GLOBAL MET
MARITIME EDUCATION & TRAINING

To promote, develop and support in the spirit of cooperation, the common interests of its members in all matters concerning the development and quality of maritime education and training.

NewsLetter

| **DECEMBER – 2014** | **A Merry Christmas and a Very Happy New Year 2015** | **ISSUE NO.** | 40 | |

Train, Train, ReTrain, ReTain!
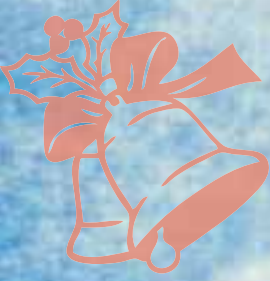
Inside this Issue

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| **Editorial Board:** | **Iman Fiqrie** Malaysia | **Chris Haughton** United Kingdom | **Richard Teo** Australia | **Rod Short** New Zealand |

Editorial

The week in Manila was a busy one. Monday saw the third and final session of the TKF funded GlobalMET course *Identifying the Gaps between the STCW 1978 (as amended) Code and Current Delivery of Training and the Administration of the Marine Qualifications in Accordance with the Code*.

On Tuesday Capt Richard Teo, the course facilitator, together with leading participants, gave a presentation on how the course went. That evening we gathered for dinner in the fine garden of conference Chairman Dito Borromeo and his wife.

The first day of the 15th Asia Pacific Manning & Training Conference was held on the Wednesday and we held our Annual General Meeting in the evening.

Thursday started with a visit to the Asia Development Bank to discuss development with some aspects of the Fisher Report and this was followed by the final day of the conference.

The Board of Directors meeting was held first thing on the Friday, to be followed by a Command Seminar hosted by the Nautical Institute.

Turning now to the newsletter, the paper delivered by Capt Richard Teo at the Command Seminar, with photographs, is on pages 3, 4 and 5.

On page 6 there is an article by Capt Shamsul on the *Challenges in Developing Multi Media Interactive Training Materials*.

On page 7 Mahendra Singh has an article, in his usual often tongue in cheek style, on *Engine Room Watch Keeping.*

Then, on page 8, there is a Marine Safety Alert article on a *Machinery Space Fire* and Imran Fiqrie had provided a Highlight on the *IPCC 5th Assessment of Climate Change.*

Page 9 has an article and a picture on the a radar-equipped blimp to moored at Singapore which is to provide monitoring of shipping as far 200 kilometres, by Kyunghee Park and printed by Bloomberg,

Finally, on pages 10 and 11, Part 2 of Iman Fiqrie's article *Regarding World Class; The Passionate Champions* is found.

This newsletter is again full of interesting material and photographs. It is with thanks to our many contributors that we bring the year to a close. We would like more input however, so how about contributing in the new year.

Rod Short
Executive Secretary

It is a pleasure to express on behalf of all Members of GlobalMET heartfelt thanks for the contributions to these newsletters and for the excellent work by the Secretariat, Core Competency Training & Services Pte Ltd of New Delhi. We are very grateful for the overall support provided to the network during the year. It is also a pleasure to extend to all the 'Compliments of the Season' and best wishes for the New Year. May 2015 bring further progress with the development of GlobalMET and of MET overall. May there be many blessings for us all.

Rod Short
Executive Secretary

Meeting the Challenges of the 21st Century

Introduction

The Honourable President the Nautical Institute Capt Robert McCabe, Admiral Santos, Members, distinguished guests, Ladies and Gentlemen!

When asked to deliver this keynote address, I wondered what topic might serve us best at this Command seminar. The word "Command" is a very powerful word that connotes in our context, a very powerful expression that whilst you are on an adventure, on a ship at sea, you are in the "safe and expert" hands of the Captain and crew. The Captain's leadership and management of the vessel must execute each and every voyage with the utmost due diligence and duty of care, to and for all the stakeholders of the ship, viz, owners, charterers, cargo, customers, passengers, crew, the whole supply chain and links that are often hidden from view. This is a very heavy responsibility, compounded by many risks in different operations and trade that will demand from the Captain and crew extremes in knowledge, skills and praxis in all kinds of weather, pressures, stresses, locally on board and externally, world unrests - civil commotion, disasters, piracy, political upheaval (e.g. refugees, asylum seekers & distress) and even war just to mention a few in this era. Quite often, the Captain is left as the ultimate authority and decision maker, a condition very few other commercial contempories may face.

