

# NEWSLETTER

MAY – 2011

ISSUE NO. | 05 |

## TRAIN, TRAIN, RETRAIN, RETAIN!



### Inside this Issue

Crewing, Image, Training & DotS	2
IMO's Day of the Seafarer	3
Watchkeeper: Towards the complete safety culture	3
Foundation of "Sheikh Mujib Maritime University (SMMU)" in Bangladesh	4
Maritime Logistics International Forum	6
Watchkeeper: Warning of AIS reliance	8
MTS Reports	9
Ian MacLean Letter	10
InterManager Survey	12
Evitt CMA Address	12
Individual Member-Chris Haughton	13
Join in Developing MET	14

## Crewing, Image, Training & DotS

Referring to the graph included in this issue, it is not surprising that 'Image' and 'Training' feature in the four most important issues in the recent InterManager survey. 'Piracy' is of course considered by far the most important issue, however 'Crewing', 'Image' and 'Training' are almost equally ranked as the next issues in importance; ie issues of serious concern.

Each impacts on the other. The increasingly very serious issue of piracy - a problem without adequate counter-measures - damages the image of the industry. "Oh, but there has always been piracy!" Not on the highly organised scale we have today, run on business lines and seeking investors. Piracy is damaging not only the image of the shipping industry, it is also damaging the image of those striving to have an impact on it, including the navies involved. This newsletter includes a telling cartoon in this respect.

Crewing implies more than manning. GlobalMET has just hosted the Maritime Education & Training Round Table, with GlobalMET Chairman Tim Wilson in the chair, at the 14<sup>th</sup> European Manning & Training Conference in Istanbul.

It is clear that manning and training are closely interlinked. If the manning is so deficient that the necessary skills are not on board or that fatigue is seriously affecting performance, there are implications for the training provided. If the manning includes seafarers with inappropriate educational background and attitudes, the training should take that into account.

A relatively poor image of seafaring is not new. Historically, going to sea has not been considered a desirable way of life, except by those who developed love for and understanding of seafaring. The quote of almost 300 years ago attributed to Samuel Johnson "*No man will be a sailor who has contrivance enough to get himself into a jail; for being in a ship is being in a jail, with the chance of being drowned... a man in a jail has more room, better food, and commonly better*

*company.*" still has some justification. What, one asks, is life like on a bulker on voyages, the length of which is measured in weeks? Conditions on some ships are not as good as in some jails - and there is also the danger of drowning!

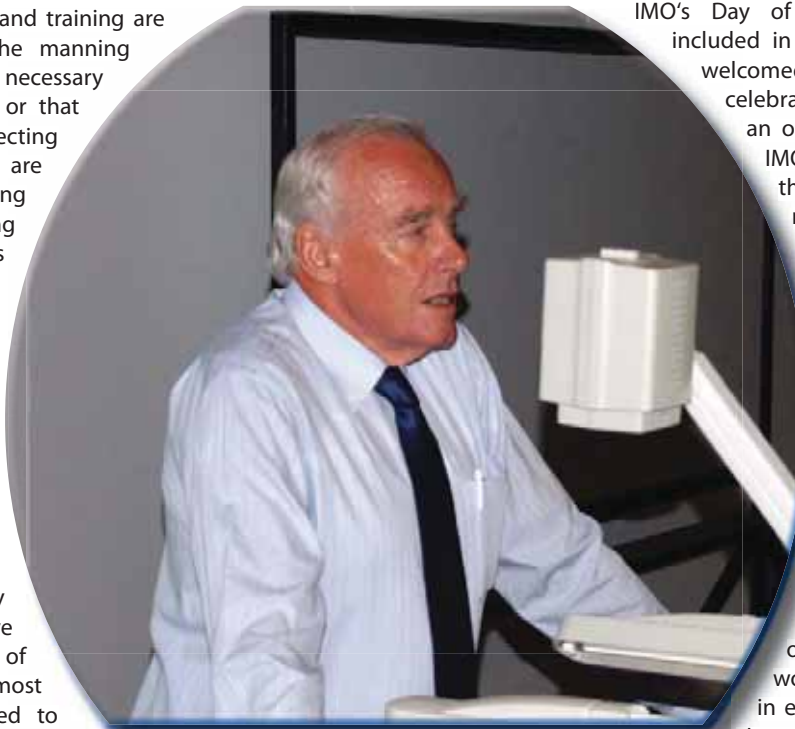
The article on page 12 states that at the recent CMA 2011 Conference, Alistair Evitt of InterManager stated that "in many cases shipboard management teams have to be retrained to think for themselves, to understand the commercial issues and to have an awareness of product and service delivery". He went on to say "It is incumbent upon the industry to use modern communications and training facilities to return the responsibility for onboard management to the vessels - where it rightfully belongs - and in doing so restore the pride and self respect of those serving at sea. It is our responsibility to promote and enhance the image of the industry and the career opportunities that it presents." How well are we promoting and enhancing the image of our industry? It certainly needs more effort.

The enormously important maritime transport industry is 'over the horizon' to the majority of people not involved in the industry. There is little recognition of the role of seafarers in the global economy. Yet, if shipping stopped ...?

IMO's Day of the Seafarer initiative, included in this newsletter, is to be welcomed. This year, the DotS celebration will take the form of an online campaign, in which IMO asks everyone to voice their support using social networks to say 'Thank you seafarers' on Facebook, via tweets, by posting a video on YouTube, discussing on LinkedIn, or even writing an inspirational blog.

Let us all do whatever we can to support IMO and ensure that 25 June becomes established as a day on which there is widespread appreciation expressed of the critical role of the world's 1.5 million seafarers in ensuring the efficient, safe, clean, secure carriage of over 90% of world trade.

*Rod Short*



## IMO's Day of the Seafarer



In 2010, IMO Member States agreed that the unique contribution made by seafarers from all over the world to international seaborne trade, the world economy and civil society as a whole, should be marked annually with a 'Day of the Seafarer'.

The date chosen was 25 June, the day on which milestone revisions to the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (the STCW Convention) and its associated Code were adopted at a Diplomatic Conference in Manila, the Philippines.

This year, the celebration will take the form of an online campaign, in which IMO is asking everyone to voice their support using social networks. On the Day of the Seafarer, IMO asks people around the globe to say "Thank you seafarers" on Facebook, via tweets, by posting a video on YouTube, discussing on LinkedIn, or even writing an inspirational blog.

IMO's aim is to pay tribute to the world's 1.5 million seafarers for the unique and all-too-often overlooked contribution to the well-being of the general public, and would like to do it using as many social media networks as possible.

