No. 84 / April 2021

COMMAND

The Journal Of
The Company of Master Mariners of India

Decoding Resilience

April 2021

ANGLO-EASTERN SHIP MANAGEMENT (INDIA) LTD.

THE GREAT EASTERN INSTITUTE OF MARITIME STUDIES

VARUNA AWARD

Mr. Arun Sharma

AWARD FOR EXCELLENCE

Mr.Raghuvir Chand Bhavnani

AWARD FOR GALLANTRY

Capt. Ritesh Bhamaria

58th National Maritime Day inaugurated by the Governor of Maharashtra

DG shipping and CMMI signs MoU for creating Maritime Leaders

No. 84 / April 2021

COMMAND

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The Company of Master Mariners of India

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List of elected Office bearers & wardens for the term 2019-2021 w.e.f 6th September 2019 is as under:

Capt. B. K. Jha
Master

Capt. K. V. Pradhan
Deputy Master

Capt. M. P. Bhasin
Secretary General

Capt. T. A. Almeida
Treasurer

Name	Designation
Capt. B. K. Jha	Master
Capt. K. V. Pradhan	Deputy Master
Capt. M. P. Bhasin	Secretary General
Capt. T. A. Almeida	Treasurer
Capt. H. J. Treasuryvala	Warden
Capt. V. N. Aindley	Warden
Capt. N. A. Hiranandani	Warden
Capt. M. V. Naik	Warden
Capt. S. M. Halbe	Warden
Capt. Philip Mathews	Warden
Capt. Harjit Singh	Warden
Capt. Girish Phadnis	Warden

Name	Designation
Capt. V. K. Bhandarkar	Warden
Dr. (Capt.) S. Bhardwaj	Warden
Capt. M. K. Patankar	Warden
Capt. Kamal Chadha	Warden
Capt. Rajesh Tandon	Warden
Capt. C. L. Dubey	Warden
Capt. K. N. Deboo	Warden
Capt. Prabhat Nigam	Warden
Capt. Radhika Menon	Warden
Capt. Prabhat Nigam	Warden
Capt. Nazir Upadhye	Warden
Capt. Sanjay Prashar	Warden

COMMITTEE DETAILS

Various committees of CMMI

Training committee.
Capt. B. K. Jha - Chairman
Capt. C.L.Dubey
Capt. M. V. Naik
Capt. K. N. Deboo
Capt. Y. Sharma
Capt. M. C.Yadav
Capt. S. Bhardwaj
Capt. G. K. George
Capt. Prabhat Nigam
Capt. Pankaj Sarin
Capt. D. N. Goswami

Seminar/ Events committee
Capt. S.M. Halbe – Chairman
Capt. K.V Pradhan
Capt. T Almeida
Capt. Nazir. Upadhye
Capt. V K Bhandarkar
Capt. Kamal Chadha
Capt. S. Nangia
Capt. Albe Zacharia

Annual Dinner committee
Capt. K.V Pradhan-Chairman.
Capt. M.P Bhasin.
Capt. T Almeida
Capt. Prabhat Nigam
Capt. Nazir Upadhye
Capt. Albe Zacharia

Business / Project Development / R & D committee.
Capt. B. K. Jha - Chairman
Capt. S. M. Halbe
Capt. Philip Mathews
Capt. Harjit Singh
Capt. Girish Phadnis
Capt. Vivek Bhandarkar
Capt. Prabhat Nigam
Capt. Sanjay Prashar
Capt. Harish Khatri
Capt. Gajanan Karanjikar
Capt. Pawan Gupta

Corporate Social Responsibility (CSR) committee.
Capt. Nand A. Hiranandani – Chairman
Capt. V. N. Aindley
Capt. S. M. Halbe
Capt. Mohan Naik
Capt. Rajesh Tandon

Membership Committee
Capt. K. V. Pradhan - Chairman
Capt. Harjit Singh
Capt. Suneha Gadpande
All Chapter Chairman

Compliance/Legal Advisory Committee
Capt. M. V. Naik - Chairman
Capt. V. N. Aindley
Capt. K. D. Bahl
Capt. Milind Patankar
Capt. Pankaj Kapoor

Lifetime Achievement Award and Sailing Master Exemplary Action Award Committee
Capt. V. N. Aindley - Chairman
Capt. M. P. Bhasin
Capt. S. M. Halbe
Capt. Philip Mathews
Capt. Milind Patankar
Capt. H. J. Treasuryvala

Grievance Redressal Committee
Capt. C. L. Dubey- Chairman
Capt. Phillip Mathew
Capt. Nazir Upadhye
Capt. Radhika Menon

Election Committee
Capt. M. P. Bhasin - Chairman
Capt. V. N. Aindley
Capt. K. D. Bahl
Capt. M. V. Naik
Capt. V. K. Bhandarkar
Capt. Nazir Upadhye
Capt. Gyanendra Singh

Social / Media Policy Committee
Capt. B. K. Jha - Chairman
Capt. Philip Mathew
Capt. M.P. Bhasin
Capt. Sanjay Prashar
Capt. Kamal Chadha

Library Committee
Capt. K.D. Bahl – Chairman
Capt. S.Y. Limaye
Capt. Ashok Raghavan

CMMI representation on various Technical Committees / organizations

Technical committee of IRS
Capt. S. V. Subhedar

Formal Investigation - Grounding of MV Vishwa Amber - Court case No.4399/s/2000-Marine Inquiry
Capt. Kapil Dev Bahl
Capt. V. N. Aindley

Other Committees Boards
Maritime Museum Dufferin (MMD) Trust Committee
Capt. B. K. Jha - Trustee / Signatory
Adhoc Advisory
Capt. N. A. Hiranandani
Capt. V. N. Aindley
Capt. S. M. Halbe

Command Editorial Board
Capt. Tescelin Almeida- Chairman
Capt. Kamal Chadha
Capt. V. K. Bhandarkar
Capt. Girish Phadnis
Capt. Kaustav Dutta
Capt. Ajay Gangadharan
Capt. Rajesh Nambiar

"Vetting Team" for review of books and publications
Capt. S. Y. Limaye
Capt. Ashok Raghavan
Capt. K. D. Bahl

Screening Committee for Elevation of a Member to "Fellow"

Capt. N. A. Hiranandani	- Chairman
Capt. M. P. Bhasin	- Secretary General
Capt. C. L. Dubey	- Warden
Capt. S. Bhardawaj	- Warden
Capt. Prashant Rangnekar	- Fellow
Capt. Pankaj Sarin	- Fellow

Change in nominations to the BES Trust Nominees of CMMI as Trustees on Board
Capt. B. K. Jha (Master)
Capt. K. V. Pradhan (Deputy Master)
Capt. M. P. Bhasin (Secretary General)
Capt. Pankaj Sarin (Chapter Chairman -Delhi)

The Company of Master Mariners of India

K Raheja Prime, 5th Floor, Sag Baug Road, Marol Industrial Estate,
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The Company of Master Mariners of India

- A professional body of Master Mariners and Nautical Offices, certified under ISO 9001-2015.
- Has membership base of over 3500 members; growing.
- Has 15 Chapter (branches) Nationwide and 2 overseas Chapter at Dubai and Singapore.
- Huge 'think-tank' with abilities to provide legal assistance, evaluate and resolve any marine issue.
- Has representation on various governmental and technical committees.
- Assists the administration in formulating policies.
- Promotes all round development of marine professionals by imparting and enhancing high level of technical knowledge
- Represents India at the IMO.
- Conducts technical seminars.
- Holds periodical lecture meetings/webinars on various subjects & speakers from PAN India & overseas.
- Conducts coaching for oral/competency examinations for aspiring deck officers.
- Holds 'MASTERCLASS' sessions once every two months, covering a wide spectrum of marine subjects, conducted by top class professionals from the Industry.
- Publishes an informative journal "COMMAND" Semi Annually.
- Conduct on-line classes for EXTRA MASTER's
- Publishes TAR books for B.Sc Nautical Science cadets.
- Holds annual get-togethers bringing the entire Marine Industry together.
- Is the co-founder and truestee of the "Board of Examination for Seafarers" trust, conducting Examinations for seafarers and publish related learning material on behalf of the administration.
- Maintains a library with a collection of wide range of nautical publications.

THE COMPANY OF MASTER MARINERS OF INDIA

K. Raheja Prime, 5th Floor, Sag Baug Road, Marol Industrial Estate, Off Andheri Kurla Road, Marol, Andheri (East), Mumbai - 400059

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From The Editor Desk

Capt. Tescelin Almeida

Dear Readers,

We are more than a quarter of the year into 2021. The lockdown phases have played yo-yo with the world with no respite from the dreaded Covid-19. Patience is the name of this game. CMMI has been as active as it could be with various letters to DGS for including seafarers under a priority list for receiving The Covid Vaccine and in fact as I write this page, I understand that the GOI has announced the Vaccine for all citizens above 18 years of age. I am sure that our letters and those from other bodies have played a strong role in persuading the government towards this positive decision.

As much as I choose to believe that the Shipping Industry has finally learnt the so called tricks of the trade of managing under these difficult circumstances, each time I speak to my colleagues in the "manning" sector, I am told that new problems keep unfolding which throws the crew rotation into a spin.

In this issue I have highlighted the award winners of NMDC, and I take this opportunity to congratulate each one for the hard work that has won them the awards and in turn kept the wheels of the industry turning.

I have also included some much needed information about Covid-19 vaccination, a small article on the Spider Web of claims that are expected as an aftermath of the Ever Given grounding and the press release of the proud "All Women" voyage lead by Capt. Suneha Ghadpande of SCI.

I thank all the writers who have contributed to this issue and yet again request all members to send in articles, either your own or other interesting articles that you feel will benefit our fraternity.

Let our resilience prove that:
"There's always a new horizon for every seafarer"
"There's always a silver lining beyond every dark cloud"
"There's always success where there is passion".

All the very best and God Speed!! Until the next issue.

Capt. Tescelin Almeida
The Editor

From Master's Desk

Capt. B. K. Jha (MASTER)

Welcome my fellow Master Mariners to The Election of The CMMI Court. If you are an active member of CMMI and have the zeal to make a difference by contributing to the Maritime Industry, I earnestly beckon you to nominate yourself for the role. For years CMMI has worked to be the empathetic bridge between the day to day struggles of the mariners and the government bodies. Be it by promoting training and safety, introducing new technology/Skill and providing support to our seafarers who need help.

This is an exciting time to work closely with the court as we have brought phenomenal changes, like the Extra Master course, Master Classes by experts in the field on various topics, Mentoring youngsters and many more initiatives. The key to CMMI's success is to promote change as it brings new ideas to the table and gives chance to more and more members to be involved in achieving The CMMI Vision. So let's take this opportunity to make a difference!

We've kicked off the new year with a renewed commitment to our strategy, and the COURT is at the center of that strategy. Despite the pandemic the current court has worked hard to stay on track and ensured delivering successful initiatives. Having said that, India is in the middle of second massive wave of Covid. The challenge to continue delivery of success now is even more extreme. Mariners though being the pioneer of running global commerce are faced with multiple setbacks. Times are tough and relief is scarce. CMMI is empathetic towards our warriors and will strive to provide them continued support with renewed energy. That is our number one priority for this year. With the incoming new court in charge, we hope to see fresh and collaborative effort towards this goal.

We are pleased to inform you that after Dubai, our first overseas branch, CMMI has started an overseas branch in Singapore & looking forward to opening our third overseas branch in Honkong, very soon.

On behalf of all office bearers, office staff & present wardens, I wish to thank all the members of CMMI for their continuous support.

Master CMMI

Co-opted Wardens 2020

1. Capt. Anil Kumar Midha Chapter Chairman - Chennai

2. Capt. Rahul Bhargava Chapter Chairman - Navi Mumbai

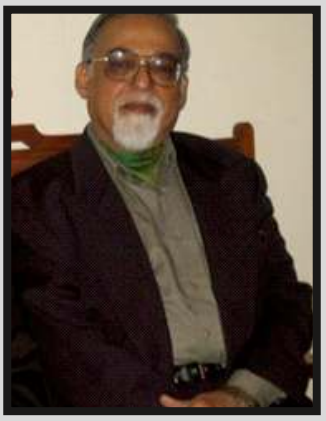
3. Capt. Kaustuv Dutta Chapter Chairman – Kolkata

4. Capt. Georgie K. George Chapter Chairman - Kochi

5. Capt. Pankaj Sarin Chapter Chairman - Delhi

6. Capt. Suneha Gadpande Sailing Master

OBITUARY



Tribute to a Mariner :

Capt. P P Radhakrishnan (1937-2021)

Born in Rangoon (Burma), the maiden sea voyage of the young “Radhakrishnan” was on a passenger ship from Rangoon to Madras. He then grew up in a traditional joint family in Kerala. He left home at a young age to follow his destiny to become a “mariner”. Having started his career at sea with “Bharat Lines”, he continued his service with “Jayanthi Shipping Company”, which later merged with “The Shipping Corporation of India (SCI)”.