With all these to face knowingly and sometimes unknowingly; what kind of person(s) must we develop for a career at sea that not only prepares him/her for Command but also for the some of the most difficult leadership and managerial positions that await the mostly uninitiated mariner in the world of shipping?

As you all know in today's corporate leadership and management world, "Command & Control" is not encouraged. The best business and management schools will coax and cajole you to move away from this method of leadership and management. For many, when you leave your Command for a shore appointment, it is almost a whole new ball game in the manner of working and leading. Most Masters are accustomed to command and control and yet modern semantics say we must do otherwise.

In the last 3 decades or so the corporate world has evolved and changed continuously. Meanwhile the world spawned the millennial generation. The millennials are the future of the world and many are at sea. Their behaviour, attitudes, expectations and values are different from the last generation of seafarers. Born after 1980, many of the front runners are now highly qualified people and holding highly responsible positions. The end runners are entering college and university. What will their next generation be like? Let us be prepared.

What to Look Out for

Here at this seminar, I ask you, my dear friends and colleagues, that in the pursuit of **Navigational Competence**, to please give the following four domains some thought in your deliberations:

1. **Education** – equalising professional MET and academic education for tomorrow, rather than the patchwork we do today. To evaluate this education let us look at data like,
    a. Reaction, satisfaction and planned actions
    b. Equivalence and harmonisation in Learning and applications, i.e. qualifications framework and mutual recognition
    c. Implementations that encompass real competence

    d. Business impact
    e. Intangibles – recognising the values and needful applications with particular attention to the human centred approach addressing cross cultural dimensions, cross-cutting issues e.g. language & literacy, Gender Equality and Equity, emotional intelligence and so on.

What must we do to prepare the cadets and junior officers of today, the Millennials, and the critical masses after them?

In a shrinking world, Eastern & Western economies are now almost equalised. Of the 230 nations that make up the world, 25% are OECD countries that tend to influence and pressure the rest. Although there are only 8.5% English (1st language) speaking people, almost 80% of nations use English as Lingua Franca (ELF) or 2nd language in commerce and industry. Needless to say Maritime Education has employed spoken and written English by and large in many nations. Using the language is one thing but the final product of clarity, understanding and usage continues to face misinterpretations and applications. MET must identify and know the **pluriliteracies** at play across the world and be able to ensure that the homogeneity and harmony of language are not lost in international operations, cross-cultural issues and political divides anywhere in the world. Most important of all we must practise with the complete knowledge and skills interpreting the disruptive new literacies that will appear as technology spins its consistent birthing of new gadgetry and devices.

2. **Feeding the 9 billion people in 2050.** The lead-up begins now (7.3 B)
    a. The global food system and how will we move the food around
    b. Supply chain systems.

The mind boggles as one tries to identify, form and change systems that can continuously do this. In the world of maritime economics, will mariners have a role as we move toward the inevitable unmanned carriers that will appear and perhaps become the modus operandi? If so what roles and how to develop and train these new people with the right skills for the various roles? Perhaps a community of practice – COP, should begin to identify the needs and plan for the impending special work-force looming on the horizon.

3. **Leadership & management beyond shipboard operations**
    a. Corporate Social Responsibility – CSR. How does it contribute to the development of the mariner? What will be the social returns, SROI? What new Governances will appear and rule the industry? This is an exciting social phenomenon.
    b. NIMBY – not in my backyard. Shipping is global. We are in everybody's backyard. Our voice and actions are accountable to the world community. We need to get out of our own backyard and become leaders in harmonious world operations and world matters? Politics, some may say, why not?
    c. Emotional Intelligence EI – there are 5 components and these help us to be competent in our work and responsibilities.

