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**OUR CLIENTS AND OUR COMMITMENT TO THEM**



Whether there are planned works or unexpected situations any day of the year and at any time, our response capacity is critical to show our clients that Talleres Industriales is their best ally for these moments.

No matter the size of the project or the complexity of the job, we are always ready to respond; for that reason, we are in a process of constant training to learn hard and human skills that allow us to come up with innovative technical solutions that add value and keep a good and friendly environment. To all our clients, we thank them for being with us, for a relationship that gets stronger as time goes by, and you all can be sure that we will always be ready to make the impossible possible.

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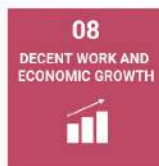
## TWO DECADES OF HARD WORK



Loyalty represents one of the most remarkable values within a company because it goes beyond a simple word; it represents the belief in a cause and in this case, it is the cause for which Talleres Industriales exists. For that reason, we celebrate this month, the 20th anniversary of Juvencio Pizza as a loyal member of the Talleres' Family.

Juvencio is a great human being and professional who has been with us for such a period of time and he certainly is a person who has believed and still believes in our corporate cause to bring peace of mind to our clients through an excellent service provided by a team of professionals who work with values and commitment, within an environment of respect and joy for doing at work what we love the most.

After 20 years, we are so proud and happy to have Juvencio with us for having the willingness to share what he knows as a mentor and the proactive spirit to keep on learning as a beginner, but out of all, for showing us that it is possible to be a great human being and a great professional as well.



# STRUCTURAL REPAIRS AT ANCHORAGE, CRITICAL PLANNING IS COMPULSORY



Performing repairs at anchorage is very demanding and requires critical planning. It also requires fluent and clear communication and most importantly empathy between all departments involved in the project which can encourage a dream of teamwork. In this case a vessel chooses Talleres in Panama to perform a major structural repair after suffering a collision in USA.





Naval engineer and estimator flew to Mexico to make a detailed inspection of the damage and develop a repair plan. After submitting our tender to the ship manager in Germany and clarifying all doubts, the job was awarded to Talleres and as result to Panama. At the moment we receive a formal confirmation the gear starts to move, and ten critical steps must be performed in order to achieve a successful project.



**Kick off Meeting:** Technical manager assigns ship manager and key personnel on different departments involved, explains, and submits all documentation regarding repairs to be executed to them in order to secure all resources, permits, and hazard analysis documentation.

**Procurement of certified materials to be used:** Submit certifications to class surveyor to allow cutting and prefabrication of profiles.

**Procurement of equipment and consumables:** Along with our Productive Asset. Department and Warehouse. In case consumables are not in stock, purchase them.

**Procurement of floating equipment and land transportation to be used:** In this case, supply boat with crane, crane barge, and crew boats has to be secured as well as pickups, crane trucks, and vehicles for the daily trips of the personnel.



**Permits need to be submitted to authorities:** Before vessel's arrival when needed and depending on the anchor position – Panama Canal, Panama Maritime Authority. Hot work permits also need to be obtained prior to any hot work by an authorized marine chemist.

**Prefabrication of all possible profiles:** At workshop prior vessel arrival and painting all steel material with anti-corrosion primer to save time.

**Mobilization as soon as vessel anchors:** Our mission is “let’s wait for the vessel at anchorage and remember the vessel never waits for us”.

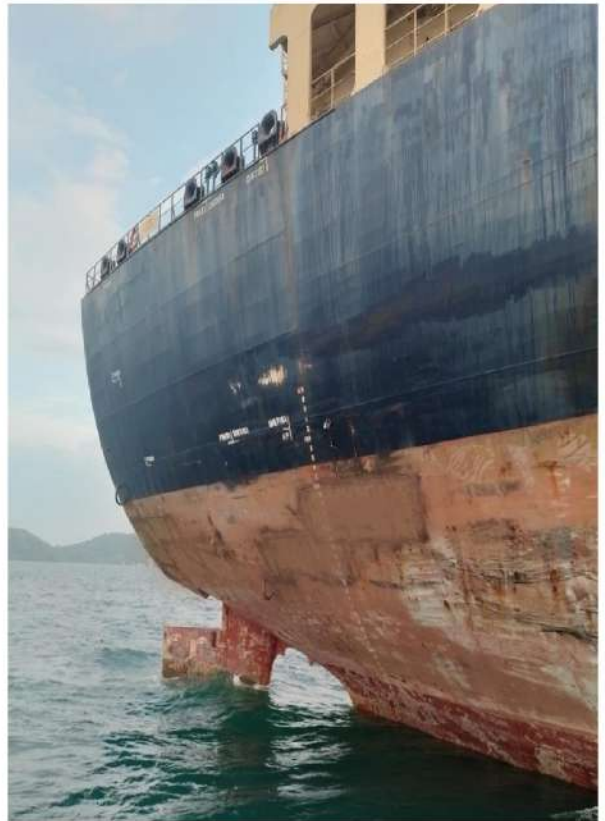
**Execution time:** Here is where preparation meets expectations and all coordination and logistics must work as a clock, knowing that working at anchorage is the most challenging task to perform any service since there are internal and external threats. Missing any equipment to perform a job at anchorage, change of scope, weather conditions, lack of communication, all of them will result in delays, unnecessary stress, and loss of face with our clients.