He took up shore assignments in SCI in 1973, after being at sea for nearly 18 year and served in various departments sharing his intelligence, expertise & experience in the shipping industry.

In the year 1984, it was a dream come true, for our National carrier to venture into offshore shipping in India, spearheaded by Capt. Radhakrishnan. SCI played a pivotal role in displacing foreigners from the Indian Offshore sector and thereafter the trend continues successfully.

Moving quickly through the ranks, Capt. Radhakrishnan served as the Director in the “Bulk Carrier & Tanker Division “and the “Technical services Division” in SCI. He was the Chairman of “Irano-Hind Shipping Company, a joint venture between SCI & IRISL. He was also a Board member of “Indian Register of Shipping”.

In the year 1991, Capt. P P Radhakrishnan took charge as the “Chairman & Managing Director'(CMD) of the Shipping Corporation of India, the first Mariner to be in the coveted post of the National carrier. Undoubtedly SCI reached its zenith during the years he remained at the helm. He was saddened to hear about the proposed disinvestment news of “SCI”, an organisation that remained close to his heart, till he breathed his last on 7th March 2021.

Capt. P P Radhakrishnan, was pivotal in introducing several welfare schemes like the “Post Retirement Medical Scheme” and “Pension Scheme” to SCI employees. He was an advocate of adage “If you agree with me, I don't need you”. Charismatic, well groomed, enterprising, though with a mercurial temperament, he had his employees welfare over in his heart. A go-getter by all means, he believed in the old saying, “if there is a will, there is a way”. He had a magnetic voice & leadership qualities to command any organisation and was indeed, a pioneer in the Maritime Industry.

During his command of M T Vikram Jayanthi in the late 60's (one of the few Indian Super Tankers at that time), a fire broke out in its engine room when vessel was near Malta. As the fire spread alarmingly, Capt. Radhakrishnan ordered the entire crew to disembark. However, keeping up the sea tradition, he remained on board. It is learnt that the fire was fortunately brought under control steadily & the crew members re-embarked the vessel. This incident and his unrelenting sacrifice was lauded by the Shipping Industry. A salute to the brave “Master” who kept his ship before himself at all times...

The birth of “Prerana Charitable Trust” managed by the wives' of SCI employees was the vision of Mrs Pramila Radhakrishnan (Founder President) during his tenure as the CMD of SCI. The welfare schemes offered by “Prerana” gave a new hope and support to many underprivileged & downtrodden families.

Our country has produced a plethora of seafarers for decades and most of them excelled in their Maritime profession, spread around the globe. Many of them have interacted with him one way or other and cherished his leadership, magnanimity, confidence and mentorship. May Capt. Radhakrishnan remain as an inspiration and role model to all the Indian seafarers forever...

-------Om Shanti-------

The Company of Master Mariners of India

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ELECTION NOTICE
ELECTION OF "WARDENS OF THE COURT"
FOR THE YEAR 2021-2023
GUIDANCE AND DIRECTIONS

We are pleased to inform the Members that the two-year term of the present Court of **The Company of Master Mariners of India** is nearing its end and once again the time has come to elect a new Court for the **year 2021-2023'.**

While the Wardens of the present Court thank all the members for having given them an opportunity to actively participate and organise the activities of the Company, it is their earnest desire that more and more members volunteer to serve on the Court so that it is truly representative of the entire cross section of the membership of the Company.

To ensure that maximum Members are able to participate in this election and vote (Including Members abroad, traveling or sailing), for the first time, the facility of **"E-voting"** has been provided by CMMI. The facility for casting votes through remote**E-voting** will be provided by **NSDL** (a Govt. of India approved body).

The **Election Schedule** is as below.

- Posting/E-Mailing of Election Notice -30th April, 2021
- Last date for receiving Nominations-5th June, 2021
- Last date of withdrawal of Nominations-7th June 2021
- Posting of Ballot Papers for those who opted for ballot -22nd June, 2021
- Opening of E-voting portal-21st July, 2021
- Closure of E-voting portal-5th August 2021
- Last date of receiving Ballot Papers for members who have opted for ballot-5th August, 2021
- Counting of Ballot / Access of E-voting results-6th August, 2021

In order to assist our Senior Members, it has been decided to continue with the **"Postal Ballot voting"** system **parallel with the e-voting.**

A Member shall avail of any one of the below options:

1. E-voting. 2. Postal Ballot voting.

For E-voting:

Members desiring to use facility of E-voting are requested to send email to CMMI office **before 29th April 2021 on office@cmmi.co.in** with their Name, Membership number and Mobile number.

This information will be shared with NSDL. Thereafter, NSDL will directly communicate with the respective Member and assign him a secure log-in id and password for e-voting.

For Postal Ballot voting:

In case no e-mail is received by CMMI office **before 29th April, 2021.** it will be assumed that the respective Member will use the ballot voting system (by default)

Ballot papers will be sent to such Members by courier.

Information regarding the election is also available on the CMMI website at www.cmmi.co.in

You can also update your contact by e-mail or through the link provided on CMMI website..

Please feel free to contact our office any time if you need any further information.

The Company of Master Mariners of India

ceo@cmmi.co.in | office@cmmi.co.in

General Instructions Regarding E-Voting

Dear ……..

USER ID: - …….

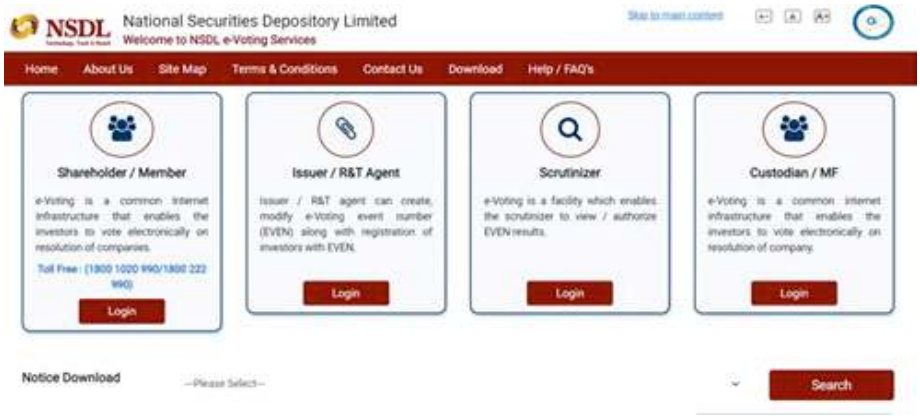
CMMI is pleased to provide the facility of remote e-voting to the Members, to exercise their right to vote on the Election(s). The facility for casting votes through remote e-voting will be provided by NSDL.

The remote e-voting period begins on -21st July 2021 and will remain open till 5th August,2021 .The remote e-voting module shall be disabled by NSDL for voting thereafter. Once the vote is casted by the Member, the Member shall not be allowed to change it subsequently.

How To e-Vote

You will receive Email from NSDL with your login credentials.

Step – 1 – Member visit NSDL evoting site https://evoting.nsdl.com and **click on 'Shareholder/Member' login button.**



Step – 2 – Member will get below page where he has to enter his/her login credentials or Members can use OTP Login method. Click on Login, after accepting Terms & Conditions.

Step – 3 – Member has to click on “e-Voting” 'Active e-voting Cycles/VC or OAVM'

Step – 4 – Member gets to see event details:-

View e-Voting Cycles / VC or OAVM									
EVEN	ISIN	Company Name	Start Date	End Date	Result Date	Holdings on Record Date	e-Voting Status	Join General Meeting	AGM Docs
-	-	-	-	-	-	-	-	-	-

EVEN- It is unique id created by NSDL for their software

ISIN- It is system id created by NSDL for software

Holding on Record Date- It is to do with shares and not applicable for CMMI warden elections.

E-voting Status – Vote has been casted or not by member

Join General Meeting- Not applicable to CMMI warden election and will be kept Blank

AGM Docs- Not applicable to CMMI warden election and will be kept as blank.

Step- 5 For E-voting, on clicking on the EVEN NO, you will be able to see the names of Nominees standing for election. You need to select any nominee you wish to Vote keeping the maximum number as 24 only. System will not allow you to select nominees more than 24.

Step- 6 After selecting the Candidate you have decided to vote, click on “SUBMIT”. A confirmation box will be displayed. Click “OK”, else to change your vote, click on “CANCEL” and accordingly modify your vote.

Step -7 once you have “CONFIRM” your vote and you have submitted, thereafter you will not be allowed to modify your vote.

Step -8. You can print the reports of your Votes. NSDL will also send Mobile confirmation of successful e-Vote

Process to Retrieve Password-:

1) Your User ID will be a combination of EVEN No. and Membership Id of association. Mentioned in Mail
2) Your password details are given below:-
   a. If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
3) How to retrieve your 'initial password'?
   a. If your email ID is registered with the association, your 'initial password' is attached with this mail.
      i. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is Membership Id of the member.
   b. If your email ID is not registered, please Use OTP LOGIN method
4) If you are unable to retrieve or have not received the “Initial password” or have forgotten your password.
   a. If you are unable to get the password, you can send a request at evoting@nsdl.co.in mentioning your Membership Id, your name. or call on toll free number 1800 1020 990 and 1800 22 44 30
   b. Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL
5) After entering your password, tick on Agree to “Terms and Conditions” by selecting on the check box.
6) Now, you will have to click on “Login” button
7) After you click on the “Login” button, Home page of e-Voting will open.

ASSISTANCE FOR E-VOTING :-

In case of any queries, you may refer to the Frequently Asked Questions (FAQs) for members and e-voting user manual for members available at the Downloads sections of https://www.evoting.nsdl.com or contact NSDL at the following toll free no.: 1800 1020 990 and 1800 22 44 30 or mail at evoting@nsdl.co.in

Thanking you,

Capt. J.C. Anand Award
(Founders Award)

Dear Members of CMMI,

The Court is proud to announce the launch of a new award called The Capt. J. C. Anand (Founders Award)

This Award was first proposed to the Court of CMMI and was approved by the court.

This Award is the first ever for CMMI.

We Append below some of the modalities that will go into the selection of the Awardee:

Preamble

One of the objects of CMMI is to promote professionalism amongst the seafarers. A founder's award (Proposed and supported by Capt. J C Anand) has been instituted to encourage and support initiatives that promote safety and innovation which contribute to overall well-being of the Maritime industry. This award will be bestowed annually on a deserving candidate.

General:

1. All awards will be on the basis of nomination.
2. Nomination can be by self, in which case it should be supported by 2 members with more than 5 years standing.
3. Nomination can be by 2 members of 5 years standing, in which case the proposed recipient should be willing to accept the award, in case selected.
4. The proposed recipient of award should be a CMMI member (any grade)

Leadership Award

This award is intended to acknowledge demonstration of leadership which has had a positive impact on the course of events, and have contributed positively to protection of life or environment or asset (ship and cargo)

1. This is not only an individual achievement award, but that of having successfully led a team in achieving a desired goal.
2. The achieving of the stated goal should have and an impact on society in general.
3. The nominee is expected to:
   a. Indicate the business or unit he/she leads or had led.
   b. The 'journey' of the enterprise.
   c. Lessons learnt.
   d. Measure of success (tangible measure required- for eg. business improvement, prevention of loss etc)

Innovation

1. Innovation in systems or product should enhance safe operation of ships (safety of life, cargo, environment, asset)
2. Could be development of a process or product- for shipboard or shore related use.
3. Should have been developed within the preceding 5 years.
4. What was the challenge or goal?
5. How was it achieved?
6. Has it been marketed and/or in use? (Please give examples, if any)
7. Has it been patented? If yes, provide copy.

For more information please keep a sharp lookout on the CMMI Website.

The Above mentioned award will be in addition to the Annual Lifetime Achievement Award and the Annual Award for Saving Life at Sea.

All Awards of the CMMI will be handled by the Award Committee in Force during any particular period of time.

Cheers! And Best of Luck in the continuous race for achievement and victory.

HTW 7 REPORT - SUB-COMMITTEE ON HUMAN ELEMENT, TRAINING AND WATCHKEEPING

Role of the human element with respect to the Covid-19 pandemic was one of the key factors of the meeting. The human element concerns, both safety and environmental protection.