Nautical Institute
Manila 28 November 2014

Capt Robert McCabe FNI President NI, Prof Dr Angelica Baylon AFNI with Guest of Honour Capt Richard Teo

Capt David Patraiko FNI NI, with delegates

President NI Capt Robert McCabe and VADM Eduardo Santos President Philippines NI (Manila)

VADM Eduardo Santos AFNI President NI Manila presenting memento to Capt Richard Teo FNI -Keynote speaker

These are;
     i. Self-awareness of your strengths and weaknesses
     ii. Self-regulating your behaviour, decisions and actions
     iii. Motivation - have passion for work, pursue goals with energy & persistence
     iv. Empathising with people and being able to resolve their emotional reactions
     v. Being socially skilful – manage relationships, build networks, find common grounds and build rapport
    d. *"The youth of today must begin to hold the Leaders accountable"* as stated by President Obama to questions from Queensland University students at the recent G20 summit in Brisbane Australia. How will this impact on industry?

4.   **Digital disruption to Corporations and directly MET** as shipping methodologies and development change to adapt to the disruptions.
    a. What will be the impact on the management of global logistics, shipping, transport businesses, enterprises and ship-board operations and **navigation**?
    b. How will the Millennials (Gen Y) be affected and how will they contribute? Note that many successful digital companies were start-ups by this generation.
    c. What then for the previous and outgoing generation of maritime workers?
    d. Will workforce planning be a global and collaborative community of shipping effort?
    e. **How do we maximise on digital disruptions for the betterment of physical navigational competence at sea?**

As Google now engages in self-driving motorcars, who can stop an organisation like "FLIRTEY" now into global logistics delivering by drones to your doorstep, go into self-driving ships merged into their ultra-versatile digital logistics management matrixes?

People Oriented Industry

Shipping and the logistical quagmire (or empire) is a people oriented industry that have become very heavily dependent on technology.

Despite the fabulous ingenuity of modern technology engaging ever changing digital capabilities, the people who must operate in this kaleidoscope of systems and systems within systems must adapt and innovate to achieve the desired outcomes. The progress of maritime economics to meet the challenges will depend on the ingenuity and innovations of people. The Locus of Control (Rotter 1954, 1989) will take on different dimensions, not just

♣   Internal – people who believe that their behaviour is considered to be guided through their own personal efforts and decisions

♣   External – people who believe that their behaviour is considered to be guided through luck, fate and other circumstances, e.g. the road has been paved for them and they have the right to use it as they please?

But also the PERIPHERAL - A hybrid is evolving with the Millennials– one that have many demands and powerful ambitions. They tend to have high risk taking characteristics but may lack commitment.

The challenge is the preparation of people to have a happy mix of all....what are the "Expectancy Values"? How do we measure these values? Will the Peripherals become dominant?

Perhaps but nonetheless an exciting and provocative challenge for the **leadership** in the maritime industry!

Conclusion

On this note I wish all participants a great afternoon of meeting of the minds and in participative and collaborative learning, perhaps explore what and where MET must progress to meet the challenges of the 21st century, now already 15% gone. Collaborative learning is a very powerful tool. Navigational Competence is not only about driving the ship from A to B but also about how and what must be done to ensure that the mariner is also capable of navigating within a very demanding industry. The complexity of knowledge, skills and praxis, inter-cultural competences and so on goes beyond the ship.

Competence can slip into complacency. We must at regular intervals "learn to unlearn", "learn to learn again" and "relearn" to be continuously improving, retaining currency and being ahead in our knowledge, skills, and praxis. Sound and reliable Leadership and management is synonymous with everything that a seafarer must do and endure.

With regards to "digital disruption" we should take note Robert Solow's 1987 Nobel Prize, path breaking model of economic growth that states:

"Growth occurred not solely from accumulation of capital increase in labour as theorized previously but also from technological progress a term now better known as total-factor-productivity growth. This encompasses advances in technology that includes management and organisational techniques."