By generating interaction on the web about seafarers, IMO wants to show respect, recognition and gratitude to seafarers everywhere. The universal outreach of social media will raise awareness of the vital role that seafarers play in the world economy and, in many respects, in sustainable development, enabling ships to carry more than 90% of world trade safely, efficiently and with minimal impact on the environment.

The Day of the Seafarer is also an opportunity to educate the public about issues facing the modern-day seafarer - issues such as piracy and criminalisation. But, most importantly, it is the occasion for us, the world, to say "Thank you, seafarers."

Everyone is encouraged to participate in this worldwide effort by celebrating and joining IMO on the web: so please take action and download the toolkit featured on [www.imo.org/About/Events/Pages/Day-of-the-Seafarer.aspx](http://www.imo.org/About/Events/Pages/Day-of-the-Seafarer.aspx). For more information, please contact New Media Officer Karine Langlois [klangloi@imo.org](mailto:klangloi@imo.org).



## Watchkeeper: Towards the complete safety culture

<http://www.Bimco.org>

Integration, rather than isolation or independent action, is one of the watchwords of our age whether we are considering engine management systems or integrated navigation. But can this principle be extended to an integrated safety management system for both ship and shore?

Health, Safety, Environment and Quality – HSEQ – might be considered the essential elements of an integrated management system, heavily dependent on the performance of the human component. This is described in the latest issue of the International Maritime Human Element Bulletin Alert!, suggesting that while we can get so far with elements like the International Safety Management Code this is, on its own, insufficient to build up the safety culture to which the best company will aspire.

This is a hard hitting and thought-provoking "package" of offerings from industry professionals. The need for active involvement and ownership of any safety systems is described by ISM expert Captain Andrew Mitchell as essential, heavily dependent for its success on competence, positive attitudes and motivation. The limitations of the ISM Code, if it is restricted to controls and "checkbox audits", are emphasised by Dr. Syamantak Bhattacharya of Plymouth University. It is, writes specialist Justin Caird-Daley of Involve Consulting, a radical change of "mindset" which will make the difference between a system that sees people going through the motions and one that really sees safety advance. The importance of the environment and conditions in which people work, and the way that they are regarded by their superiors, is stressed.

There is a need for an analytical approach to determine the effectiveness of a company's safety systems. What impediments, such as over-burdensome bureaucracy and unnecessary record-keeping, might there be? Above all, says V.Ships Matt Dunlop, a "good attitude" is one of the most positive keys to transformation and he notes "the path to success lies in improving this key attribute in all layers of the organisation". There is a need to beware of creating a regime that focuses "relentlessly and solely on what can be objectively measured and regulated".

Concern is also expressed by Javier Quintero Saavedra of TMGA at management perhaps relegating HSEQ to a sort of "part time" activity of an already hard-pressed individual, when it ought to be an integrated part of a job in its own right. The reader is also introduced by safety expert Captain Sarabjit Butalia to the progressive train of improvement that sees an "informed culture" (where there is an open safety information system) through a "reporting culture" where people feel happy to report their errors and near misses for the benefit of all, to a "just culture" in which there is "an atmosphere of trust in which people are encouraged, even rewarded for providing essential safety-related information".

How much of this is really necessary? Seafarers and ship managers, says the chairman of The American Club Dr. William Moore, still need good human element tools to make improvements, only some of the justification being the continuation of "bridge resource management" problems which lead to casualties, large numbers of personal injuries aboard ships from "slips, trips and falls" and issues about entry into enclosed spaces. In aggregate, this edition of Alert! ([www.he-alert.org](http://www.he-alert.org)) is designed to make people think about what are often quite uncomfortable truths.

**Articles written by the Watchkeeper and other outside contributors do not necessarily reflect the views or policy of BIMCO.**

Date: 11.05.11

## Foundation of "Sheikh Mujib Maritime University (SMMU)" in Bangladesh

Dr. Sajid Hussain DSc MSc FIMarEST, *Chartered Marine Engineer, Maritime Expert (IMO & GlobalMET)*  
 Commandant, Bangladesh Marine Academy

### Maritime Bangladesh

The Bangladesh Shipping sector is very old. For thousands of years the people of the southern parts of Bangladesh have spontaneously been seafarers. Perhaps 50 thousand years ago, the ancient people from South Asia moved to Pacific islands by wooden ships; from there to all around the world. One of the largest river networks, one of the largest bays, largest delta, coastal mangrove forest, longest ocean beach, shipbuilding heritage, unsinkable sampan (country boat) building technology, and now the rise of our ocean-going shipbuilding and exporting industries – with all of these Bangladesh is very much a maritime country, particularly with shipbuilding, shipbreaking and skilled maritime manpower development.

### Long-desired Foundation

In view of the world-wide, increasing demand for highly skilled maritime expertise, the Bangladesh Government has decided to establish a maritime university. The Honourable Prime Minister Sheikh Hasina has unveiled the foundation plaque at the Bangladesh Marine Academy (BMA) campus on 26 February 2011. After achieving independence in 1971, Bangabandhu (Friend of Bengal) Sheikh Mujibur Rahman, as the father of the nation, had successfully re-established, reconstructed and rehabilitated the marine sector of the new country Bangladesh during 1972-75. Hence he is known as the Father of Maritime Bangladesh. As a part of showing honour to such unique leadership and contribution, the university has been named "Sheikh Mujib Maritime University, Bangladesh" (SMMU).

### International Cooperation

This specialized university is expected to produce highly skilled maritime experts through which Bangladesh may participate fully in world shipping and thereby earn increased amounts of foreign currency to assist poverty alleviation. It may be confidently expected that in foreign currency earnings, developing highly skilled marine manpower will be another avenue, after the garments and shipbuilding industry. In the meantime IMO, WMU, DMU, VMU and GlobalMET have expressed interest in providing technical and academic assistance within their capacities for our maritime university.

It is expected that the SMMU Project will be completed by 2013, when it is planned to offer the MSc degree in Shipbuilding Engineering, Maritime Transportation (Nautical Science and Marine Engineering), Maritime Law, Shipping Management and Maritime Education for 100 students (male & female).