**Critical Paperwork:** Such as reports and invoices are very important to keep a healthy relationship with the client. Invoice and cost control sheets must be shared during the entire project to avoid false expectations and surprises. Also, let us not forget that without a properly documented final report, class will not delete the conditions (COC) of our clients.



**All equipment and surplus must get back to our workshop – Any missing item will impact the profit of our company.** All gears and equipment must get back to be checked, maintained, and commissioned for their next mission.



These 10 points are decisive to execute a proper repair where the aim is to surpass our clients’ expectations and we will accomplish our mission with safety and productivity.

**TIT** **TALLERES INDUSTRIALES, S.A.**  
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where no biofouling  
wants to go



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## SUPPLY BOATS WITH HEAVY DUTY CRANES & CRANE BARGES



Heavy Lifting facilities at anchorages at the Panama Canal Area are essential and highly demanded.

Talleres has equipped its entire fleet with knuckle boom cranes and heavy lift cranes to meet that need and comply with delivery and lifting to deck of the spares, equipment, and critical machinery that a vessel might need, taking advantage of the waiting time before Panama Canal transit.





## RECONSTRUCTION OF COMPLEX BULBOUS BOW



At Talleres, we are proud of our people and for the exponential growth of our employees during their career. From day 1, we enter a road with different deviations depending on our growth in responsibility.

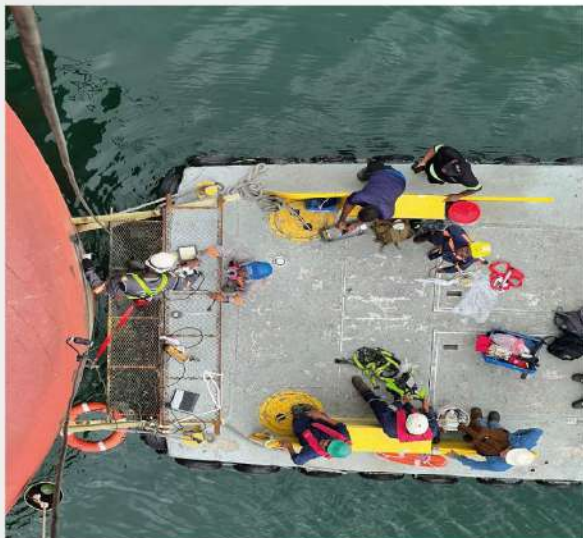
This is called the “Talleres Cycle of Growth”, we come in to learn, to execute, to give all around feedback, to teach, to celebrate, and finally to let go; it’s our cycle.

We arrive at a place within the maritime industry known to be one of the most important, challenging, demanding, but at the same time the most rewarding in the industry.





A place full of adrenaline, excitement full of daily challenges which makes our task an adventure. A place with a good name "Talleres" which everyone in the maritime industry respects and considers a success case. A company established half a century ago, with more than 70,000 projects performed in Panama and in more than 20 countries. A place that can be considered the university of the afloat repair industry for the world.



Each person in Talleres plays a different role in the company but in a dynamic way. We start on the field under our system of "learning by doing". New engineers come and get exposed to different departments to understand how the procedures, protocols, and internal regulations take place. Also, and most importantly, to have empathy with the executors who are the ones that make the job happen. By executors we mean our highly trained, skillful, and certified mechanics, electricians, riggers, operators, divers, and welders.