The human factor cannot be removed from the equation. **Learning is a critical technology. (Marcia Conner(1995) – Wave Technologies International)**

Thank you. Please enjoy the seminar. Happy to take questions.
**Capt Richard Teo FNI FCILT MAICD
GlobalMET**

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By   **Capt. Richard Teo**
       FNI FCILT MAICD

Challenges in Developing Interactive Multimedia Learning Materials: Some Considerations for Trainers

Introduction

The advent of information and communication skills (ICT) has made many institutions and universities around the world embark on interactive multimedia learning (IML) as an integral part of their academic system. One of the aims of this initiative is to provide better and comprehensive resources and learning experience to students at any place and at any time. Accordingly, eLearning is "increasingly preferred for course delivery and instruction as it has reshaped traditional education worldwide" (Manolache, 2006, p. 1).

With reference to the development of IML, Zheng (2005) outlined three major challenges that trainers will face: **instructional design skills, multimedia authoring and multimedia resources**. Hence, the onus is on the aspiring institution to ensure that it has already considered and resolved these challenges or problems before embarking on any IML or eLearning project.

Instructional Design Skills (ISD)

Firstly, to produce IML units, trainers must be competent in instructional design skills. According to Grafinger (1988), instructional design (ISD) is the "process of planning multimedia lessons, selecting the appropriate framework & lessons, deciding on the learning presentation and preparing storyboard for the development work, implementation and evaluation" (p. 7). In other words, trainers must be formally trained in instructional design skills in which they are taught to carefully plan their lessons on computer screen by giving priority to interactivity, pedagogy, subject content and lesson objectives. The most popular and practical ISD model is called ADDIE (**Figure 1**). ADDIE emphasizes on the importance of ISD stages such as designing and storyboarding that will eventually ensure the success of the IML units themselves. This means that trainers must be able to transfer their lesson plans and teaching materials into storyboard format for better conceptualization. At this stage, they will be able to 'visualize' the target IML units in the form of 'screens layout' on printed pages before the development stage commences.

Multimedia Authoring Skills

Another challenge is the capability of trainers to 'write' or to 'author' the content into IML units. Neo (2003) defined the term 'Multimedia Authoring' as the skills and knowledge in using professional or commercial authoring software to create a multimedia content either for commercial or for personal use. Moreover, Neo & Neo (2002) reported

the main page of an IML unit in Maritime English subjects developed by Adobe Flash.

Multimedia Resources

Multimedia resources pose greater challenges to trainers as they are highly customized and require special technical skills in order to be produced. Multimedia resources refers to audio clips, interactive buttons & menu, video clips, animations and images which are used in the IML units for better interactivity, user interface and user-friendliness. Normally, IML unit developers will comfortably resort to the internet to gather as many resources as possible in the form of freeware. However, suffice to mention that the downloaded resources may not be suitable for IML due to copyrights, size, resolution and compatibility issues.

Like the two challenges mentioned before, multimedia resources are also too expensive to be produced. This is due to the several related software and knowledge that one should have in producing a single media file. Usually, these multimedia resources will be handled by a team of IT experts who will produce them not only based on recommendations by the subject matter expert, but also after serious considerations on resolution, size, interactivity and compatibility issues. Indeed, developing customized multimedia resources requires too much time, budget, concentration and additional expertise. The process to develop them could be as long as the actual development process (authoring work) of the IML units.

Conclusion

In conclusion, it is highly anticipated that maritime educational and training institutions do not view interactive multimedia learning material projects as an easy task. There are also other considerations to be taken such as budget, duration of development, ICT facilities and other if its implementation is forthcoming. The most important task is to find and implement practical and workable methods in getting the job done by everyone especially trainers, without creating more problems along the way. Truly, courseware development is no longer an exclusive right of multimedia development team (instructional designer, software developer, subject matter expert and multimedia manager) but trainers, who are capable of taking up the challenges, must be given the priority and incentives to convert 10% - 30% of their subject content and syllabus into IML units.