HTW 7 has considered the impact of the Covid-19 pandemic on the human element. In particular, the pandemic has led to challenges related to the issuance and maintenance of seafarer certificates. Obtaining a medical certificate during the Covid-19 pandemic has become quite a challenge and requires flag states to come up with practical solutions.

Seafarers are having difficulties in maintaining their certificates because necessary courses are not available. All this and more has been discussed in detail at the HTW-7 Sub-Committee Meeting.

Command Journal is proud to include in this issue, a summary of the outcomes of each Agenda point of the meeting, for the perusal of all its readers.

Seventh session of the Sub-Committee, held remotely from the IMO Headquarters, 4 Albert Embankment, London, SE1 7SR, from (Mon) 15th to (Fri) 19th February 2021

The Secretary-General of IMO, Mr Kitack Lim, was unable to attend the meeting, hence Ms Heike Deggim, the Head of the Maritime Safety Division welcomed delegations on his behalf, highlighted the following points and wished the delegation a successful week.

IMO has done much to try and support and assist many hundreds of Seafarers stranded at sea and at home. The crisis is far from home, but hundreds of thousands are still stuck at sea and at home and they are not being properly supported by their nations and this threatens Global Trade.

Pointed out the IMO Protocols on Crew Changes and mentioned the UN Resolutions at UN General Assembly, IMO and the ILO. More than 50 Nations have recognised seafarers as key workers but more still needs to be done to support them and treat them as key workers.

A streamline Agenda has been proposed only with much postponed to the next session of the Sub Committee.

The full text can be found at: https://www.imo.org/en/MediaCentre/SecretaryGeneral/Pages/Secretary-GeneralsSpeechesToMeetings.aspx

The Director then went on to elect a new chair for the 2021 meeting in accordance with Agenda Item 14 as the current chair from USA has indicated she is able to continue if requested.

1. **Agenda item 1 - Adoption of the Agenda**
   a. It is hoped to set up Working groups during the session for Agenda Items 6 and 8. These will be agreed during the introduction and discussion of those items.
   b. Many of the Agenda Items are being postponed to HTW 8 and only those taken which are deemed urgent of COVID-19 related.
   c. ITF intervened to state how disappointed they were with the number of issues delayed and the amount of issues facing the human element during this time and how poorly Seafarers are being treated. The full intervention should be attached to the report of the sub-committee.

2. **Agenda item 2 – Decisions of other IMO bodies**
   a. HTW 7/2 - Secretariat - Outcome of TC 69, FAL 43, MEPC 74, MSC 101 and C122
   b. The Sub-Committee will be informed of relevant decisions and actions taken by other bodies of the Organization and will be invited to take action, as appropriate, under the relevant agenda items.
   c. The Sub-Committee noted that SDC 7 had agreed that, with respect to the need for advice from the HTW Sub-Committee on training requirements for industrial personnel, who are not subject to the STCW Convention and Code, there was no need for any specific input from the HTW Sub-Committee and had requested HTW 7 to note the draft International Code of Safety for Ships Carrying Industrial Personnel and the provisions for training of industrial personnel therein (SDC 7/16, paragraph 6.20).
   d. Nothing significant to report

3. **Agenda item 3 - Validated Model Training Courses (WG 3)**
   a. HTW 7/WP.4 – Sec – Arrangements for the validation of model courses by HTW9.
   b. The Sub-Committee will not be validating model courses at this session and will be invited to postpone consideration of documents submitted under the original deadlines to HTW 8.
   c. The Sub-Committee will further be invited to consider arrangements for the validation of model courses by HTW 9, together with the timetable and draft terms of reference for the revision of the corresponding model courses.
   d. The Chair then proceeded to agree the following points from HTW 7/WP.4 Para 9 above
      i. endorse the proposed model courses to be revised for validation by HTW 9 (paragraphs 4 to 6); endorsed
      ii. consider and approve the draft terms of reference and time frames for the revision of the model courses endorsed in sub-paragraph .1 above (paragraph 7 and annexes 1 to 3); Considered and agreed
      iii. request the Secretariat to take the necessary action for the hiring of developers for the revision of the model courses in sub-paragraph .1 above, subject to the Secretariat's contracting process; Agreed
      iv. establish, at this session, review groups to work between sessions by correspondence to review the model courses endorsed in sub-paragraph .1

above; and urge to notify the Secretariat of the corresponding contact details to ModelCourses@imo.org within 1 month from the closure of this session (paragraph 8); Agreed and

v. select review group coordinators to review the draft model courses endorsed in sub-paragraph .1 above. This was agreed including the preselection and recorded in the report of the Sub-Committee for interest

Model courses planned for validation by HTW 8

- New model course (MC) on Passenger Safety, cargo safety and hull integrity training;
- Revised MC 2.03 on Advanced training in firefighting;
- Revised MC 1.22 on Bridge resource management;
- New MC on Engine-room resource management;
- Revised MC 3.25 on Security awareness training for all port facility personnel;
- Revised MC 3.26 on security training for seafarers with designated security duties; and,
- Revised MC 3.27 on Security awareness training for all seafarers.

Model courses planned for validation by HTW 9

- MC 1.23 on Proficiency in survival craft and rescue boats other than fast rescue boats;
- MC 1.24 on Proficiency in fast rescue boats; and,
- MC 1.20 on Fire prevention and firefighting.

4. Agenda item 4 – Role of the Human Element

a. Taking into account the impact of the COVID-19 pandemic on maritime safety and security and, in particular, on the human element, the Chair has decided that documents related to consideration of measures to alleviate the consequences for the maritime sector and seafarers of this and future pandemics may be submitted under this agenda item (see also document HTW 7/1/Rev.2).

b. The Sub-Committee agreed to postpone consideration of documents submitted under the original deadlines to HTW 8.

c. the following 2 papers were reviewed:

d. HTW 7/4/4 – USA - Meeting standards of medical fitness during the COVID-19 pandemic

i. The Sub Committee welcomed update and looked forward to the proposed paper for a new output to MSC to amend the STCW Convention and Code in order to alleviate the burden on seafarers from the requirement to meet the standards of medical fitness in order to qualify for the issuance of certificates (of competency or proficiency) or endorsements in accordance with STCW regulation I/2. The Chair asked that interested parties contact the USA accordingly.

e. HTW 7/4/5 – Norway - The effects of the COVID-19 pandemic on seafarers' certification and training Submitted by Norway

i. The issues were discussed at some length and in order to arrive at some common views and understandings to mitigate the effects of the pandemic on seafarers' certification and training of seafarers in the coming years it was agreed that a Correspondence Group should be set up, if agreed by MSC 103, to report to MSC 104 on Short term measures and harmonisation of nations proposals. In addition, medium and long term measures should be proposed for MSC 104 to consider. Terms of Reference were agreed and issued under a J Paper HTW 7/J/6. The Coordinator of the Group will be Mr Haakon Storhaug, Norway with contact details in HTW 7/WP.1. David Appleton will represent IFSMA.

5. Agenda item 5 – Reports of Unlawful Practices associated with Certificates of competence.

a. The Sub-Committee postponed consideration of this agenda item to HTW 8.

6. Agenda item 6 – Implementation of the STCW Convention

a. HTW 7/6 – Sec- Implementation challenges emanating from the communication of information by STCW Parties

b. HTW 7/6/1 – Japan – Need for technical assistance to ensure proper implementation of the communication of information provisions

c. HTW 7/6/2 – USA – Communication of information provisions in the STCW Convention and Code

d. The above 3 papers were taken together and after a brief discussion all papers were sent to the WG for consideration. The WG was formed, attended by David Appleton (Nautilus Int) with TOR at HTW 7/J/4 under the chair of Mr Luke Harden of USA.

e. The Report of the Working Group is at HTW 7/WP.6. There was nothing specific for IFSMA. A Correspondence Group was formed to continue the work under the chair of Mr Victor Soeiro of Luxembourg.

7. Agenda item 7 – Development of amendments to the Revised guidelines for the Development, Review and Validation of Model Courses (MSC-MEPC.2/Circ.15/Rev.1)

a. The Sub-Committee postponed consideration of this agenda item to HTW 8.

8. Agenda item 8 – Comprehensive Review of the 1995 STCW-F Convention

a. HTW 7/8 – Japan - Report of the Correspondence Group

I. The Report was forwarded to the WG for consideration.

b. HTW 7/8/1 – Sec – Report of the Intersessional Working Group

i. The report was to the WG for consideration

c. HTW 7/8/2 – Netherlands, FAO and ITF – Draft amendments to provide sustainable fisheries training for all fishers

i. Taking into account the statement from MEPC on Marine Plastic Litter education and training awareness this Paper should go to the WG for consideration of content and placement in the Convention and report to Plenary accordingly.

d. HTW 7/8/3 – Republic of Korea – Draft amendment to

regulation IV/I of the 1995 STCW-F Convention

i. It was decided that only the aspect of Engineering Watchkeeping provision be forwarded to the WG for consideration. The aspect of Security provision should not be considered at this stage.

e. HTW 7/8/4 – Republic of Korea – Training of fishing vessel personnel on how to prepare and respond against pirates and armed robbers

i. To be sent to the WG for consideration and make recommendations to plenary.

f. HTW 7/8/5 – Spain – Introduction of a medical certificate within the scope of STCW-F.

i. This Paper will be referred to the WG for consideration and inclusion in the amendments.

g. HTW 7/8/6 – Japan and Spain – Justification of draft exemptions provision for basic training agreed by ISWG/STCW-F 1 and consequential amendment to the definition of "limited waters"

i. This paper to go to the WG for consideration

h. HTW 7/8/7 – Spain – Proposed equivalence in tonnage for 12m length

i. This paper to go to the WG for consideration

i. HTW 7/WP3 – Sec – Consolidation of proposals submitted to HTW 7 on the comprehensive review of the 1995 STCW-F Convention

j. All the above Papers caused significant debate and the results of which can be found on the full report. It was agreed that HTW 7/WP.3 should be used as the base for the Amendments to the Convention. The Chair then directed the WG be formed with TOR iaw HTW7/J/4 under the Chair Mrs Fadil, Singapore.

9. Agenda item 9 - Development of amendments to the STCW Convention and Code for the use of Electronic Certificates and Documents of Seafarers

a. HTW 7/9 – Russia - Report of the Correspondence Group on the Use of Electronic Certificates and Documents of Seafarers

b. Following a long discussion it was agreed that additional work needs to be done on this and that there was much support for the light touch approach taken by the CG. There was overwhelming support for a WG to be held at HTW 8 to consider this issue further. Notwithstanding, It was agreed to reopen the Correspondence Group to try and resolve a number of the issues and concerns raised – The Chair remains with the Russian Federation.

10. Agenda item 10 – Development of Measures to ensure quality of Onboard Training as part of the Mandatory Seagoing Service required by the STCW Convention

a. This Item was not discussed and has been deferred to HTW 8

11. Agenda item 11 – Development of measures to facilitate Mandatory Seagoing Service required under the STCW Convention

a. This Item was not discussed and deferred to HTW 8

12. Agenda item 12 – Development of Training provisions for Seafarers related to the BWM Convention

a. This Item was not discussed and deferred to HTW 8

13. Agenda item 13 – Biennial Status Report and Provisional Agenda for HTW 8

a. The Sub-Committee will be invited to review its biennial status report, taking into account the progress made at the session, and to prepare the draft provisional agenda for HTW 8, in accordance with the Organization and method of work of the Maritime Safety Committee and the Marine Environment Protection Committee and their subsidiary bodies (MSC-MEPC.1/Circ.5/Rev.1), for approval by the Committee.

14. Agenda Item 14 - Election of Chair and Vice-Chair for 2022

a. Canada proposed Ms Mayte Medina of USA to be elected for 2022 and seconded by the Netherlands. This was passed unanimously by silence.

b. The current Vice Chair, Mrs Farrah Mohd Fadil of Singapore was nominated by Republic of Korea and seconded by Ukraine. She was duly elected to continue in the role by silence.

15. Agenda Item 15 – Any other business

a. HTW 7/15/2 – New Zealand – Paragraph 11.2 of the draft guidelines for safety measures for fishing vessels of 24m in length operating in polar waters.

b. The Sub-Committee will be invited to consider document HTW 7/15/2 only, with a view to providing advice to MSC 103 directly, to be taken into account when considering the draft guidelines for fishing vessels of 24 m in length and over operating in polar waters for approval (SDC 7/16, paragraph 16.1.3).

c. There was support for the paper but with minor modification to 11.5.1.

d. HTW 7/WP.5 – Sec – Draft interim guidelines on safe operation of onshore power supply (OPS) service in port for ships engaged on international voyages

i. A number of concerns were raised but as there was not the opportunity to have a thorough discussion, it was agreed that because of the amount of work remaining to be done on this it will be reported to MSC 103 in the report of the Sub-Committee to get their guidance for HTW 8.