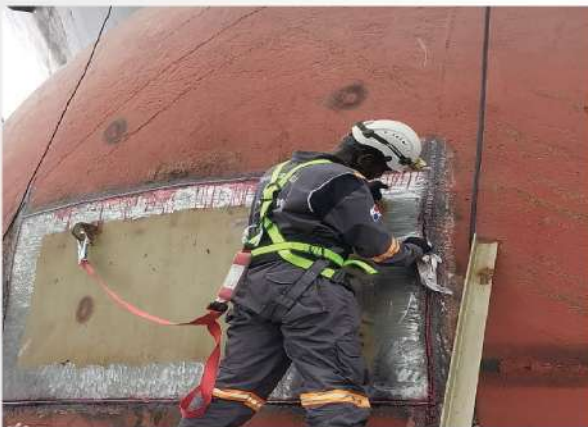
Once again, the only way to be a successful engineer and a leader is to learn by doing it yourself and being with the team on the field adding value to the project by asking questions, getting dirty, and working hand by hand with them.





A university title is just 30% of the career. Education will give you the analytics to understand and of course will make you grow exponentially. But the doing and the experience will complement from the day you start until you finish your career part of the remaining 70%. We learn by doing, to be humble and feel empathy with everyone involved in the project.

In this particular case, the most complex structural part of a vessel, the bulbous bow, was rebuilt at a terminal on the Atlantic entrance of the Panama Canal. Here one of our engineers, Tanisha Andrade, under the guidance of Jose Morales and Guillermo Rosina, took the leadership of this project and delivered the vessel to the satisfaction and approval of the client, class, and insurance.



We ought to understand the needs and requirements of our workers (mechanics, electricians, welders). However, we should be careful to never cross the line and lose the respect towards each other since we are leaders and responsible for the wellbeing of the team, the clients, and the whole operation.



## 100 TONS OF CHAIN FALLS HEAVY LIFT



Talleres has invested in heavy lifting pneumatic chain falls to perform major repairs and service outside and inside the vessels at the Panama Canal Area. From Propeller to Rudder removal for repairs to rigging and lifting of vessel engines and machinery from engine rooms. Talleres is equipped to deal with exponential tasks and challenges, 24/7!





## TEAMWORK AS A COMPETITIVE ADVANTAGE



Could Teamwork become a competitive advantage? In our case, the answer is YES, if it is considered as an essential part of the organizational culture that focuses on results based on the G.U.D. model. The G.U.D. model stands for a working system where there is Generosity, Unity, and Diversity between its members in order to succeed. Generosity to share knowledge, information, skills, and time with teammates from different areas, where mutual support is a "must have".





By encouraging a generous behavior in our operation, we are obtaining more effective and productive results in our daily tasks. In addition to that, the working environment gets stronger, and focused teams are created, based on the construction of working couples who help each other to achieve crucially important goals together.



Unity is another important part of the G.U.D. model, and it is performed on the field with the working team to find and search effective solutions to respond to our clients demands during the execution of projects, where the agile attitude is a key element to meet their expectations, since time is crucial in our operations.

As far as Diversity, it is an element that brings together the variety of talents, hard and human skills that members of each working team have and at the same time, it promotes creativity that leads to innovation and an endless learning process where every member grows.



Finally, it is important to have a clear sense of the roles that each member of the team have within the projects assigned, so that they complement each other and add value, pointing towards the same direction. At the end, the idea is that all team members shine when their contribution and presence is needed.



So, it is evident that when teamwork is backed by an organized plan, an execution of high standards, a continuous control system that evaluates performance indicators, and a strong belief that everything could be improved under the KAIZEN culture, then we can say that "team work could really be a competitive advantage".

## “PAUSE AND DRILL” PART OF TALLERES’ CULTURE



Emergencies can happen anywhere and at any time. Emergency drills exercises are hands-on activities that build muscle memory and allow participants to actively engage in learning. Being prepared and planning are critical to protect lives, the environment, and our property. The main objectives of these drills are to ensure that everyone knows what are the hazards and risks at the workplace? and what and how to do in the event of an emergency? This requires detailed emergency management and constant exercises or drills. We keep investing to provide a safe environment for all our staff and the best way is to train our people with the possible emergency scenarios to build up their skills related to emergency preparedness and response.



# OUR PRIORITY IS TO WORK SAFELY AND EFFICIENTLY IN EACH OF OUR PROCESSES



**"FAST,  
FOCUSED,  
SAFE,  
EFFICIENT"**



## OUR SAFETY COMES FIRST

We are committed to promoting safety, health at work, protection of the environment, and quality of our services.

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