### Concept of the Maritime University

The concept of a maritime university was first revealed from the MSc Dissertation by Sajid Hussain at the World Maritime University (WMU) in 1997-98 (*A proposal for establishment of a Maritime University in Bangladesh*). Sajid Hussain (the then Chief Engineer [HOD] of the Academy) initiated establishing a maritime university in 2004. Later our Honourable Prime Minister Sheikh Hasina expressed her desire to establish such a specialized university in 2009. Accordingly, after becoming the Commandant in January 2010, Dr. Sajid Hussain formulated the

Draft Project Plan. An inter-ministerial committee having the Secretary of the Shipping Ministry in the Chair and Dr. Sajid as its Member-Secretary has proposed allocation of 35 acres of land from the 100 acres area of the existing campus of BMA.

### Bangladesh Marine Academy

*Bangladesh Marine Academy is the only government institution producing marine officers/engineers for national or foreign-flag ocean-going ships. The yearly recruit is 200, in accordance with the standards of IMO. These 200 Cadets have been selected from around 7-8 thousand applicants. In 1990, this Academy was selected as one of the 14 Branches of the World Maritime University. Recognizing the educational standard of the Cadets, the National University of Bangladesh has been awarding the Bachelor of Maritime Science (Nautical/Engineering) degree since 1994. As recognition of ensuring the world-standard in maritime education and training, Bangladesh has been included in the IMO White List (List of Approved National) since 2000. In 2010, this Academy achieved membership of GlobalMET and InterManager and established research-attachment with the Australian Maritime College. BMA has commenced working on the implementation process of the MLC 2006 Convention in Bangladesh. BMA is also supervising the safety-training of the workers and managers of the ship-breaking yards of Bangladesh. Upon commencing the University, BMA and other Marine Academies (6 more marine academies are being established within 2013) will function under the umbrella of the SMMU.*

### On-going developments and Future plans of BMA

- Upon completion of the ongoing projects entitled 'Enhancing Capacity of Marine Academy (2009-2012: US\$ 3 million)' and 'Modernization of training programmes (2009-2012: US \$ 0.6 million)' the yearly Cadets' recruit number will be increased from current 200 to 500.
- Six more New Marine Academies will be established under another project titled 'Establishment of 6 new Maritime Academies (2010-2013: US \$ 106 million)'.
- A full-mission 3600 degree motion-deck Bridge Simulator & a full-mission Engine Control Simulator are being procured



under a project titled 'Establishment of an Integrated Simulator Centre (2010-2013: US \$ 10.6 million)'.

- ➔ 'Enhancing Marine Academy into Maritime University (2010-2013: US \$ 34.5 million)' is the project under which 'Sheikh Mujib Maritime University' is being established at Bangladesh Marine Academy campus.

### Objectives of SMMU, Bangladesh

The SMMU Project Plan contains the following objectives of SMMU:

- ➔ Offering higher maritime education (MSc/PhD courses) to develop Bangladeshi Maritime Experts to meet the challenge of 21<sup>st</sup> century.
- ➔ Awarding accredited Bachelor of Maritime Science (BMS) degree to the Cadets of BMA; the current BMS certificate of National University, Bangladesh is not accepted in many foreign countries.
- ➔ Establishing Bangladeshi young-ones in leading maritime positions in the shipping world.
- ➔ Opening shore-based employment for Bangladeshi Mariners through higher education.
- ➔ Higher educational service of SMMU may increase regional cooperation among SAARC and neighbouring countries.

### Availability of Professors/Associate Professors

The SMMU Project Plan expects the following sources for the necessary faculties:

- ➔ Bangladeshi WMU (Sweden) Graduates – approx. 80 in number till date.
- ➔ Extra Master's/Master's/Extra Chief Engineer's/Chief Engineer's certificate with notable experience.
- ➔ Experienced professors from other technical universities of Bangladesh.
- ➔ Professors from other universities in other countries.
- ➔ Experienced technical personnel from around the world.
- ➔ IMO experts.

### Proposed Educational Structure

The SMMU Project Plan includes the following educational structure:

Doctoral courses (PhD)*	– 30 months
<i>[*after 5 years of establishment of the University]</i>	
Postgraduate courses (MSc)	– 12 months
Bachelor of Maritime Science (BMS)	– 36 months
IMO Model Courses	– various
Specialized Courses	– Ancillary Courses



### Faculty of Maritime Technology

#### Department of Nautical Science

- MSc in Maritime Transportation (Nautical Science specialization)
- Sea-going CoC Class I Deck (Master Mariner)
- Sea-going CoC Class II Deck Officer
- Sea-going CoC Class III Deck Officer
- Pre-Sea Cadet Training (Bachelor of Maritime Science – Nautical Science Stream)
- IMO Model Courses
- Ancillary Courses

#### Department of Marine Engineering

- MSc in Maritime Transportation (Marine Engineering specialization)
- MSc in Shipbuilding Engineering
- Sea-going CoC Class I Marine Engineer
- Sea-going CoC Class II Marine Engineer
- Sea-going CoC Class III Marine Engineer
- Pre-Sea Cadet Training (Bachelor of Maritime Science – Marine Engineering Stream)
- IMO Model Courses
- Ancillary Courses

### Faculty of Maritime Management

- Department of Shipping Management – MSc in Shipping Management
- Department of Maritime Law – MSc in Maritime Law
- Department of Maritime Education – MSc in Maritime Education

### Conclusion

The Draft Act (Sheikh Mujib Maritime University Act 2011) has been formulated. It will pass through the official procedure before submitting finally to the Bangladesh Parliament as a Bill. The Bangladesh Government is expecting to complete erecting necessary infrastructure for SMMU by 2013. Thereafter, the SMMU will be commencing offering its excellence to the enthusiastic students & researchers of Bangladesh, region and the world as well.



## TRANSPORT & LOGISTICS TOWARDS 2020 & BEYOND

The 1<sup>st</sup> Maritime Logistics International Forum will be held at the Singapore Maritime Academy, Singapore Polytechnic, on 12-13 April 2011

As part of Singapore Maritime Week – 11-15 April 2011 – the Global Maritime Education and Training Association – GlobalMET - is providing opportunities to meet in this major port and hub of maritime activity and learning and discuss global logistics, with a focus on maritime logistics. This will be a forum style gathering of leading speakers with many opportunities for discussion to:

- address major issues in the Asia Pacific region;
- assist recruitment and career development;
- identify key education and training issues; and
- raise the profile of the maritime logistics sector.

The Forum will also enable free ranging discussions on Logistics in Maritime Transport and the linkages with Land and Air Transport, as well as on associated education and training, recruitment and careers.

Presentations will be by senior speakers from Australia, Bangladesh, Korea, New Zealand, Norway and Singapore. Registration fee is only SGD 200 for the two-day conference and only SGD 50 for students. Arrangements are in hand to visit two major Singapore facilities - Keppel Distripark and SATS Airfreight Terminal.