16. Agenda Item 16 - Report to the Maritime Safety Committee

a. The Sub-Committee will be invited to consider and adopt its draft report for submission to the Committee for approval.

HTW being a Sub-Committee, requires all decisions concerning rules, regulations and dates to be further considered and approved at the meeting of MSC 103 to be held in June 2021. Readers are requested to keep a lookout in the oncoming issues, for the same.

The Editor

D.G. Shipping & CMMI signs MOU's for "CREATING MARITIME LEADERS"

Suez closure likely to lead to 'a spider's web' of claims

(This Article is being published with permission from the Author and from The Editor of Llyod's List where it first appeared in April 2021)

Legal action from cargo interests against underwriters expected in multiple jurisdictions, often in response to dispute over size of claims

By David Osler

De facto closure limited to four days and fewer than 10% of transits in March, Leth Agencies add

Source: Suez Canal Authority**THE KNOCK-ON EFFECTS OF THE VESSEL EVER GIVEN BECOMING GROUNDED IN THE SUEZ CANAL ARE NOW BEING DIGESTED ACROSS THE WORLD.**

EXTENSIVE litigation in multiple jurisdictions is likely to result from the unexpected closure of the Suez Canal in the wake of the Ever Given grounding, as cargo interests seek to dispute the value of their claims, a US lawyer says.

John Ellison, partner at the Philadelphia office of law firm Reed Smith, pointed out that many companies were impacted by the delay and rerouting of vessels, with up to 400 ships tailed back at one point.

His comments come after Lloyd's List established last week that both Japanese owner Shoei Kisen and Taiwanese charterer Evergreen have applied for in rem writs against the vessel in London, which is likely to be the venue for any dispute arising from the charterparty.

Many of the affected companies will have carried trade disruption policies and their own first party coverage, which pay out on contingent losses and not solely on damage to property.

"That's the next layer after you deal with the in rem proceedings over the direct loss," he said. "The spider web gets bigger and the parties whose goods were on the vessels are also dealing with their own impacts and losses, and that will lead to a second layer of insurance claims."

The jurisdiction will depend on where the goods were headed and where the assureds are incorporated. The tendency will be to litigate over the most expensive claims.

"Where these things get into a dispute often is how you value the loss, especially when you are talking about a lost revenue claim or lost income. There is never a black and white answer to that question. Accountants, just like lawyers, are good at coming up with different ways to argue about things."

Insurance companies may in their turn claim against Evergreen or other entities, he noted.

Meanwhile, logistics marine mutual TT Club has warned of other potential consequences, after many ships opted for passage around South Africa's Cape of Good Hope while the canal was blocked.

Mike Yarwood, the club's managing director for loss prevention, said that beyond the delay to cargo on board the ships affected, there will inevitably be knock-on effects for those involved in discharging the containers at destination, as well as for final-mile delivery carriers.

"While the immediate impact may be a lack of cargo arriving when expected, presenting market supply challenges, it is when the cargo does start to turn up that further potential risks emerge," he added.

The situation will also aggravate the existing imbalance of container equipment, especially on east/west routes, as laden containers are tied up and availability to reposition to shipment areas has diminished.

There is also a heightened risk of theft at ports and freight depots, which will necessitate greater focus on security.

"Whether it simply be at an overspill holding or storage area, or temporary warehousing, wherever and whenever cargo is not moving, it is more likely to be stolen. Due diligence, undertaken to ensure that any third party provider of storage is adequately resourced to meet these demands, is a prudent step to take in these circumstances."

Driver shortages are already expected to soar through 2021, particularly in Europe, as highlighted by a recent International Road Transport Union survey.

This will exacerbate the difficulties in delivering import cargoes and picking-up consignments for export.

The canal itself appears to have bounced rapidly back from the incident, according to statistics produced by Leth Agencies, a prominent Egyptian ship agency.

De facto total closure was only witnessed on four days, March 24 to March 28. The number of transits in March 2091 was 1,479, a 9.7% decline on March 2020.

Chandelier Below The Hawse

An experience while weighing anchor with a fouled cable.

By Capt. Kiran Joshi

It was a pleasant January afternoon at Vadinar anchorage in Gulf of Kuchch and the year was 2002. Weather was nice with light air and tide was not that strong.

I was in command of a Suez max tanker, M.T. Ankleshwar. Loaded to the summer draft with crude oil. This was our voyage just prior going for dry docking repairs to Dubai.

We were told of the mooring programme for berthing at Vadinar SBM on that afternoon. Vadinar control reconfirmed the pilot boarding time at 1600 hrs that evening.

As a prudent Master, I had all geared up for weighing the starboard anchor well in time before the pilot was to board our vessel. **Capt A.K. Khanna**, was a seasoned pilot on his way to the vessel. We had paid out to seven shackles on deck a couple of days back considering the strong currents in GOK. Chief officer and the anchor stations team were busy in the routine activity. “Bridge forward, commenced heaving up starboard anchor, seven on deck, short stay, two points on starboard bow, Sir”. I acknowledged the report by saying “Roger, seven on deck, short stay, two points”. As each shackle was coming up the chief officer kept reporting the status and the Bosun kept ringing the bell indicating number of shackles. Then there was a next report three on deck and there after the chief officer reported, within a few seconds, “the starboard cable is in a big jumbled knot and unable to heave up anything further”.

By this time the pilot was, along with the mooring team, close to the vessel and was to board our vessel within a matter of about ten minutes and asked me what is the status of heaving up the anchor. I conveyed to the pilot about the problem in heaving up anchor and told him to await further for a few minutes as we try resolving the issue. I instructed the forecastle team to let go the anchor in a hope it may open up the knot in case the luck favours us. Chief officer promptly followed the instructions and we once again resumed heaving up the anchor. Once again the knot on the cable reappeared without any improvements. The part of cable was dangling like spaghetti through the knot.

By this time the pilot was onboard and as a friendly gesture went on forecastle to see what actually is the problem and then came on the bridge and mentioned to me that Captain Saab, it looks a very nasty knot and may not open up soon and better he would go back and he can berth the vessel by the next tide at the day break, next day.

Pilot disembarked from the ship wishing me all the best.

There after we did let go the starboard anchor and heaved up the anchor several times hoping for the knot to open by its own. By this time the darkness was setting in but there was no change in the status.

I had already called up our ship's technical superintendent, who was very proactive to ship's requirements. How ever as the practical difficulty was to be resolved by the “on the spot team” nothing much could be done by the shore advice.

Meanwhile, the shore support by the way of exploring a remote possibility of a barge to be provided was discussed but the four “Ws” were yet to be addressed. When, where, what and why?

We, as a team on board, were also exploring various ways how to resolve the situation as the vessel, by now, had missed the berthing schedule and was off hire and commercial implications and the calculations had already started in the minds of many.

Not to leave the things to the experience of the chief officer and his team, I proceeded forward leaving the bridge to second officer having instructed him to monitor the ship's position closely. We did let go the anchor once again and resumed heaving up but there was no change in the knot on the anchor cable. It needed a detailed study and an analysis of what had happened. I closely studied the knot thereafter and realised that the cable was knotted as if all the fingers were held in a fist and hence as we were trying to heave up the cable it was getting strained further and not able to open up.

Now the big question was how to open the knot?

I got one of the seamen readied, donning all the PPE and a pilot ladder was lowered along the anchor cable very close to the top of the knot on the cable where one could connect a medium size wire sling to the concerned link. There after an eye of a mooring wire from starboard side, outboard of the gypsy was lowered to the level just close enough to connect it by a wire sling. The seaman who was to climb down the pilot ladder was explained all the risks involved and was told his safety was paramount and not to worry about anything else. As the knot had not opened even after letting go the starboard anchor so many times, it would not have opened accidentally now. That was the very basis of taking the risk of sending a person on the ladder to connect the wire snotter to the cable and mooring wire.

After the connection was done the seaman climbed back on board safely. Further we started walking back the cable and the mooring wire slowly keeping a bit of tightness on the wire rope all the time. Just prior the cable reached the seabed we stopped paying out the mooring wire also.

After a while we got geared up to heave up the anchor cable. As expected outer length of the cable now was held by the mooring wire, which was of 40 mm diameter, and the entire cable was now settled down on the seabed, there may have very little tension on the outermost layer of cable which was incidentally holding the entire knot. Thus the fist now got loosened and allowed the inner cable to come out with much ease. As we kept heaving up the cable the weight held by the wire snotter was too much to hold and a quick parting sound was heard and the tension on the mooring rope was released suddenly. I was relieved as I had the intuition that the job was done. There after the cable started heaving up easily without any entanglements and came up the normal way.

There after using the port anchor we re-anchored the vessel in the same position. Reported the status to Vadinar Control that vessel is ready for berthing any time. Retendered the Notice of readiness to charterers.

Next day morning the vessel successfully moored at Vidinar SBM without any further issues. Pilot did appreciate the ship's team efforts and the way all the unnecessary expenses of bringing a barge were avoided.

By systematic study and analysis we could avoid a major delay in our ship's commercial venture. In the hindsight, I realised that the vessel may have paid out the cable too fast while anchoring and thus may have fouled the cable. We learnt a thing or two in this entire incident and a thing to be kept in mind was never be complacent about any operations on board however regularly one might be doing it.

So wish you all a very safe anchoring wherever you anchor and hope you may not experience this type of problem any time. Be safe and take care.

Capt. Kiran Krishnaji Joshi

Master Mariner

Sailed mostly on VLCCs of The SCI,

Recently superannuated after a tenure of 41 years at sea.

Loves traveling, reading, writing.

Also involved in environmental awareness.

'All Women Officers' Sailing' aboard SCI Tanker m.t. Swarna Krishna – A historic and landmark achievement of Shipping Corporation of India Ltd.

The Shipping Corporation of India Ltd. (SCI), as a part of its ongoing Diamond Jubilee celebrations and also to commemorate the International Women's Day on 8th March, 2021 achieved another feat when Shri Mansukh Mandaviya, Hon'ble Minister of State (I/c) for Ports, Shipping & Waterways, virtually flagged off the "All Women Officers' Sailing" on MT Swarna Krishna – SCI's product carrier from JNPT Liquid Berth Jetty on 6th March 2021.

He acknowledged the contribution and sacrifice of the women seafarers who acted as the Indian ambassadors to the global maritime community. He applauded the Officers, majority of whom hailed from the Indian Hinterlands, for choosing seafaring as a career and admired their determination for daring to take on the difficult profession regardless of the

M.T. Swarna Krishna

hardships, proving that they were unstoppable. Recounting the incredible feats achieved by several seafaring women in the past, he stated that women in the Indian maritime sector 'had arrived' to take on the challenges, excel in their performance and make the nation proud. He congratulated SCI's efforts in pioneering the women's integration into the sector and commended each of the 14 Lady Officers for their courage and valor; and also wished them a successful voyage and many more voyages ahead.

Dr. Sanjeev Ranjan, Secretary (Shipping), **Shri Amitabh Kumar**, DG Shipping, Shri Rajiv Jalota, Chairman, MbPT and **Shri Sanjay Sethi,** Chairman, JNPT, who attended the ceremony virtually commended the efforts of the women seafarers. **Capt. Suneha Ghadpande** and CEO, **Ms. Divya Jatin Jain**, were also present with Officers of the Team.

The Captain and CEO of m.t. Swarna Krishna narrated the experiences of their maritime career and the requisites for sustenance and excelling in the sector. A few members of the Team Swarna Krishna also spoke virtually.

A silver plaque was presented by **Shri Mandaviya** to the Captain of m.t. **Swarna Krishn**a, as is customary in recognition of the Team Swarna Krishna's valour and courage to commence upon the voyage from Mumbai to Vadinar, a 'historic' and 'first ever' sailing, commanded and managed wholly by Women Officers on board on the eve of IWD 2021.

Chairman, JNPT, spoke about the paradigm shift in the perception of the sector from a 'male dominated, to an 'inclusive' one which would augur well for the Industry and congratulated SCI on achieving the same. Chairman, MbPT, joined in wishing SCI and Team Swarna Krishna for the feat accomplished which would set an example for others to follow.