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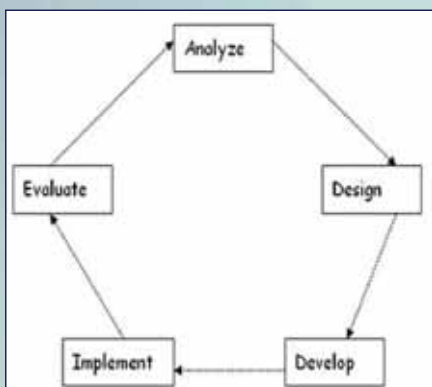
Figure 1 - ADDIE Model

Figure 2 - A screen shot of Maritime English IML

that multimedia authoring skills are regarded to be quite 'difficult' to be mastered by academicians as they are highly technical. Another pertinent issue here is selecting the most suitable software in developing the course content i.e. the IML units. Often the criteria in selecting any authoring software are the '*user-friendliness, less complexity, ease of use, systematic, simple layout and compatible with most operating systems*' (Neo, 2003, p. 2). The most preferred software products are Adobe Flash, SwishMax, Adobe Director, Authorware and ToolBook Instructor. These products are available commercially or by freeware/trials. Figure 2 shows

By **Shamsul Rizal bin Haji Mohd Rosedi**
Lecturer, Pre Sea Nautical Studies

Engine Room Watch Keeping

Yes, my ship is beautiful and we keep her that way by taking regular care of each part of the ship from forward to aft and tunnel to funnel.

I know each tank on my ship and its fittings and tank characteristics. I regularly inspect it with my crew taking care that the tank is fit for our entry; ie not deficient in oxygen. I am aware of all the check lists such as the hot work permit, working on areas at a height, working over the sides and working on electrical equipment and hydraulic equipment and I follow the 'safe working practices' and conduct a meeting to discuss the job before commencing it. What can go wrong, what are the risks involved, am I prepared for these.

The areas on ship where we don't go often are also taken care of, as well as the equipment are only occasionally used. We believe that we do not merely work but we take care of the ship as well. We have to adopt that sort of mental make up that we are here to care for the ship and her equipment by doing regular maintenance and cleaning in accordance with the PMS. We take into consideration the area of the ship is going, to extremely cold or hot regions.

The important aspect of engine room watch keeping and, in fact, towards Know Your Ship, is physically tracing the pipe lines. We have to trace not only the pipe lines in the engine room but also on deck, such as sewage pipes, hot water pipes, drainage pipes, hydraulic pipes, air pipes and in this matter it is good if participation of deck officers is also encouraged. It must form part of the training of Deck Cadets as well as Engine Cadets/TME's.

It is not a one day job. It may take 3 months, but a beginning must be made. Pick up a pipe line and go along with it and see where it is leading. Generally it is better if two persons trace together, so that you don't loose the pipe as it goes up or down.

It is good to keep a register (note book) in which you can keep your diagrams and important overhauling work that is done on your ship in your own hands and carry this to the next ship. Such notes to be supplemented by extracts from the instruction manual. At times we may have the benefit of shore technicians performing some job on board and we must take advantage of this and learn from them.

When you come to the engine room, use your senses of sight and smell. Anything leaking, any indications of overheating? Before coming down, have a look at the funnel. When you join the ship, identify which uptake is for which generator, boiler, safety valve, and incinerator and also check the funnel drain, the mist box and strength of uptake structure especially at the base (this is best done at some anchorage after informing a senior).

Familiarize yourselves with various parameters of engine operation; eg what should be the generator cooling water pressure and temperature and at what value the alarm will come.

During normal sea running, the feed pump starts and cuts off, say in 10 minutes. Today, why running for a longer time and not yet cut off? Same for the FO transfer pump. Do not depend always on 'auto cut off' as it may not function at times.

When you go round the machinery, feel it a little bit by hand. Keep a cloth in hand and clean it a little bit so that machinery knows that you care of it. Hear that it is not making unusual noise (before no too much noise, but why today?). Check if any clamp is rubbing against a pipe or a bolt is getting loose. Be more careful of these matters in areas more prone to vibration. Check on steering also. Generally we forget about steering pipes until some leak develops. Same for windlass and mooring winch pipes. Check for corrosion on pipe as it emerges from underdeck to exposed deck. There will be a tray below the hydraulic machinery; keep the plug eased and greased and don't let water remain in this catchment because it will corrode the pipes. Make use of various protective tapes available these days, including anti splashing tapes on fuel oil pipe joints.