Plan to make the most of this no frills opportunity to meet in a major maritime academy in the great maritime hub of Singapore, during the 6<sup>th</sup> Singapore Maritime Week, a week of discussions, debates and exhibitions focusing on major maritime issues. Enter 12-13 April in your diary now and plan to be part of the Forum, as well as of the many other maritime activities that week.

Enquiries to Mrs Helena Sim, Singapore Maritime Academy, Singapore Polytechnic, 500 Dover Road, Singapore 139651. Tel +65 6772 1316 <helena@sp.edu.sg>



**ICHCA AUSTRALIA LIMITED**  
INTERNATIONAL CARGO HANDLING CO-ORDINATION ASSOCIATION



### GlobalMET Secretariat

P.O. Box 307, Waikanae Kapiti Coast 5250,  
New Zealand  
Tel: 64 4 905 6198 Fax: 64 4 905 6190  
maritime.edu@paradise.net.nz

B III 3276, Vasant Kunj, New Delhi, India – 110070  
Tel: 91 11 26124221 Fax: 91 11 26894188  
shilpa@corecompetency.net  
www.globalmet.org

**TRAIN, TRAIN, RETRAIN, RETAIN !**

## Maritime Logistics International Forum

With the much appreciated support of the Singapore Maritime Academy, GlobalMET held a two day forum on maritime logistics at SMA on 12 & 13 April. This was during the 6<sup>th</sup> Singapore Maritime Week, when there were many activities in Singapore with a maritime focus. The objective of holding the forum in such a major global maritime hub was to raise awareness of the critical role that efficient logistics plays in maritime transport.

The forum style gathering of speakers from Australia, Korea, New Zealand, Norway and Singapore addressed major logistics issues in the Asia Pacific Region, how to assist recruitment and career development, identification of key education and training issues and raising the profile of the maritime logistics sector. In addition to those from Singapore, participants included doctoral research students from Korea and Russia, a strong contingent of senior transport people from Australia and an IT developer from India.

Rod Short, ExecSec of GlobalMET opened and chaired proceedings. Presentations on the first morning were by Mr Theng Deng Dar, former CEO of the Singapore Business Federation, Prof Heeseok Bang of Chung-Ang University in Seoul, Capt Richard Teo of Seafood & Maritime Industries Training in Darwin and a Director of GlobalMET, Mr Peter Goed, Chairman, Chartered Institute of Logistics and Transport, Darwin and Rod Short.

During the afternoon participants attended a briefing on the development of the port of Singapore, given on the 40<sup>th</sup> floor of the PSA Building where there are extensive views of the terminals on the western side of Singapore. Participants were also privileged to be taken on a tour of the large Pasir Panjang Container Terminal, the newest in Singapore.

Presentations on the second morning were by Nanyang Technological University Visiting Prof Bengt Ramberg of Norway, Mr Pang Hee Hong, CEO, Keppel Telecommunications & Transportation, Singapore, Mr Peter Styles, Member of the Legislative Assembly and Shadow Minister for Transport, Darwin, Australia, A/Prof Dr Thai Van Vinh of Nanyang Technological University and Mr Bruce Fardelli, Board Member, Darwin Port Corporation, Australia.

During the second afternoon participants attended a briefing at the SATS Cargo Terminal at Changi Airport and toured the extensive state-of-the-art facilities.

All speakers were in no doubt as to the key role logistics plays in maritime transport and Singapore's development as a global maritime hub. Concerns were however expressed about the need for more effective education and training, especially at the entrant and operator levels.

The MLIF concluded with agreement on the following Statement of Outcomes:

WE the participants in the Maritime Logistics International Forum, organised by the Global Maritime Education and Training Association - GlobalMET - and held at Singapore Maritime Academy on 12-13 April 2011, as part of the 6<sup>th</sup> Singapore Maritime Week;

RECOGNISING that efficient and effective maritime logistics is increasingly critical to world trade and recognising also the need to ensure adequate provision of well-trained and competent people to work in the maritime logistics industry;

CALL for the development of a range of nationally, regionally and globally recognised industry agreed standards, competencies and courses with appropriately accredited teaching materials and assessment methods, utilising state-of-the-art teaching methodologies and delivery technologies and certification, for those employed or seeking employment in the maritime logistics industry.

GlobalMET is now exploring possible follow-up activity, including appropriate ways to respond to the call in the above statement, as well as early planning of a second MLIF to be held on the western side of the Pacific in 2012.

GlobalMET is very grateful for the support provided by the Chartered Institute of Logistics and Transport in Singapore and Australia and also by the Singapore Maritime Academy, as well as for the high levels of participation in discussing these very important issues.



Bengt Ramberg



Richard Teo &amp; Peter Styles



Refreshments



Hee Seok Bang &amp; Peter Goed

## Watchkeeper: Warning of AIS reliance

It is a sad fact that virtually every new advance in navigation has brought with it a number of accidents which have been contributed to by inappropriate use of the new equipment, usually because of the neglect of first principles. The term "radar assisted collision" became well-known in the early days of commercial radar and in more recent years, the facility of inter-ship VHF, automated radar plotting aids and sophisticated integrated navigation systems involving computers have all contributed to expensive mistakes, often because of either complacency or inadequate training in the new equipment, which have permitted bad habits to form!

The emergence of the Automated Identification System is, without doubt, a great advance, but here too, there is some evidence that its availability to provide useful information on the "other ship" can, like other equipment, lead to complacency. It is also a fact that while it may be a mandatory fixture aboard larger vessels, there are many small leisure and fishing craft which are not so fitted.

A fatal accident in the North Sea last year, recently the subject of a report by the UK Marine Accident Investigation Branch, provides a salutary warning on the over reliance on AIS as a primary source of information on the conduct of other ships. In this incident, a large ferry ran down a small fishing boat, causing the death of one of the fishermen. And while the fishing skipper had contributed to the accident by failing to keep an adequate lookout, working on deck with the lost hand as the two ships approached, the failure of the ferry bridge team raised the concern about the use of AIS.

While the ferry was modern, fast and well-equipped, the officer of the watch had got into the habit of using the AIS, rather than the ARPA to determine the collision risks of vessels in the vicinity.

There was no plotting of the fishing boat, which had been seen visually, no bearings taken and when the risk of collision was determined and the ferry altered course, it was too close to clear the small craft.