DG, Shipping, while acknowledging that an “All Women Officers' sailing” had been an intense desire of the Indian Shipping Regulatory Authority for a long time also considering the meritorious women officers serving on the Indian fleet some of whom he was familiar with. He said it for sure was not an easy task to have been accomplished and commended the efforts of SCI and congratulated Mrs. H.K. Joshi, CMD, SCI, in particular, for executing the same. He expressed pride for SCI – an organisation which was itself being led by a woman C&MD for the first time in the 60-year-old history of the company and for her determination to put such an event together. He observed that this would be the first such event globally where a vessel of a certain Flag was being commanded and managed by an “All Women Officers” of the same nationality – trained and certified also in the same country. India had thus achieved a feat in the global maritime map to do so, and that too well timed to commemorate the International Women's Day.

Secretary, Shipping, Ministry of Ports, Shipping & Waterways, echoed the sentiments expressed by the DG Shipping and stated that such opportunities would encourage participation of young Indian girls in the maritime sector, which in turn would help attain the vision of Atma Nirbhar Bharat and aid in doubling the number of seafarers in next 5 years, in line with Maritime India Vision target.

CMD, SCI, stated that the company had an inherent culture of providing equal opportunities and had always advocated Diversity & Inclusion. This contributed in breaking down the stereotypes in the male dominated field and this concerted effort shall help the industry to move forward and support women to achieve a representation in keeping with the 21st century expectations. She thanked all stake holders for their support in making the event a success and went on to congratulate and wish the Captain, CEO and Team Swarna Krishna for a superlative performance as was expected of them and she urged the “All Woman Officers Team” who were the Brand ambassadors for the Indian maritime sector to keep the flag of the Nation flying high at all times.

The event has indeed aligned to the theme for the International Women's Day (IWD 2021) viz “Women in leadership: Achieving an equal future in a COVID-19 world” and the IMO theme 2019 viz. “Empowering women in the Maritime Community”. The Company had been honored with the Diversity & Equality Awards in the past, as also a recognition by the NUSI as the Shipping Company employing the highest number of women seafarers

'58th National Maritime Day' celebrated in the presence of Shri Mansukh Mandaviya, Hon'able Minister of State (I/C) for Ports, Shipping & Waterways

Honorable Guests

The Grand Finale function of **'58th National Maritime Day'** was celebrated on **5th April 2021** online which was attended by a large number of Maritime personalities, Seafarers and families in India and abroad, to commemorate sailing of the First Indian owned vessel "S.S. Loyalty" on her maiden voyage from Mumbai to London.

The Chief Guest of the function, **Shri Mansukh Mandaviya,** Hon'able Minister of State (I/C) for Ports, Shipping & Waterways congratulated all stakeholders of the maritime fraternity on this important day and gave detailed account of Indian maritime history due to which India remained connected with the globe for trade and commerce. He emphasized that great importance is being given by the present Government to improve ports, infrastructure, connectivity and ancillary units for improving the transportation and generating more employment. He informed that 'Maritime India Vision-2030' has been formulated and targets are set for the overall development of the maritime sector in India. He appreciated all initiatives taken to help seafarers during the pandemic including their joining and getting off the ships.

Dr. Sanjeev Ranjan, Secretary, Ministry of Ports, Shipping & Waterways (MPSW) appreciated the tremendous contribution made by maritime community and informed that government is promoting Ease of Doing Business to reduce logistic costs and facilitate shipping and is working towards making the Indian maritime sector, the foremost position in the world. He gave the detailed account of the recent developments in the maritime legal aspects. While giving emphasis on the Maritime India Vision 2030 which gives more than 150 initiatives, he stated that we all will be able to make the vision a reality and in making the task of 'Atmanirbhar Bharat' achievable.

Shri Amitabh Kumar, Director General of Shipping gave a brief account of India's glorious & flourishing maritime history since 3500 BC and the challenges of the maritime sector. He informed that the theme of this year celebration was 'Sustainable Shipping beyond Covid 19' and mentioned that our fight against COVID started with developing SOPs and creating infrastructures to facilitate crew change and allowing sign-on/ sign-off for Indian and foreign seafarers using our Vande Bharat Mission Flights, Bubble Flights and Charter Flights which helped a large number of seafarers and this action was unparalleled anywhere in the world.

Mr. Guy Platten, Secretary General of International Chamber of Shipping in his keynote address thanked seafarers for their sense of duty and dedication in maintaining supply chains during the Pandemic ensuring supplies of medicines, fuel and food in particular. He talked on the issues of the environment and expressed a need of urgency for alternative carbon free fuels. He also mentioned about a proposal at International Maritime Organization to establish a Maritime Research & Development Board to go into details and research for a Zero Carbon Fuel.

During this program, various awards were conferred upon the meritorious persons and excellent organizations.

The National Maritime VARUNA Award was conferred upon Shri Arun Sharma, Executive Chairman, Indian Register of Shipping,

the National Maritime Award for Excellence to **Mr. Raghuvir Chand Bhavnani**, Advisor, The Viswa Group of Companies for their exceptional and outstandingly all-round contributions to the global Maritime Sector.

The National Maritime Award for Gallantry was conferred upon **Capt. Ritesh Bhamaria** for exceptional act of outstanding bravery in extraordinarily adverse circumstances in a maritime situation and saving lives of two fishermen in the straits of Torres in between Australia and New Guinea.

The Great Eastern Institute of Maritime Studies was awarded with the National Maritime Award for Best Marine Training Institute and Anglo Eastern Ship Management Pvt Ltd with the National Maritime Award for Best Foreign Employer of Indian Seafarers.

The online function ended with **Shri Atul Ubale**, Chairman, NMDC (Organizing) Committee explaining about various programs conducted during the National Maritime Week Celebrations and finally **Dr. Raut Pandurang**, Member Secretary, NMCDC (Central) Committee presented the vote of thanks.

(The above information was received through a press release from DG Shipping.)

Should the Master Always be Liable

By CAPT. PANKAJ KAPOOR

While it is widely advocated that Master has sole responsibility for safety and navigation of his vessel, there have been many incidents where courts have ruled that, if in error, a pilot must also be held accountable.

In one of the recent cases of the car carrier **City of Rotterdam**, both Master and Pilot were found at fault and sentenced to four months in prison for their involvement in a collision with the **Ro/Ro *Primula Seaways*** in December 2015. Capt. Ruslan Urumov and pilot Gehan Sirimanne both pleaded guilty to charges of conduct endangering a ship. Additionally, Pilot was asked to pay a sum of $60,000 in court costs, an amount which was covered by his former employer, Associated British Ports.

In this case, on December 3, 2015, the City of Rotterdam departed the port of Inningham, England. While the vessel was outbound, strong winds and a pronounced tidal stream set her to the north, towards the inbound lane. The Primula Seaways heading inbound and making 14 knots was alerted by the VTS of the Rotterdam's situation and the growing risk of collision.

On board Rotterdam, the pilot made a number of course alterations to offset the wind and current and bring her back to the south. The heading changes were not sufficient, and the vessels collided. The Rotterdam suffered damage below the waterline and a long gash along her port bow, and the Primula had to undergo repairs of approximately USD 3 million on her bows and forecastle.

Wile it's true that as soon as the pilot boards, Master hands over the CONTROL of the vessel and not the COMMAND, it's also true that control is handed over with the confidence that Pilot has intimate knowledge of the prevailing local currents and conditions. Master relies on the expertise of Pilot to take his vessel safely in and out of port. And any breach of that confidence and trust should also be highlighted.

Laws of mostly all countries define a Pilot in very general terms.

Singapore MPA defines a pilot as *"any person not belonging to a vessel who has the **conduct** thereof", whereas Australia's Navigation Act defines Pilot as 'a person who does not belong to, but has **conduct** of, a ship.' Indian statute gives a rather more general definition by stating that Pilot is "a person for the time being authorized by the Government to pilot vessels"*

A word which strikes out is CONDUCT of the vessel. Surprisingly all these acts are silent on the definition of CONDUCT. What precisely is CONDUCT? Most courts have restricted themselves to the definitions given for "Pilots" in their respective statutes. Some assistance can be derived from Chief Justice Barton's remarks in the famous case of ***Fowles v/s Eastern & Australian Steamship co*** where he stated that

"The master of every vessel not exempt from pilotage, arriving at or off any port whereat any pilot shall have been appointed for the purpose of entering any of the said ports or harbours, shall deliver and give in charge such vessel to the duly qualified pilot who shall first board or go alongside of such vessel in order to conduct the same into port, and such pilot shall if required by such master produce his authority to act as such pilot, and no master of any such vessel shall proceed to sea from any of the said ports or quit his station or anchorage in any port, without receiving on board the harbour master or some pilot appointed as aforesaid to move or conduct the said vessel to sea."

In another case of ***The Andoni***, Justice Hill remarked that:

*"In my opinion a pilot, prima facie means, to use Lord Tenterden's words, "A person taken on board at a particular place for the purpose of conducting a ship through a river, road or channel or from or into a port." And where you find that pilotage is compulsory, that, prima facie, means that the pilot is entitled, and the master is bound to permit him, to conduct the ship, that is, **to take charge of the navigation of the ship.**"*

It can thus be interpreted that when a Master hands over the conduct of the vessel to pilot then it is the Pilot who should be legally responsible for his own actions. A Master's right to interfere is limited to circumstances where there is clear evidence of the pilot's incapability or incompetence. Even in the absence of Pilot, Master was anyway navigating the vessel, but after embarking the Pilot, Master hands over the conduct of vessel to Pilot. Logically then, pilotage commences as soon as proper Master/Pilot exchange has been affected and thereafter Pilot is in charge of the conduct of the vessel.

An early attempt to regulate the relationship between Master and Pilot can be found in the Code of Oleron, which was published by the most remarkable, Queen Eleanor of Aquitaine, round about the time when her son Richard the Lionheart was away on the Third Crusade – say between 1189 and 1192 – and she was vice-regent for him in his

territories.

This is what she has to say about the Master- Pilot relationship:

"If a Pilot undertakes the conduct of a vessel, to bring her to St. Malo, or any other port, and fails of his duty therein, so as the vessel miscarry by reason of his ignorance in what he undertook, and the merchants sustain damage thereby, he shall be obliged to make full satisfaction for the same, if he hath the wherewithal, and if not, he ought to lose his head." **(rather harsh but true at the time)**

IMO has also under resolution A-960 provided as follows:

Annex 2 Sec 2.2 *The master, bridge officers and pilot share a responsibility for good communications and understanding of each other's role for the safe conduct of the vessel in pilotage waters.*

Annex 2 Sec 2.3 *Masters and bridge officers have a duty to support the pilot and to ensure that his/her actions are monitored at all times.*

Note: Above is a clear indication that everyone on the bridge is responsible for safe navigation while the pilot is on board. While Sec 2.1 states that "Presence of Pilot does not relieve the Master and Duty officers from their obligations towards safety of vessel", it also can be interpreted as "Pilot is also not relieved of his/her obligation towards safety of vessel"

Annex 2 Sec 3 *Pilot boarding point*

Annex 2 Sec 3.1 *The appropriate competent pilotage authority should establish and promulgate the location of safe pilot embarkation and disembarkation points.*

Annex 2 Sec 3.2 *The pilot boarding point should be at a sufficient distance from the commencement of the act of pilotage to allow safe boarding conditions.*

Annex 2 Sec 3.3 *The pilot boarding point should also be situated at a place allowing for sufficient time and sea room to meet the requirements of the Master-Pilot information exchange.*

There was a case where Pilot along with two trainee pilots boarded the vessel well after the actual boarding ground thus leaving no time for a proper exchange. Even after boarding, the pilots were busy conversing in local language, interspersed with Pilot giving orders to Tugs. None of this was comprehensible to Master who did not understand the local language. VDR recording proves Master made several attempts to communicate this to the pilot. Total confusion prevailed on bridge as besides three pilots, Master, duty officer and duty AB were also present (bridge was crowded) and no one on the bridge understood what orders the pilot was giving to the tugs or shore personnel. This resulted in the vessel's bulbous bow striking the terminal head-on, as neither the tugs or vessels engines were able to control the vessel's swing speed. Should we blame the Master alone for this or should the pilot too take part responsibility for creating a confusion on the bridge.

Additionally, there have been various instances where Masters have reported misuse of mobiles by Pilots during critical operations. Any requests from Master for restraining from use of mobile is at times not taken in the right spirits by Pilots.

Master's problems during pilotage are further exaggerated when the languages spoken are different than that of Pilot. How then does a Master control a situation where despite repeated requests the pilot continues to speak to tugs in the local language and if an incorrect order results in an accident…should the master be pulled up for it or as the ISM manuals and various guidelines state that *Master should take back the control of vessel*. How would that be interpreted by Pilot or shore authorities. There are commercial pressures and no one needs an incident. A difficult situation indeed for Master. While an alert Master would make an attempt to normalize situation on bridge, he may not be always successful and at times may even have to face uncalled for confrontation with the pilot with veiled threats included. Shouldn't a pilot with his intricate knowledge of the local conditions and expertise be held responsible for creating a situation whereby the safety of vessel is affected.