Generally it is the tendency to go down the engine room from the change room or elevator. We don't go up. For example, we don't go to the funnel. That is why stowaways like that area. Something may be getting overheated there or some water may be coming and going to the starter panel. Keep this area well lighted and cleaned. The incinerator exhaust fan is also located in this area and we must pay attention to this because it generally goes unnoticed.

You must know all filters and set up a programme for cleaning them regularly. If you keep filters clean, half of the problems are eliminated. This includes flowmeter filters, rocker arm lub oil filter, air filters for A/C. I wish that some young engineer reading this makes a list of filters diligently. Next come the coolers.

These days coolers have better design but we should know how to backwash them. Also, clean the sea water pump filters regularly. While cleaning the sea water filters, check for corrosion and wastage on the cover and the body. In some cases, the cleaning cooler is not enough. We need to check small pipes (one inch) which carry cooling medium to coolers. Many times they are blocked. At times it is good to open some sea water pipe bends and examine for any blockages. Pay attention to the cleaning of big plate coolers to ascertain that you have sufficient time to test them and rectify any leakage.

To be continued

| By | **Mahendra Singh**
Chief Engineer |

Machinery Space Fire Prompts Marine Safety Alert

A recent passenger vessel machinery space fire has prompted the U.S. Coast Guard to issue a Marine Safety Alert on the importance of using proper replacement parts and equipment in accordance with their intended purpose.

In the passenger vessel casualty, a crew member, noticed that a small fuel spray fire had developed above one of the four propulsion engines. The crewmember vacated the space and informed the bridge watch. Subsequently, proper emergency procedures were followed, ventilation to the machinery space was secured, and the CO_2 via the fixed fire fighting system was released. Fortunately for the 174 persons onboard, the fire was quickly extinguished without incident or additional complications.

Although the investigation is not complete, important causal factors were discovered.

The vessel was equipped with four Detroit Diesel sixteen cylinder high speed engines - model 16V92. The engines were constructed by coupling two V-8 cylinder engines together. There are also other similarly coupled engine models and in widespread use including the Detroit Diesel 12V92, 12V71, and 16V71.

Fuel and coolant flow from head-to-head and within passages on each side of the engine. The fuel supply passage delivers fuel to the injection equipment of each cylinder. A return passage handles excess fuel.

To connect the heads on each side of the engine, a male-to-male threaded variable length coupling is used by design. There are four couplings per engine that handle fuel supply and returns from the injection components. These couplings are unique in that they facilitate installation by their capability to lengthen when their ends are threaded into the heads.

On the passenger vessel that experienced the engine room fire, couplings on three of the four engines were replaced with threaded hose barb fittings and rubber hose. One of those fuel hoses subsequently failed and sprayed fuel directly onto the main engine exhaust lagging and blankets. The seam in the insulation blanket was facing towards the engine rather than away and likely provided the ignition source.

As a result of this casualty the Coast Guard strongly encourages owners, operators, and marine engine rebuilders with the types of engines listed above, either as propulsion or prime movers for generators to:

♣ Always use proper replacement parts,

♣ Consider seam placement of exhaust insulation blankets and lagging during installation, Follow good marine practice by always maintaining the tightness and correct fit of the insulation blankets over the entire exhaust system, and

♣ For those who repair or own and operate vessels with these Detroit Diesel engines either as propulsion or electrical generation equipment of design configuration 16V92, 12V92, 12V71 and 16V71, inspect and verify that the proper head to head couplings are used for the fuel supply and return passages. If incorrect, contact an authorized manufacturer technician for specific guidance.

The use of proper engine replacement parts is paramount to safety!

By **Marine Safety Alert**
4 November 2014

The Intergovernmental Panel on Climate Change (IPCC) 5th Assessment

by
Iman Fiqrie Bin Muhammad
(LCDR, USN ret)
Lecturer, Malaysian Maritime Academy

The 40th IPCC session held 27-31 October in Denmark, has the most ambitious targets to date on climate change; Denmark moving to 100% renewables by mid-century and 50% wind power by 2020. The session hailed "ambitious targets to cut global man-made greenhouse gas (GHG) emissions which have reached the highest level in Earth's history." The next session scheduled for Paris in December of 2015 is to finalize targets. The 5,000 page IPCC report created by 2000 scientists took 12 months to complete (http://www.ipcc.ch/report/ar5/).