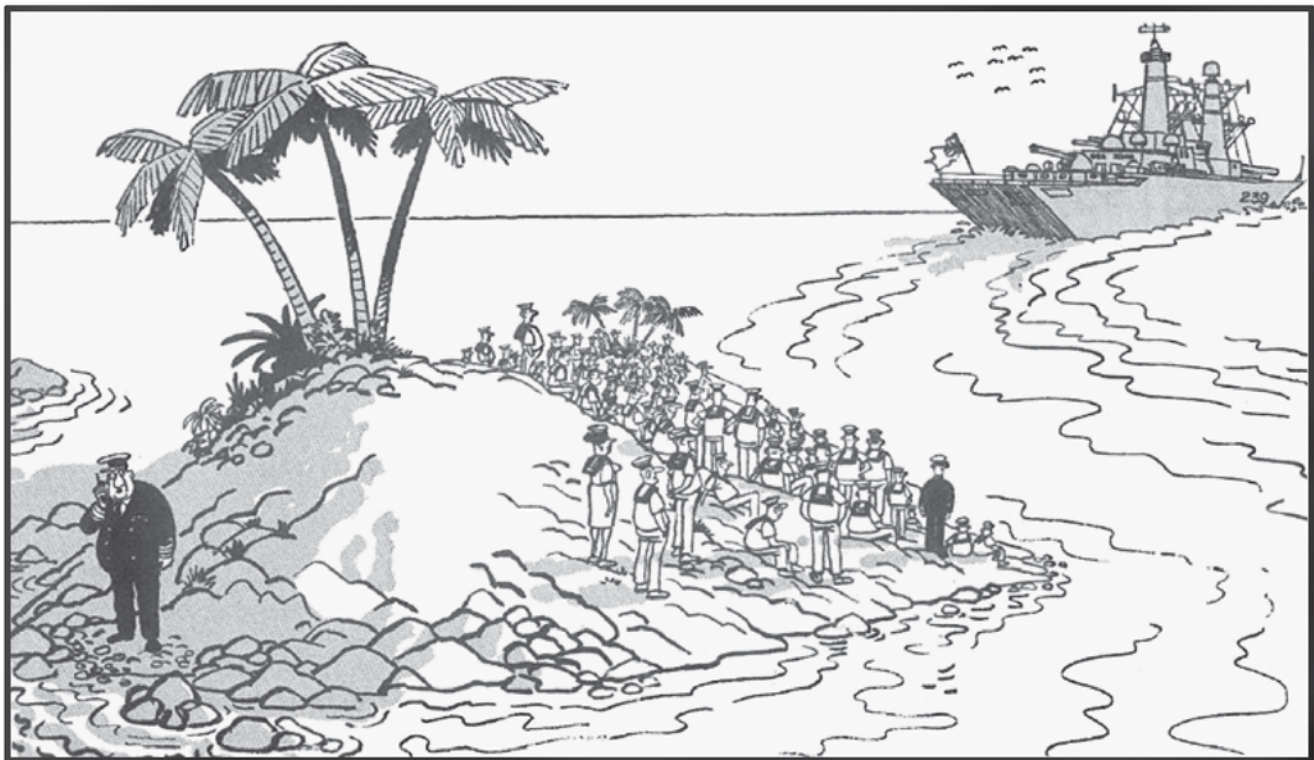
The MAIB felt sufficiently concerned about this over-reliance on AIS that the report makes it clear that there is a real risk that if there is too great a focus upon this admittedly useful device to the exclusion of the radar, ARPA and visual references, there will be ingrained a sort of mental view that only targets with AIS information attached will be worth interrogating and other targets will be ignored. The fishing boat did not have an AIS fitted and for this reason appeared not to register with the officer of the watch as worthy of his close attention.

The accident also underlines a wider malaise that suggests that while modern ships are well-equipped, there is a sort of inherent laziness revealed by the fact that watchkeepers are failing to use the full range of equipment available, checking one source of information against another. This has been the case in a number of recent groundings, where a watch officer has concentrated upon radar distances or electronic navigational data and failed to verify the position of the ship by other means. In some respect "taking the easiest way" is a very human failing, but can lead to disastrous consequences.

**Articles written by the Watchkeeper and other outside contributors do not necessarily reflect the views or policy of BIMCO.**

Date: 04.05.11

Bimco.org



**'Yes, sir. Somall pirates - we stopped them, gave them food and water, explained their human rights... then guess what?'**



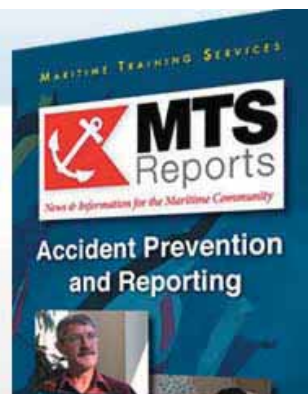
## MTS Reports

GlobalMET Member Maritime Training Services of Seattle, USA, is producing MTS Reports, News & Information for the Maritime Community. The latest Report, dealing with a serious workplace accident, accompanies. It includes access to a free video for use in safety meetings or toolbox talks as a conversation starter and opportunity to present company policy on accident prevention and near-miss reporting. Please note the request for feedback or story ideas. GlobalMET would be pleased to facilitate development of a channel of communication with potential to contribute to MET overall.



# MTS Reports

*News & Information for the Maritime Community*



**Brad Gardner lost his arm** in a gruesome workplace accident and wants you to **learn from his mistake**. His inspiring and heart-felt message about **building a safety culture** is the subject of this MTS Report, a **FREE** news-style program featuring *real* lessons from *real* people. [View it here.](#)



Use this video in safety meetings or toolbox talks as a **conversation starter** and opportunity to present your company policy for **accident prevention** and near-miss reporting.

This program contains graphic images.

#### Features:

- **FREE DVD** for MTS customers; receive one DVD for each vessel in your fleet. [Email us](#) with the subject line "MTS Reports" to receive your copy. Online version can be viewed [here](#). (DVD available for non-MTS customers for \$25)
- **FREE Instructor's Guide** with simple 10 minute lesson plan: Introduction > Handouts > Video > Discussion questions > Conclusion
- **Leading this training is easy** for anyone.
- **Makes the training real** by sharing a personal story from an accident victim.
- **Engages** the class in a discussion
- **Gives your instructors more resources**, and provides the tools they need to succeed!

Contact us with feedback or story ideas for the next edition of MTS Reports.

To receive your free DVDs please contact us directly at [info@maritimetraining.com](mailto:info@maritimetraining.com) or call (206) 467 8458. Interested in having Brad Gardner speak at your company? Find out more info [here](#).