Isn't it true that pilots in innumerable ports board the vessel well after the designated boarding area and leave well before the pilot disembarkation point and God forbid if the master refuses to accept this practice his ship is branded whenever he visits the port next time! Should the pilots not be responsible for this reckless act. There have been various accidents of vessels in pilotage areas with no pilots on board.

A report by GARD states

"Statistics will invariably show that many marine accidents involve vessels which had a pilot on board. This is in most cases an obvious consequence of the fact that pilotage areas are close to the coastline or in restricted waters. Traffic and safety margins are therefore at a completely different level than on the high seas. Accidents are therefore more likely to occur. Nevertheless, pilotage remains a concern in many parts of the world and a number of recent disasters, such as the "SEA EMPRESS" and "DIAMOND GRACE" groundings, have put pilots and pilotage services under increased scrutiny from authorities, industrial bodies, classification societies and insurers. The varying standards of pilotage worldwide and the lack of international requirements with regard to pilot qualifications, master-pilot relationships and passage planning are of concern to the shipping community. ***Another concern is that pilots and/or the authorities which employ them, are often immune from liability when their negligence or misconduct causes a casualty."***

Another stark example is the 'Wu Yi SAN' Vessel accident that occurred in Korea in 2014. The main cause of the accident was speeding by the pilot. This accident spilled a lot of oil. The company suffered huge monetary damages and the marine environment was seriously destroyed.

In conclusion, it's important to realise that this article is not meant to blame anyone. Pilots too are human and susceptible to errors. But to the blame the Master and ships staff for every ill of the industry is also wrong. Aim of this article is to highlight the strains and pressures of ships staff and to ensure that they are allowed to work in stress free environment and not with The Sword of Damocles, hanging over their heads at all times.

Capt. Pankaj Kapoor.

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Safety on the Fly

By Capt. Bjorn Hojgaard

(Credit to Anglo-Eastern Leadership Journal issue 21 – Mar'21)

On 5 August 2010, a massive collapse at the San José Mine in northern Chile left 33 men trapped almost one kilometre below some of the hardest rock in the world. These men found their way to a small purpose-built refuge, where they experienced intense heat and filth. Designed only as a temporary relief shelter, the refuge was stocked with enough food and water to last just 10 days.

Above ground, it didn't take long for the experts to figure out that there was no solution. No drilling technology in the industry would be capable of getting through rock that hard and that deep, fast enough to save their lives. Moreover, it wasn't exactly clear where the refuge was. It wasn't even clear that the miners were alive. And it wasn't clear who was in charge. Yet, within 70 days, all 33 of these workers were brought to the surface alive. This remarkable story is a case study in the power of teaming. 'Teaming' is teamwork on the fly. It is coordinating and collaborating with people

across boundaries of all kinds – expertise, distance, time zone, you name it – to get work done. In contrast, think of your favourite sports team, because that is different. Sports teams embody the formal definition of a team – a stable, bounded, reasonably small group of people, who are interdependent in achieving a shared outcome. That winning team magic and those game-saving plays are possible because they work together and practise with the same members over time. Teaming, on the other hand, you can think of as a sort of pick-up game in the park. Now, which one is going to win in a play-off? Well, the answer is obvious. But teaming is the way more and more of us have to work today, and it's certainly how ships are largely managed! With fast-paced, round-the-clock global operations, continuously shifting schedules, and ever-narrowing expertise, more and more of us have to work with different people all the time in order to get our work done. We don't have the luxury of stable teams. If you do, by all means take advantage of it. But increasingly, for a lot of the work we do today – and certainly for running ships – that's not an option. Ships have to be working 24/7, and voyages and cargoes are all different, each in their own complicated and unique ways. To make a ship function, we need to engage people from different areas of expertise, even different parts of the world, to come together and overcome unique and complex challenges. These people have to coordinate with each other, and with outside parties, in order to move cargo efficiently, while

keeping the ship, each other, and the environment free from harm. When they don't, the results can be tragic. Of course, in teaming, the stakes aren't always life and death. For example, writing software code for a large application, or producing an animated film in Hollywood. In cases like these, people have to team up in constantly changing configurations and just work together, rarely in the same group twice, not knowing what's going to happen next. Now, keeping a ship safe and producing software code or film animation is obviously very different work. Underneath the differences, however, are a lot of commonalities. You have to gather together different expertise at different times, roles and deliverables are not fixed, and you may be required to do a lot of things you have never done quite the same way before – and you can't do it in a stable team. This way of working isn't easy, but it's the way many of us have to work, whether on board a ship or in the shore-side management of ships. And I would argue that it is especially needed for work that is complex and unpredictable, and for solving big problems. Paul Polman, CEO of Unilever, put it really well when he said, “The issues we face today are so big and so challenging, it becomes quite clear we can't do it alone, and so there's a certain humility and recognition that we need to invite other people in.” It's the same with managing ships. We have to reach out, not just on board, but to others across many facets of what we do: clients, class societies, pilots, terminals, cargo owners, shipyards, etc. This is 'big teaming', grand-scale teaming. But it turns out that teaming across

different business interest groups is really hard. Part of that difficulty is 'professional culture clash'. Engineers, navigators, ship owners, charterers and cargo owners simply think differently, not to mention people from different cultural backgrounds. Different interests, different goals, different jargon, different language. It's no wonder seeing eye-to-eye can be a challenge!

"'Teaming' is teamwork on the fly. It is coordinating and collaborating with people across boundaries of all kinds – expertise, distance, time zone."

This is a bigger problem than most of us realise. In fact, professional culture clash is a major barrier to ensuring safe and efficient voyages, each and every time. And it is a problem we need to understand, a problem we must have a solution for. Under such circumstances, how can we ensure that teaming goes well, especially 'big teaming'? In order to begin answering this question, let's go back to the copper-gold mine accident.

In Chile, over 10 weeks of teaming by hundreds of individuals from different professions, different companies, different sectors, and even different nations, produced lots of ideas. More than that, what they found was that they were able to be humble in the face of the real challenges ahead, curious about what each diverse individual could bring to the table, and willing to take risks, experiment, fail, learn and persevere, always moving forward. From the brilliant mining engineer tasked with leading the rescue, NASA, and the Chilean Special Forces, to volunteers from around the world, these people made slow, painful progress through the rock. Finally, on the seventeenth day, with a very small incision, they were able to make contact with the trapped miners via a narrow hole through to the refuge. For the next 52 days, that long, narrow lifeline served as the only channel for food, medicine and communication, whilst above ground, they continued teaming to find a way to create a much larger hole from which to extract the miners and bring them up to the

surface. Ultimately, they succeeded on October 13th. So, how did they overcome professional culture clash? In a word, they showed leadership. More specifically, when teaming works, you can be sure that some leaders – at all levels – have been crystal clear that they don't have all the answers. But what they do have is 'situational humility'. They are also very 'curious', which when combined with situational humility, creates a sense of psychological safety. This in turn allows people to take risks amongst strangers, to speak up, and to ask for help. The rescue team overcame what is a basic human challenge: It's hard to learn if you already know. And unfortunately, we are hard-wired to think we know, so we need to constantly remind ourselves to be curious, and to seek out what others can bring to the table. That curiosity can also spawn a kind of generosity of interpretation. Another barrier is that of a scarcity mindset. It's when people say, "For me to succeed, you must fail." Unfortunately, this is often the starting point for many driven, ambitious people, but it's awfully hard to team when you view others as competitors. So we have to overcome that as well, and when we do, the results can be outstanding. Abraham Lincoln once said: "I don't like that man much; I must get to know him better." Think about that. I don't like him because I don't know him well enough, so if I could only uncover what I don't know about him, then maybe I will, and can appreciate what he has to offer. This is the mindset you need for effective teaming. In our silos, we can get some things done, but only when we step back and reach out and across do real miracles happen. Miners can be rescued, accidents can be averted, great success stories can be written – and ships can sail safely from port to port. To get there, the best advice I can give is this:

Look around you, and ask how quickly you can uncover the unique talents, skills and aspirations of your colleagues and partners, and how quickly, in turn, can you convey to them what you bring. Because for us to team up and build that shared future we know we can create together, that's the mindset we need. Happy teaming!

Capt. Bjorn Hojgaard
Chief Executive Officer
Anglo-EasternShip Management.

After being trapped underground for a record 69 days, the 33 miners were finally rescued, one by one, on October 13th via the Fénix 2 rescue capsule, which was constructed by the Chilean Navy with design input from NASA

Photo credit: Hugo Infante / Government of Chile via Flickr (CC-BY-2.0)

rescue team involved in the operations to extract 33 miners trapped in an emergency shelter some 700 metres below ground at San José Mine, near Copiapo in northern Chile | Photo credit: Government of Chile via Flickr (CC-BY-2.0)

Lookout – the boring basics

By Captain Yashwant Chhabra

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**(reproduced with permission form the author –
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(Read Seaways online at www.nautinst.org/seaways)**

Understanding the regulations – not just Colregs, but SOLAS and STCW – is essential to keeping a good lookout

Keeping a proper lookout is the basic principle of navigational activities. Unfortunately, failure to do so is usually the leading critical element in root cause analysis of navigational

accidents. Flag administrations and other expert bodies continue to highlight that keeping a good lookout is paramount for safe navigation – and yet, the list of incidents attributed to failure to keep a proper look-out seems never-ending.

A decade ago, an analysis of accident reports published by the UK MAIB (Marine Accident Investigation Branch) concluded that:

65% of vessels involved in collisions were not keeping a proper lookout;

33% of all accidents that occurred at night involved a sole watchkeeper on the bridge;

On 19% of the vessels involved in the collisions, the bridge watchkeeping officers were completely unaware of the other vessel until or, in some cases, after the collision.

The problem persists to the present day. In July 2020, the Australian Maritime Safety Authority (AMSA) issued marine notice no 06/2020 on 'reducing the risk of collisions at sea,' stating that the focus must be on 'maintaining a proper lookout'. In the same month, Hong Kong SAR issued a marine notice following an incident in which eight fishermen were reported missing. Here, too, the main contributory factor was identified as failure of lookout according to the requirements of both Colregs and the STCW Code.

Rule 5 of the Colregs is quite clear that look-out, for the purpose of preventing collisions, means maintaining:

Proper look-out by sight and hearing as well as by all available means; At all times;

To make a full appraisal of the situation and of the risk of collision.

Colregs Rule 7 sets out how to determine 'risk of collision'. This should be applied in conjunction with paragraph 43 of the STCW Code-A section VIII/2, which is not so well known. The moment continuity of sight and hearing is broken, a proper look-out according to the terms of the Colregs is no longer being maintained. The STCW Code has the same requirements.

STCW Code A-VIII/2 has many requirements for maintaining

lookout; mostly in paragraphs 14, 15, 16, 17, 18.1, 20, 24.1, 24.2, 35, 42, 45.2, 46 and 51.3. Among other things, it clarifies by implication that during the hours of darkness an OOW cannot be the sole person on lookout. Similarly, a person doing hand steering shall also not

be considered a lookout. Both these requirements must be known, understood and complied with.

Critical failure points

Given that maintaining a proper lookout is so fundamental to the safety of navigation, why is it so often a point of failure? A few points to consider:

1: **Adapting to the strict lookout regime is not easy**. A youngster transfers from shore life to sea, and works their way up from trainee to officer in charge of the navigational watch (OOW). At this point, they are isolated on the bridge. It takes time and experience for the extreme responsibility of navigation to sink in. The young mind may not fully appreciate the critical importance or the prime function of continuous and uninterrupted lookout.

Peering out of the bridge windows in pitch darkness, deep in the open sea, sometimes looking at nothing except the ghost of darkness all around, is indeed a boring task. Gone is the world of mobile phones, internet and scores of communication channels. The change of mind set needed to adapt to this new environment is a challenge.

Having said this, mobile phones on the bridge are a matter of serious consequences – ironically, whether or not they are actually in use. It is alleged that a recent grounding in the Indian Ocean was due to the crew on the vessel

searching for a mobile signal. The circumstances of the accident highlight substandard situational awareness as well as the failure of lookout.

2: **Over reliance on or blind acceptance of information** generated by the array of electronic navigational equipment tends to create false confidence. These are navigational aids and should not be relied on blindly. It is important to have a full appreciation of their capabilities and limitations, as clearly stated in para 36 of STCW Code A-VIII/2.