Highlight

Singapore to Use Radar Blimp to Boost Piracy, Aviation Surveillance

The radar-equipped blimp, operating 24 hours a day, will be capable of monitoring as far as 200 kilometers (124 miles) — about four times the length of the island. File photo courtesy Ministry of Defence/ Lockheed Martin

November 3 (Bloomberg) — A missing airplane and a rise in piracy attacks off the coast of Singapore has prompted the city-state to boost surveillance efforts with a radar-equipped blimp over its skyline.

An unmanned helium-filled balloon the length of an Olympic-size pool will be held down by fortified ropes to float 600 meters (2,000 feet) above ground — more than twice the height of Singapore's tallest building, the Ministry of Defense said in a statement on its website.

"Both aviation and maritime domains have to be closely monitored in the light of the more recent developments, for instance the MH370," said Rohan Gunaratna, head of the International Centre for Political Violence and Terrorism Research at Nanyang Technological University in Singapore. "So it is paramount for the governments to review the existing capabilities and build new capabilities."

The search of Malaysia Airlines Flight 370, which disappeared in March with 239 passengers on board, has pushed the aviation industry and governments to come up with better tracking systems. Hijackings of small oil tankers by armed gangs are also increasing in the region that's home to the shortest sea-trade route between the Middle East and China.

Five of the six vessels seized worldwide in the third quarter were in Southeast Asia, according to the International Maritime Bureau and International Chamber of Commerce. Globally, there have been 178 piracy incidents this year, down from 352 in 2011, the group said.

Purely Surveillance

Singapore's so-called aerostat will be similar to the ones seen at golf tournaments, which help viewers track balls in the air, Defense Minister Ng Eng Hen said in the statement. The radar, operating 24 hours a day, will be capable of monitoring as far as 200 kilometers (124 miles) — about four times the length of the island.

It's "purely for surveillance," Ng said. "It is a protector in the sky."

The balloon is also used by other security agencies, including the U.S. Customs and Border Protection, the Singapore ministry said.

The city-state's plans have prompted public concerns. Following the announcement to the local media, a reader wrote on the online Straits Times report that "being watched everyday… where's our privacy?"

In addition to the blimp, the Land Transport Authority said last month it had shortlisted three groups to upgrade its electronic toll system to one using satellite technology.

Privacy Concerns

"Privacy has basically gone out the window," said Bernard Loo, assistant professor at the S. Rajaratnam School of International Studies in Singapore, referring to existing technologies including security cameras, Google Earth and Global Positioning System trackers. "There's nothing private any longer. Everything is essentially going to be out in the open."

Singapore isn't unique. In addition to the U.S., Thailand's army paid about $10 million in 2010 for an airship to help counter a Muslim insurgency in southern provinces bordering Malaysia. Still, the U.S.-built airship has spent most of its life in a hangar in Thailand's southern Pattani province because of technical faults. It was forced to make an emergency landing in 2011 and crashed again in 2012 during a visit to the region by then Prime Minister Yingluck Shinawatra.

For Singapore, the blimp may save S$29 million ($23 million) in operating expenses every year, the defense ministry said. It will be high enough that it won't be blocked by high-rise buildings, Ng said. The blimp option was necessary because the city doesn't have a mountain tall enough for ground radar to operate effectively, the ministry said.

"At a particular height, it will have a clear line of sight to see our air and sea space," Ng said. "Singapore is a small island, we are an air and sea hub, and that potentially increases our threat, and we have to take it seriously."

By **Kyunghee Park**
On November 3, 2014

Regarding World Class, Part II: The Passionate Champion!

> "…never believe that a few caring people can't change the world. For, indeed, that's all who ever have."
> — **Margaret Mead**

Global Champion, taken from Lisa Hutt, Ring Central Connect blog

"Disruption is the new normal in business. To survive, organizations must continuously adapt and learn. An organization's ability to learn depends on the willingness, maturity, and capability to harness the latest advances in learning methods and technology" (Chakraborty).