Date: May 09, 2011

#### Quick Links



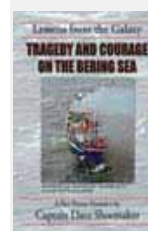
#### Fire Safety and Fire Watch

Minimize damage and injury due to fire by having a well trained crew. Review the major hazards associated with performing hot work at the job site and use ... [See preview >](#)



#### Air Winch

When material or personnel need to reach areas that are inaccessible by cranes or other movers, an air winch is an ideal choice... [See preview >](#)



#### Tragedy and Courage Real life tale of tragedy and survival in the Bering Sea...

[See preview >](#)

For more information contact:  
[info@maritimetraining.com](mailto:info@maritimetraining.com)

Questions? Need a Quote?  
Contact your sales representative  
**Matt Gasparich** via [email](#)  
or call him direct at  
**+1 (206) 467 8458**

No annual fees. No equipment installation. No hassles.

Visit [www.maritimetraining.com](http://www.maritimetraining.com) or email [info@maritimetraining.com](mailto:info@maritimetraining.com) today!

We are committed to Training That Works!



## Ian MacLean Letter

Although the citadel should not be seen as the automatic solution for piracy attacks, there have been a number of very successful examples of citadels being used where the crew of a vessel under attack by pirates have remained in a safe location while awaiting the intervention of naval forces.

Of course, the citadel solution is not the proper or correct approach in all cases. Like everything else, there are risks and the decision to use a citadel has to be made based on the prevailing circumstances and conditions on a case by case basis.

That said, while a citadel approach does not always work, experience demonstrates that there are steps that can be taken to improve the likelihood of success. Experience demonstrates that there are some factors which assist the crew of a vessel that adopts a citadel approach:

- Effective mustering is essential. One vessel adopted a two stage approach where the OOW had the authority to sound a preliminary alarm, so that all non-essential crew proceeded to the citadel immediately. A trigger for this might be a non-moving target on the radar, that is not transmitting AIS in a high risk area, particularly ahead of the vessel, close to the heading marker. In addition, this vessel used a token system on a board so that the officer in charge of the citadel mustering station could immediately identify who was present. An alternative may be painting of numbers on the deck of the citadel mustering station, (as with lifeboat stations). Seconds really do count and anything to assist in mustering and counting heads will help.
- Do consider whether the AIS should be switched off for high risk area transit, (remembering of course to put it back on when under attack and switching it to NUC). In many cases where pirates have boarded, the AIS was left on. Do take advice from the authorities on this.
- Although self-evident, drilling is essential. There is a clear difference between a crew who have muster lists posted telling them what to do and those that are, in addition, well drilled. Desktop preparation is simply not enough. If, for example, you want the Third Officer to take the GMDSS hand held radios from the bridge to the citadel along with the charger, it is not enough to tell him that this is his duty, you should require him to do it in drills so that it is second nature to him and so that the Master does not have to worry during an attack as to whether he will remember to do it. There is no substitute for regular drilling. After holding a drill, have a de-brief meeting with all crew, the importance of preparation can be emphasised, they will see that the senior management team is taking it seriously and they may come up with ideas not previously considered.
- Think about keeping all cabins not in use locked. Lock mess rooms and other doors if possible. In one case, pirates spending a long time trying to break down a locked door where lights had been left on and a radio was playing, (it was presumed they thought there were people in the cabin). This probably delayed them getting to the actual citadel.
- BMP tells the Master to stop the vessel. This is a naval requirement as they will find it easier to board a vessel that is stopped. However, if the citadel includes the machinery space and steering gear, once you have contacted the authorities, obtain permission to resume steaming, (if it is safe to do so), as pirate attacks often happen in two stages, (i) small party boarding from skiff who secure vessel and stop ship's engine and (ii) mother ship comes alongside and more pirates with equipment board. Clearly if the mother ship comes alongside there is the risk that equipment that will be of use in penetrating the citadel may be transferred. In one successful citadel situation, there is evidence that the mother ship tried to come alongside but failed as the vessel was steaming, on the instructions of the authorities, to meet with a naval asset.
- Have a GPS, with internal compass, that can be used in the steering gear room, if this area is within the citadel. If the pirates disable the master gyro, then the repeater in the steering gear room will be of no use. This may require the rigging of an aerial. In addition, some charts and basic plotting equipment in the steering gear are a great comfort for the crew. Sailors like to know where they are!
- Communications with outside world are vital. As everyone is aware, a citadel will be useless if the authorities cannot communicate with the crew in the citadel. Many parties will want to communicate with the citadel, (satphone is obviously preferable). The authorities and the local military assets will want to talk to the Master. There is a temptation in the head office emergency room, not to call the vessel in case they are blocking an important call. However, crew morale is important. Consider setting up a system where the Master calls the office emergency response team at regular intervals. A Master once commented that the crew sat in the engine control room all night without any contact with the outside world which was found to be quite demoralising. That said, the Master should confirm that such regular calls are acceptable to the authorities/rescuing assets.
- Everyone knows the importance of securing the citadel. Weather tight doors being secured from the inside by strops and chain blocks is very effective. However, check very carefully the robustness on the securing mechanism. A steel grab handle on the inside of a hatch lid that opens onto the poop deck may look good for securing a strop, but on one occasion pirates have been able to break such an arrangement, by forcing the hatch and deforming the grab handle until it deformed and broke. Consider welding more robust securing points on the inside of hatches, or even having a secondary closing device underneath.
- If you are using a system of padlocking the weather tight doors from the main deck and using an internal release mechanism to drop the padlock off in an emergency, buy the best, most expensive, industrial standard padlocks that you can. There is evidence of pirates spending time trying to break open padlocks; often the more robust, more expensive padlocks were the ones that although scratched and deformed, (and even with evidence marking from bullets) remained intact. Once again, while pirates are trying to break these padlocks open, they are not doing something else. In addition, use these same high quality padlocks on all the stores spaces.
- Where additional citadel doors are put on existing doorways, ensure that the new steel door is a lot wider than the actual opening. The hinge and securing arrangement are the weakest points. If they are 10 or 15 centimetres along the bulkhead on the opposite side of the doorway to where the pirates will be, then the pirates cannot reach these weak points.
- Determine whether it is possible to black out the accommodation, while keeping lighting in the citadel. This may require discussing with Class and there are obstacles to achieving this. However, the accommodation of a ship with no lighting is a very unsettling place to be for experienced mariners. It will cause pirates great concern and will slow their progress.
- If the citadel is in the machinery space, consider how to prevent activation of fixed fire fighting systems such as CO<sub>2</sub>.