For example, there is an overemphasis on use of speed through water on an ARPA for collision avoidance. When navigating in coastal waters, especially between anchored vessels or fixed navigational aids, this may be counterproductive as the predicted data can be misleading. Speed over ground would be a better choice at such times. The UK MCA's MGN 379 explains this well.

3: **The pressure of clerical tasks,** some not even related to navigational watchkeeping, causes distraction from prime navigational functions including maintaining continuity of lookout. Over the years, more and more administrative activities have shifted onto the shoulders of deck or navigating officers and they in turn try to complete them during routine watchkeeping. This might be filling records, completing forms, logbooks, checklists and making multiple reports to owners, charterers, agents, managers, coastal states and so on, or sorting out the provisions, radio or wages accounts.

4: **Improper knowledge.** Not understanding the requirements, including those in the ISM Code, clearly leads to their improper application

5: **The dilution of lookout over time is an example of what is sometimes referred to as 'normalisation of deviance'.**

When nothing has gone wrong for a long period, it makes one complacent and comfortable with applying the regulations in a rather casual manner. This perhaps explains why, despite training, experience, and certificates of competency gained through due process, maritime accidents including collisions continue to take place. All too often, it is because those on board have become complacent about the simple but critical act of maintaining a proper lookout.

Possible solutions

Many companies put their officers through intensive refresher training and assessments on navigational efficacy and a variety of management and/or leadership courses. Navigational audits and Voyage Data Recorder (VDR) reviews have become the norm and some ships now also have cameras with microphones to verify navigational activities, including by those ashore. However, these should not be used to control and direct a Master. This would be quite counter to SOLAS or STCW requirements. Rather, they should be used to review and improve working practices on board.

Navigators should be trained to be mindful of and not overwhelmed by the plethora of electronic information from the many sources.

Improved knowledge and application of risk assessment may be the need of the hour in order to 'establish appropriate safeguards', (1.2.2.2 of the ISM Code). In effect, during navigational watchkeeping the focus should remain on the prime task of navigational watchkeeping and absolutely nothing else.

Understanding – a worked example

To explain how the construction of a requirement can be interpreted and analysed, let's take a closer look at paragraph 32 of STCW Code A-VIII/2. The key words of the rule are highlighted, then their interpretation and application are explained. Although long-winded,

this analysis helps understand how any requirement should ideally be interpreted. The paragraph consists of two sentences:

'It is of special importance that at all times the officer in charge of the navigational watch ensures that a proper lookout is maintained. In a ship with a separate chartroom, the officer in charge of the navigational watch may visit the chartroom, when essential, for a short period for the necessary performance of navigational duties, but shall first ensure that it

is safe to do so and that proper lookout is maintained.'

While very few vessels these days will have a separate chartroom, this may be taken as implying any place on the bridge from which lookout is hindered.

The first sentence relates to the duty of the OOW. The second states where a deviation from the conditions set out in the first sentence is permissible. The nature of that deviation can be broken down into the following conditions:

The OOW may visit the chartroom IF;

It is essential, **AND;**

It is only for a short period **AND;**

It is for the necessary performance of navigational duties.

The conditions under which this deviation is permitted are then specified:

The OOW shall first ensure that;

It is safe to do so **AND;**

That proper lookout is maintained.

Assuming that all the conditions of the first section have been met, then the OOW must first ensure that all the conditions of the second have also been met before entering the chart room. Failure to meet either set of conditions would be negligence.

Negligence

Considering the above, it follows that if the OOW visits the chart room when:

- It is **NOT** essential **AND/OR;**
- For a long period of time **AND / OR;**
- It is **NOT** for necessary performance of navigational duties;

Then the OOW is negligent.

If that visit to the chartroom met all the conditions of being essential, of short duration and for the necessary performance of navigational duties, but the OOW:

- Did **NOT** ensure that it was safe to do so. Then the OOW is negligent. Again, even if that visit to the chartroom met all the conditions of being essential, of short duration and for the necessary performance of navigational duties, and the OOW thinks it is safe to do so but:
- Did **NOT** ensure that proper lookout was maintained. Then the OOW is negligent.

Unless we break the rules down in this way, it may be that few people will perceive just how strict they are. This is especially the case for navigators on board, who may satisfy themselves that it is safe to go to a separate chart room or break the continuity of their own lookout without ensuring that a proper lookout is maintained while they do so.

This conduct is negligence. It is a breach of duty as laid down by the STCW Code, even though there may be no adverse impact most of the time. It is this lack of adverse impact that can lead to complacency setting in.

A full appraisal

When Rule 5 states that 'Every vessel shall at all times maintain a proper look-out by sight and hearing as well as by all available means appropriate in the prevailing circumstances and conditions', the term 'appropriate' can be applied in many ways. While the 'crow's nest' has faded into history, at times it may be best to maintain lookout from the external bridge wings, depending on the circumstances. The objective, again as per Rule 5, is always 'to make a full appraisal of the situation and of the risk of collision'.

A proactive or prescient approach to navigation should be the goal for all on board, with full support from those ashore. Everyone involved should be guided by the basic principle set out in the preamble of the ISM Code: '*The cornerstone of good safety management is commitment from the top. In matters of safety and pollution prevention it is the commitment, competence, attitudes and motivation of individuals at all levels that determines the end result'.*

Regulatory requirements

Unsatisfactory application of the Colregs and the STCW equivalent may not be due just to lack of knowledge. It is not the mere presence of the requirements that matters, but the way in which they are interpreted and applied. Correct understanding of the rules is not optional. This principle should be applied in the understanding and application of any mandatory rules, regulations, applicable codes, guidelines and standards recommended for the tasks concerned. In fact, the ISM Code states that 'The safety management system (SMS) should ensure compliance' with all these (ISM Code 1.2.3).

Regulation VIII/2 of the STCW Convention clearly states that 'Administrations shall require the Master of every ship to ensure that watchkeeping arrangements are adequate for maintaining a safe watch or watches'. This is further amplified in paragraphs 10 and 13 of STCW Code-A section VIII/2.

Yashwant Chhabra: Started his sea career in 1976, and since 1993 has alternated between shore-based and sea-going jobs. Between 2016 to 2018, sailed as Master on gas and petroleum tankers. He recently sailed for two months as OOW on a brand new VLGC due to a Covid manning emergency.

The following has been extracted from the ICS Publication: (Abridged and edited for Command Journal. You are requested to read the Guide for further details) -The Editor

Coronavirus (COVID-19) Vaccination for Seafarers and Shipping Companies: A Practical Guide

Your Questions Answered

Thanks are extended to Professor Pierre van Damme, from the University of Antwerp, for some of the information used in this Guide.

Background: There have been over 100 million cases of Coronavirus (COVID-19) and more than two million COVID-19 deaths recorded worldwide. To date, nearly 200 million people have received one dose of the COVID-19 vaccine. COVID-19 is spread primarily through droplets. A person with COVID-19 coughs or sneezes, spreading droplets into the air and onto objects and surfaces in close proximity. Other people breathe in the droplets or touch the objects or surfaces and then touch their eyes, nose or mouth. COVID-19 vaccines reduce the severity of symptoms or prevent symptoms completely in a vaccinated person. However, it is currently unknown if they prevent an individual carrying the virus and passing it on to others. Physical distancing, washing hands with soap and water or the use of hand sanitiser, good respiratory hygiene, and use of a mask remain the main methods to prevent spread of COVID-19 and seafarers should continue these practices once vaccinated.

What is COVID-19? COVID-19 is an illness caused by the new coronavirus, SARS-CoV-2. First reported in China at the end of 2019, it has now spread to 224 countries. In 80% of people, COVID-19 is not a severe disease and no hospital treatment is necessary. About 15% of those infected require oxygen and hospital care and an additional 5% need intensive care. While people over 60 years of age and/or those with underlying medical conditions are at higher risk of developing serious illness and requiring additional care, severe illness can develop in people of any age.

Different types of COVID-19 vaccines:

Nucleic acid (mRNA or DNA): Pfizer BioNTech; Moderna These contain genetic material from the virus that instructs human cells to make the spike protein. Once made, the viral genetic material is destroyed. The body then recognises the protein produced as foreign and stimulates an immune response. This type of vaccine is safe and does not affect the person's genes in any way.

Viral Vector: Oxford/AstraZeneca; Sputnik V/Gamaleya; Johnson & Johnson; CanSinoBIO These contain a safe version of a live virus that does not cause harm, with genetic material from the COVID-19 virus inserted. Hence the first virus becomes a viral vector. Once inside the cells, the genetic material carried gives cells instructions to make a protein, usually the spike protein, unique to the COVID-19 virus. Using these instructions, the cells make copies of the protein that are recognised as foreign and stimulate an immune response. This technology has been successfully used in the Ebola vaccine and gene therapy

Inactivated or weakened virus: BBIBP-CorV/Sinopharm; CoronaVac; Covaxin These vaccines use a form of the virus that has been inactivated or weakened by heat or chemicals so it does not cause disease, but is recognised by the body as foreign and stimulates an immune response. Many existing vaccines are similarly produced and are very safe, but it is difficult to increase production of this vaccine type.

Protein subunit: EpiVacCorona These include small pieces of virus protein, not the whole virus. The most common protein included is the spike protein or a key component of it. Once introduced to the body it is recognised as foreign and stimulates an immune response

Source: World Health Organization (WHO)

Many COVID-19 vaccines authorised for use in different countries are reported to be more than 50% - and often over 90% - efficient in preventing disease in those vaccinated. However, in some cases, efficacy data is not yet published or peer reviewed.

Information on the availability of vaccines in individual countries can be found in the United Nations (UN) COVAX programme which is being updated daily. The programme is available from the online Vaccine Market Dashboard and outlines: Vaccines currently available; Who and which countries have agreements in place; and Quantities purchased.

1. **Are vaccines safe?** All vaccines must undergo many phases of trials, first in a laboratory and then in human volunteers, before approval for use in the wider population. The appropriate national, regional or international authorities review and analyse the trial results, review the vaccine components, their quality, safety and

effectiveness. When national and regional authorities are satisfied that the vaccine is both effective at preventing disease in humans and safe to administer to people, it is authorised for use in the country or region. The World Health Organization (WHO) comprehensively evaluates available evidence and regularly updates its vaccine position papers.

2. Who can have the COVID-19 vaccines?

Everyone should be encouraged to have the vaccine including: People who have been diagnosed with COVID-19 following testing. Studies show that people who have had COVID-19 may be infected again, and that immunity after clinical disease may not protect a person against the new mutations. Protection from the vaccine is likely to be broader and people can be vaccinated shortly after recovery from the disease. No testing is necessary.

Vaccination in the following groups should be discussed with a healthcare professional and a decision taken on an individual basis:

a. People with allergies to any component of the vaccine Although there have been few severe allergic (anaphylactic) reactions to the vaccine, those with allergies to any vaccine component should not be vaccinated until reviewed by an appropriate doctor. Others with a history of allergy, anaphylaxis or severe asthma should undergo a risk assessment and if vaccinated, be monitored closely for the recommended period of time.

b. People who are currently unwell These people should mention this to their healthcare provider to ensure that it is appropriate to be vaccinated at the time.

c. Pregnant women Although pregnant women are at higher risk of severe disease, and COVID-19 is associated with an increased risk of preterm birth, insufficient data is currently available to routinely recommend vaccination. If a pregnant or breastfeeding woman is at unavoidable risk of high exposure or has a significant underlying medical condition, vaccination should be considered on an individual basis.

d. Breastfeeding women It is not yet clear whether COVID-19 vaccines can be excreted through breastfeeding and if they are, what effect they may have on the milk or infant. mRNA vaccines are not thought to have any effect on the infant. People who are breastfeeding should discuss the risks and benefits of vaccination with their healthcare provider.

e. Young people Currently vaccines are being tested to see if they are appropriate for young people and advice should be taken as to whether the specific vaccine being proposed has been authorised for people under 18 years of age.

3. How soon does protection start after having the vaccine? Protection starts to develop approximately 12 days after the injection is given.

4. How can I get the vaccine? Currently COVID-19 vaccines can only be accessed through national, government-run vaccination programmes. The industry is reviewing ways for seafarers to obtain authorised vaccines in the near term.

5. How long does immunity last and how often will I need a vaccine? Ongoing studies to establish how long a person is immune to the COVID-19 virus after vaccination with different vaccines will determine how often a vaccine is required, for example, annually like the flu vaccine or less frequently.