In GlobalMET Newsletter 39, it was submitted that a country's culture plays a significant role in shaping the company's culture (Fiqrie). More so, in an Association of Training Development (ATD) interview by Ruth Weiss, she asked Senior Learning Executive (SLE), Sandi Maxey, " Who is responsible for defining and setting a company culture where learning is a priority?"; the response was that it is a partnership between executives and the learning leadership; nevertheless, "…executive leadership has to set the direction and vision. It is the learning organization's role to support this vision" (Weiss).

Per se, one common vision advocated by a number of learning institutions is to add value (i.e., value added learning), but one must ask to what standard this is to be done? For if it is to be done at the World Class level then change management may prove indispensable for executives, managers and learning staff to realize their goal of becoming and sustaining global champions in their chosen field!

For example, maritime education and training (MET), as global champions must continually deliver, evolve and exceed the expectations of stakeholders at the World Class level! Just what is the mindset of a global champion at the World Class level and why does it really matter? Put simply—global champions and world class organizations are ones which significantly surpass rivals in the pursuit of excellence, and most experts agree this means the top 5% of their industry! They are normally "in the zone," do not look back and are literally competing with no one but themselves! According to the Urban Dictionary, "in the zone" refers to "…a state of consciousness where actual skills match the perceived performance requirements perfectly…" (Urban Dictionary).

In his video series part 4., *Passionate Pursuit of Excellence*, Dr. David Cook, points out that if one is not passionate about what it is that they do, then they won't be any good at it, he elaborates on this point more and observes something called the "Blue Book" or goal book; the term Blue Book has many uses, but in this case a great example of a Blue Book might be the United Nations Development Program, Blue Book on Millennium Development Goals (MDG) that lays out goals to; eradicate extreme poverty and hunger, achieve universal primary education, promote gender equality and empower women, as well as several other goals like ensure environmental sustainability and develop a global partnerships for development (UNDP). In this use case, Dr. Cook refers to goals incorporating personal, professional and educational goals; suggesting a Maslownian approach where if a person's basic needs aren't met—then reaching the higher organizational goals and peak performance cannot be achieved! As a consequence, Dr. Cook advocates that management needs to sit down with each and every person on the team and go thru their goals, but most importantly—hold them accountable for their goals; to align their passion with the high goals they have set for themselves and the organization! There's no magic formula or silver bullet-- just hard work!

Supervisors on down to mentors cannot let their mentees off the hook easily by accepting or saying that it's ok if they don't measure up fully to the goals they have set; It's not ok and mentors are doing all a disservice if they let it go without consequences! Dr. Cook further advises, "Take your goals seriously" and puts forward 5 things which help fuel passion for those goals:

1. **Ownership**. One must own their goals, have buy-in, heart and be compelled by them!

2. **Accountability**. Share goals, become part of the larger scheme, mentorship, and investment.

3. **Noble Pursuit**. Our goals affect others positively, move them towards their goal, and have a purpose to help others and not just ourselves. According to a finding by Viktor Frankl, in *Man's Search for Meaning* http://www.pursuit-of-happiness.org/history-of-happiness/viktor-frankl/; what allowed some people to survive during extreme conditions to the end as opposed to others that gave up along the way was that those who survived were those that served others and had a higher purpose—helping others survive, helps us!

4. **Reward**. Outward incentives, trophies, something at the end of rainbow or I'm not motivated, what's in it for me, or no deal. Many of us know this one! A totally reward driven system can undermine the organization's goals and must be intrinsic!

5. **Fun**. Passion is fueled by fun, motivation is changed and the turning point materializes!

In conclusion, there's a short and to the point saying over 100 years old alluded to by the former and 26th U.S., President Theodore Roosevelt, which goes something like this—nothing in life worth having comes easy! It seems only fitting then to end the year on a high note speaking about what it takes to be a Global Champion! That way we can all reflect upon it and come back in 2015 after the holidays and New Year with renewed vigor and determination to accomplish great things for MET, the organization and our own personal goals. Notably, if there's no culture of passion in the organization, then the organization as a whole may have some soul searching and work to do to get back on track, ahead of the pack and become the World Class global champions they were meant to be! Happy New Year!

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