓
	Other	✓

S & P MANAGEMENT

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In all cases the company representative is to inquire as to the officer's degree of satisfaction with the standard of service delivered by the area concerned.		
Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting <input type="checkbox"/>
Dev Hildebrand, Manager Marine Insurance and Claims S & P	Types of Insurance	✓
	Premiums, Deductibles & Claims Record	✓
	Market Trends and Strategy	✓
	Incidents and Claims	✓
	Other	✓
Garth Montgomery, Manager Purchasing S & P	Teekay standard supply levels and quality.	✓
	Changes to purchasing policies.	✓
	Procurement Director	✓
	Other	✓
Dale Ferriere, Manager Loss Prevention, Safety and Quality S&P	ISM Code compliance	
	Internal / External Audits, reviews & findings	
	IRB, LTI, Recent incidents outstanding and closed	
	SMS, HSE	
	Regulatory changes in environmental field	
	USCG issues	
	Other	
Fleet Safety Supervisor	Recent incidents/accidents and trends.	
	Measures to correct failures.	
	Other	
Josh Joshi, Total Quality Management	Role of the DPA (Designated Person Ashore)	✓
	Other	✓

S & P MANAGEMENT

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In all cases the company representative is to inquire as to the officer's degree of satisfaction with the standard of service delivered by the area concerned.

Company Representative	Suggested topics for Discussion	Confirmation of subject matter of meeting <input type="checkbox"/>
Richard Whittaker, Manager Marine Operations S & P	Cargo claims.	
	Port performance.	
	Navigational issues.	
	Regulatory changes in marine field.	
	Ships Agents, problems etc	
	Commercial issues	
	Vetting procedures and issues	✓
	Other	
Jagdeep Bakshi, Manager Technical S & P	S & P in the technical area.	✓
	New legislative requirements. New criteria for hull inspections for tankers	✓
	Nauticus, DNV Exchange	✓
	Other	✓
		✓
Melissa McLellan, Compensations & Benefits Specialist	Stock Options	✓
	Other	✓
Cam Gilbert, Manager, IT Infrastructure	Shipboard computer systems including hardware and software, new programs, and program development	
	Communications	
	Other	
Anyone else whom the Senior Officer wishes to see.	As required by the visitor, please list your name, position and topics discussed.	
Karen Adams	demurrage	

Current Policies etc to be discussed with appropriate S&P Teams (28 March 2001)

S&P Team	Subject	Confirmation
LPSQ	HSE policy (scope)	
	First Alert (purpose)	
	Incident Reporting (purpose)	
	Shipboard Safety Meeting Minutes (purpose)	
	Masters' Reviews (purpose)	
	Audit findings and closure documentation (importance)	
	Master's authority and responsibility per ISM code	
	OPA '90 Compliance and QI notification exercises	
Technical	Policy of Main Engine liner renewals	
	RAST and changes in RAST	
	Lifeboat strops	
	Condition of economisers	
	Redundant Radio Equipment	
	Suggestions for Drydocking policy	
	Bunkers	
Marine Insurance	Emergency Towage/Salvage - tariff basis v LOF	
	Calling out H&M/P&I correspondents	
	Use of CIRM Roma or similar.	
	Stowaway searches	
	Claim documentation - SOF/MOP/ witness	
	Statements/POC/Entry/ ITOPI/COFR Federal and State	
Marine	Anchoring	
	Towage and Salvage	
	Singapore - passage planning	
	Gaseous cargoes	
	Accommodation upgrades	
	Nassau Spirit - Koch terminal - Mississippi River	