- Special consideration needs to be given if there is armed security on board the vessel. A naval rescue in a citadel situation requires that the Master confirm to the authorities that all those on the vessel are safely in the citadel. If a security team is outside the citadel, and positive communication cannot be achieved as to their whereabouts, it is unlikely that naval assets will come to the vessel's assistance. Thought need to be given in advance as to how this is going to be managed and whether factors such as the distance from naval assistance will have an impact on the decision making process.

No doubt that many owners/managers are already following the above as a matter of practice, but sometimes it is worth repeating the obvious and stating what has been shown to make a difference.

In addition, "best practice" is constantly evolving. Do speak with those who are best placed to advise you on the latest thoughts, refer to BM3 and as a final note it is important to once again emphasise that a citadel arrangement should only be considered after a full risk assessment. Pirates will, in time, become more skilled in accessing citadel spaces and it is difficult to predict how pirates will in the future react to those that have been in a citadel. You should also liaise both with the authorities and your insurers in respect of the use of citadels and should their views differ from the ones expressed above, they are of course correct.

### **Ian MacLean**

<http://www.linkedin.com/in/icmaclean>

Ian MacLean is a Master Mariner and Admiralty Solicitor who has been involved debriefing/interviewing witnesses in a number of high profile piracy cases off Somalia. He was the coordinator of the InterManager piracy group.

Having established and coordinated the InterManager piracy group, and having debriefed/interviewed crew from ships that were both seized by pirates when we set it up. I am leaving my current role at Ince to take a mid career break for four or five months. However, I have been involved in a number of piracy cases now, including the debriefing of crew both where there has been long term capture and the effective use of a citadel/rescue by military forces. I recently made a presentation to the Chamber of Shipping Piracy Group in the UK and I thought it would be of assistance to InterManager members for me to highlight, on the basis of my own experience, some of the factors that may assist if it were decided that a citadel strategy is appropriate, though not everything I mention below may be appropriate in all cases.

I should caution that neither I, or Ince, endorse

However, there are some factors, which have, or may prove to, separate citadel success from capture:

Brgds,

### **Ian MacLean**

Contact details after 13 May:

[icm@creekmail.co.uk](mailto:icm@creekmail.co.uk)

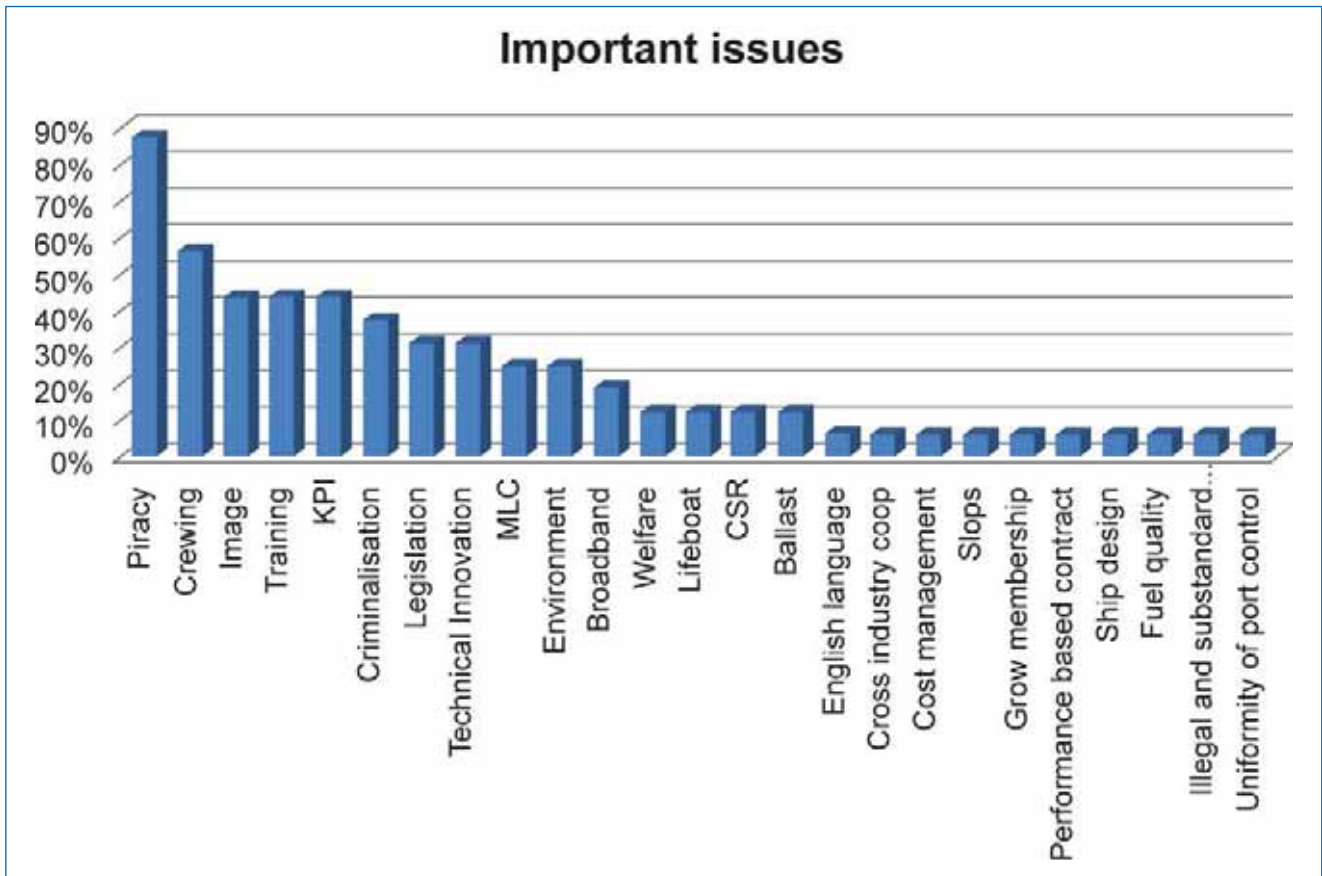
+ 44 (0) 7866 129 862

Editors Note: The above letter is included because it contains advice likely to be helpful in the teaching of how to respond to a piracy attack.



## InterManager Survey

The results of a recent 'President's Questionnaire' conducted by InterManager, which achieved a representative sample of what members considered the most important issues, are presented in graphical format below. 'Training' is shown as the 4<sup>th</sup> most important issue, after piracy, crewing and image.



## Evitt CMA Address

### Put Ship-Based Decision Making Back In The Hands Of The Crew Says Intermanager President

Decision-making needs to go back to the hands of crew and away from shore-based managers, says InterManager President Alastair Evitt.

"I regret to say it – but in many cases shipboard management teams have to be retrained to think for themselves, to understand the commercial issues and to have an awareness of product and service delivery," Alastair Evitt told delegates at the influential CMA (Connecticut Maritime Association) conference on March 21<sup>st</sup>.

Taking part in the opening round table debate, entitled: The State of the Industry Today, Mr Evitt outlined modern issues affecting the recruitment and retention of quality seafarers.

Describing how he believes current maritime legislative and methods are "driving decision making from the bridge and control room of the vessels to the respective shore-based management office", Mr Evitt encouraged the shipping industry to place more importance on the training of officers and crew to improve career opportunities and to put sea-based roles on a par with university graduates.

"It is incumbent upon the industry to use modern communications and training facilities to return the

responsibility for onboard management to the vessels – where it rightfully belongs – and in doing so restore the pride and self respect of those serving at sea," he will say, pointing out: "It is our responsibility to promote and enhance the image of the industry and the career opportunities that it presents."

Mr Evitt, Managing Director of Meridian Marine Management, says he has noticed a rise in the number of enquiries for cadet positions since the recession began and also following recent announcements that UK university tuition fees are set to rise: "Certainly our own experience has shown a marked rise in cadetship enquiries as the recession in the UK has had the combined effect of decimating graduate employment opportunities and increasing the cost of university courses up to 300%."

In his call for the industry to re-introduce management training, Mr Evitt said: "The whole maritime cluster is dependent on high quality candidates passing through the system. The attraction of quality entrants and training them accordingly is a long term investment. Officer training must be seen as university-equivalent vocational training."

[www.intermanager.org/](http://www.intermanager.org/)



## Individual Member

### Chris Haughton

MA BA PGCC CertEd Master Mariner FifL FNI

Chris Haughton is an independent business consultant working mainly in the Marine Education and Training sector.

He went to sea in 1971, qualified as Master Mariner in 1982 and came ashore in 1988 to pursue a teaching career in nautical education. This culminated in the position of Head of School at a major training establishment in the UK's North West.

After a period with Videotel Marine Limited (for whom he remains a Non-Executive Director and Consultant), Chris joined the Management School in the UK's Lancaster University in 2004 delivering general management programmes and directing the MSc in Project Management.

In 2007 he moved on to pursue an independent career as management consultant and programme facilitator. Chris' current work includes the design and delivery of personal development, leadership and management programmes for seagoing and shore staff in places as far afield as Norway, Manila and Antwerp. The programmes are designed in close partnership with the client organisation and aspire to be learner-centred and highly interactive. The face-to-face programmes offer a blend of learning and are supported by coaching (where it is requested) and e-learning. Also, he offers Effective Presentation Skills programmes, and remains an Associate Teaching Fellow at Lancaster, delivering on their programmes from time to time. Another aspect to Chris' work is educational consultancy: he has carried out research, and offered professional advice, for institutions and companies in Australia, the US and UK.

In addition to a post-compulsory teaching qualification he holds a first degree in Education and Psychology, a Master's Degree in Education and a qualification as Executive Coach. Chris is reading for a Doctorate in Education and researching the leadership of Maritime Education and Training in the United Kingdom. Chris is supported by a wide network of facilitators and coaches who assist in programme design and delivery where required.

It is clear that Chris has a deep and sustained interest and involvement in Maritime Education and Training. He values highly the opportunity to explore, research and debate educational issues pertaining to the sector, in pursuit of a safer and cleaner environment for us all. GlobalMET provides a first-class platform from which to do this and he very much appreciates the work they do in bringing like-minded professionals together for this purpose. Chris has been involved with GlobalMET for some time and contributes to the Working Group on the development of an IMO model course on Leadership and Training for STCW2010.

Chris is a Fellow and Council Member of the Nautical Institute and Chair of the Nautical Institute's Professional Development Committee and is now an Individual Member of GlobalMET.

[www.haughtonmaritime.com](http://www.haughtonmaritime.com)

May 2011



*The Launceston Campus of the Australian Maritime College, where GlobalMET originated and the registered address of GlobalMET Limited.*

Join us in  
developing  
MET



**GlobalMET Limited**

Australian Company Number 103 233 754

**Education for the Responsible Realization of the Wealth of the Oceans**

Oceans of Opportunity exist for tremendously challenging, interesting careers in the critically important maritime sector, including in maritime transport.

Maritime academies must provide graduates with the competence essential to an efficient, safe, clean industry.

Now, through networking and a collective voice, the education and training providers are having greater influence on the development of maritime education and training (MET).

**By joining GlobalMET** - the Global Maritime Education and Training Association - your academy, or you as an individual, can play a part in the development of MET. In addition to other avenues for its 'voice' to be heard, GlobalMET is making the most of its NGO Consultancy Status at IMO. Our input into IMO will be even more effective if supported by a broader representation of MET providers.

Contact our Secretariat - [secretariat@globalmet.org](mailto:secretariat@globalmet.org) - or through [www.globalmet.org](http://www.globalmet.org).

It will be a pleasure to welcome you on board.

Rod Short  
Executive Secretary  
New Zealand



**TRAIN TRAIN RETRAIN RETAIN!**



**Global Maritime Education & Training Association**

**GlobalMET Limited**

Australian Company Number 103 233 754

[www.globalmet.org](http://www.globalmet.org)

Chair:  
New Zealand Maritime School  
2 Commerce Street  
Private Bag 96028  
Auckland  
New Zealand

Executive Secretary:  
Rod Short  
P O Box 307 Waikanae  
Kapiti Coast 5250  
New Zealand  
[maritime.edu@paradise.net.nz](mailto:maritime.edu@paradise.net.nz)

**Secretariat**

P O Box 307 Waikanae  
Kapiti Coast 5250  
New Zealand  
Tel 64 4 905 6198 Fax 64 4 905 6190  
[maritime.edu@paradise.net.nz](mailto:maritime.edu@paradise.net.nz)

B III 3276 Vasant Kunj  
New Delhi India 110070  
Tel 91 11 26124221 Fax 91 11 26894188  
[secretariat@globalmet.org](mailto:secretariat@globalmet.org)  
[www.globalmet.org](http://www.globalmet.org)