6. Are there any side effects of the COVID-19 vaccine? Side effects of the COVID-19 vaccines are reported to be mild and short lived, lasting up to 48 hours. Serious side effects are reported to be extremely rare. Side effects can occur after the first or second dose. Local reactions such as pain, redness and swelling are not uncommon. Up to 50% may suffer headache, fever or fatigue. These side effects respond well to Paracetamol and usually settle within two days. If symptoms persist, the seafarer should approach the officer responsible for medical care who should then contact Telemedical Advisory Services (TMAS).

7. Do I need to observe all rules, quarantine and travel restrictions after being vaccinated? Yes, you currently need to observe all quarantine rules and travel restrictions. These may change over time.

8. Can I pass the virus to others once I have had the vaccine? It is currently unknown whether a vaccinated person can still carry the virus in their nose and throat without any symptoms and whether they can pass it on to others. Until this is clear, it is essential that everybody, vaccinated or not, follows the guidelines for physical distancing, washing hands with soap and water or the use of hand sanitiser, good respiratory hygiene and the use of masks where appropriate.

9. Is the vaccine effective against the new mutations of the virus? Manufacturers and governments are investigating whether the different vaccines are effective against the identified virus mutations. Early laboratory trials indicate that vaccines currently authorised are effective against the new known variants.

10 What is the process of clinical trials? Clinical trials typically involve several thousand healthy volunteers and usually last for many years. Trials are bound by strict regulations, can often take many years to complete, and

involves three main phases: Phase I Small groups (approximately 20- 50 people) receive the vaccine. This phase will assess the safety, side effects, appropriate dosage, method of administration and composition of the vaccine. If successful it will proceed to Phase II. Phase II Vaccine is usually given to several hundred people with the same characteristics (e.g. age, sex) as people to whom the vaccine will be given. After successful Phase II trials the vaccine will proceed to Phase III. Phase III Vaccine is usually given to thousands of people to help ensure it is safe and effective for broader use. Studies may also take place after a vaccine is introduced. These studies enable scientists to monitor efficacy and safety among an even larger number of people, over a longer time frame.

11. How have the COVID-19 vaccines been produced so quickly? The US Centre for Disease Control (CDC), World Health Organization (WHO) and European Medicines Agency (EMA) clearly state that the safety requirements for their approved COVID-19 vaccines are as rigorous as for any other vaccines and there has been no change in their standards. The timelines have been significantly improved by:

- Prioritising development and production of COVID-19 vaccines by pharmaceutical companies;

  Fast track procedures by regulatory bodies;
- Production of the vaccine before trials are completed;
- Mobilising more people simultaneously to analyse the results from earlier studies more quickly and to outline the next steps regarding resources, funding and regulatory strategy;
- Combining clinical trial phases or conducting some studies in parallel where safe to do so; and
- Building on existing technology that has already been used safely in other vaccines and medicines.

12. Is it important to know what type of vaccine I have been given? Yes, it is important. It is currently unclear whether the authorities in different countries will accept all vaccines available today or in the near future to permit entry within their borders. It is always recommended that information about the vaccine is obtained and hard or electronic copies to certify proof of vaccination are obtained and are kept safely together with the seafarers' travel documents. Where possible, proof of vaccination should be recorded in the national language and with an English translation. Current recommendations are that a second dose of vaccine where required should be the same make of vaccine as the first although this may change with the results of ongoing trials.

13. Will consuming food affect the efficacy of the vaccination? No, vaccinations are not affected by having food before or after the injection is administered. It is advisable to avoid alcohol before having any vaccine and for a few days afterwards.

14. Do the vaccines contain animal products? Historically pork gelatine has been used in some vaccines. The Pfizer-BioNTech, Oxford AstraZeneca and Moderna COVID-19 vaccines do not contain pork gelatine.

Further reading:

https://www.who.int/emergencies/diseases/novel-coronavirus-2019/covid-19-vaccines

https://www.cdc.gov/coronavirus/2019-ncov/vaccines/index.html

https://www.ema.europa.eu/en/human-regulatory/overview/public-health-threats/coronavirus-diseasecovid-19/treatments-vaccines/covid-19-vaccines-key-facts

https://www.nytimes.com/interactive/2020/science/coronavirus-vaccine-tracker.html

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From Safety – I to Safety – II

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What is Safety? How is Safety defined?

Safety is usually defined as *'freedom from incidents and accidents'*

- Is it then a *"dynamic non-event."*? noted more in its absence - than its presence."
- If the measurement of safety is that *nothing happens*, then how do we understand how systems operate - to *produce nothing*?
- In other words, since accidents are only probabilistic outcomes, it is a challenge to say for sure that - the absence of accidents is by good design - or by lucky chance!
- Yet another much misunderstood concept is the James Reason's Swiss Cheese model that apparently seems to epitomise the luck by-chance concept of accepted holes in the series of barriers to a critical incident, happy with the situation that some barriers may fail, but some may still work!

This article, challenges some traditional fundamental concepts of accident dynamics, accident prevention, and accident analysis.

The purpose is to emphasize - that people dealing with safety - must understand the underpinning theory of safety management and accident analysis and the practical application of *Integrated Safety Management framework* – by integration, we mean integrated with technology and how safety is considered in such a context.

Deciphering the Swiss Cheese Model

In its real understanding, the Swiss Cheese model is a linear but a more complex Cause & Effect model - where accidents are seen as the result of a combination of unsafe acts and latent unsafe conditions, example by-passing of barriers, that lay dormant for quite some time until triggered by the unsafe act.

The concept of unsafe acts shifted from being synonymous with human error to the notion of *deviation from the expected performance. – Performance deviation (not human error)*

The model also considers failures of barriers or defences at all stages of the accident development as well as 'latent conditions' or dormant conditions that are present within the system well before there is any recognizable accident sequence.

The focus is on the organizational contributions to the failure - and views the human error as an effect, instead of a cause.

The Contemporary Understanding of Accident Causation

Safety science today views serious accidents not as the result of individual acts of carelessness or mistakes; rather they result from a confluence of influences that emerge over time - to combine in unexpected combinations - enabling dangerous alignments, sometimes catastrophically.

The triggering or initiating error - that releases the hazard is only the last in a network of errors - that often are only remotely related to the accident.

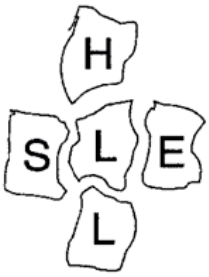
Our normal – traditional accident investigation and risk assessment models focus on what goes wrong - and the elimination of "error." While this principle may work with machines, it does not work with humans. Variability in human performance is inevitable, - even in the same tasks we repeat every day.

Human Error – not the 'Cause' but an 'Effect'?

To fully understand the work environment, where there are numerous interactions between the component elements, the SHEL model is used. The SHEL Model (1) takes into consideration all the important work system elements; (2) it promotes the consideration of the interrelationships between these work system elements; and (3) it focuses on the factors which influence human performance.

There are four components to the SHEL model: Liveware – L, Hardware – H, Software – S, Environment - E. The SHEL Model is commonly depicted graphically to display not only the

four components but also the relationships, or interfaces, between the liveware and all the other components.



Liveware – L - The most valuable and flexible component in the system is the human element, the liveware, placed at the centre of the model.

Hardware - H - includes the design of work stations, displays, ols,.

Software - S - the non-physical part of the system including organizational policies, procedures, manuals, checklist layout, charts, maps, advisories and, increasingly, computer programs.

Environment – E - includes the internal and external climate, temperature, visibility, vibration, noise and other factors - political and economic constraints, Safety Culture

Figure above portrays the match or mismatch of the interfaces is just as important as the characteristics of the blocks themselves. A mismatch can be a source of human error and identification of a mismatch may be the identification of a safety deficiency in the system.

Safety science today views serious accidents - not as the result of individual acts of carelessness or mistakes; rather they result from a confluence of influences that emerge over time to combine in unexpected combinations enabling dangerous alignments -sometimes catastrophically.

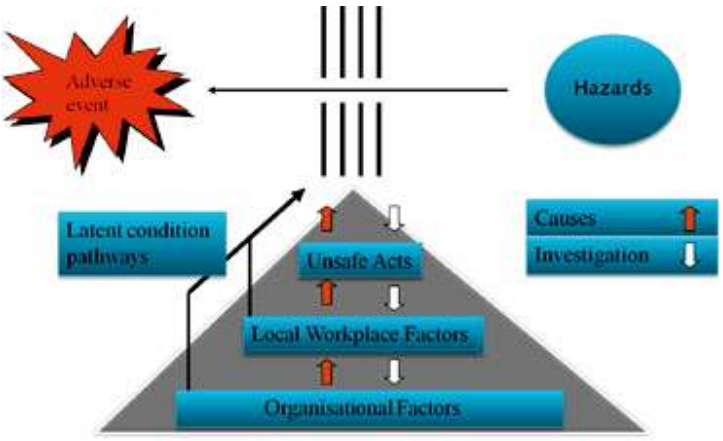
Meanwhile, The James Reason's model had identified the concept of unsafe acts having shifted from being synonymous with human error to the notion of deviation from the expected performance. The model also considers the contributing factors that could lead to the performance deviation, which directs analysis upstream from the worker and process deviations. It takes into consideration barriers or defences at all stages of the accident development and the introduction of latent or dormant conditions that are present within the system (inadequate regulations, inadequate procedures, insufficient training, high workload and undue time pressure.) well before there is any recognizable accident sequence.

The triggering or initiating error that releases the hazard is only the last in a network of errors that often are only remotely related to the accident. Accident occurrences emerge from the organization's complexity, taking many factors to overcome systems' network of barriers and allowing a threat to initiate the hazard release.

The idea of human error as "cause" in consequential accidents is one that has been debunked by safety science. As Perrow (1984) stated the situation "Formal accident investigations usually start with an assumption that the operator must have failed, and if this attribution can be made, that is the end of serious inquiry. Finding that faulty designs were responsible would entail enormous shutdown and retrofitting costs; finding that management was responsible would threaten those in charge, but finding that operators were responsible preserves the system, with some soporific injunctions about better training"

In contemporary safety science the concept of error is simply when unintended results occurred during human performance. Error is viewed as a mismatch between the human condition and environmental factors operative at a given moment or within a series of actions. Research has demonstrated that presence of various factors in combination increase the potential for error.

From Safety – I to Safety - II



A Safety-I approach presumes that things go wrong because of identifiable failures or malfunctions of specific components: technology, procedures, the human workers and the organisations in which they are embedded. Humans—acting alone or collectively—are therefore viewed predominantly as a liability or hazard, principally because they are the most variable of these components.

The purpose of accident investigation in Safety-I is to identify the causes and contributory factors of adverse outcomes, while risk assessment aims to determine their likelihood. The safety management principle is to respond when something happens or is categorised as an unacceptable risk, usually by trying to eliminate causes or improve barriers, or both.

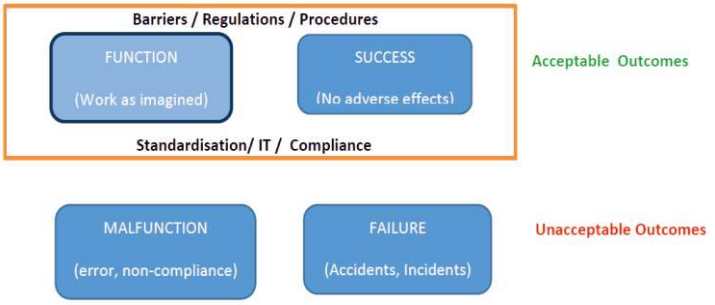


Figure 1 – Safety by elimination and prevention

In Safety-I, the starting point for safety management is either that something has gone wrong or that something has been identified as a risk. The generic mechanism of Safety-I is the Causality Credo—a predominant belief that adverse outcomes

(accidents, incidents) happen because something goes wrong, hence that they have causes that can be found and treated.

'Work-As-Imagined' and 'Work-As-Done'

It is an unspoken assumption that work can be completely analysed and prescribed and that ***Work-As-Imagined*** therefore will correspond to **Work-As-Done.** But Work-As-Imagined is an idealized view of the formal task environment that disregards how task performance must be adjusted to match the constantly changing conditions of work and of the world.

Work-As-Imagined describes what should happen under normal working conditions.

Work-As-Done, on the other hand, describes what actually happens, how work unfolds over time in complex contexts.

But the more intractable environments that we have today means that *Work-As-Done* differs significantly from *Work-As-Imagined.* Since Work-As-Done by definition reflects the reality that people have to deal with, the unavoidable conclusion is that our notions about Work-As-Imagined are inadequate if not directly wrong.

This constitutes a challenge to the models and methods that comprise the mainstream of safety engineering and human factors. It also challenges traditional managerial authority and how safety is managed in the shipping industry - through procedures and systems defined and controlled by the company. In the shipping industry this kind of control from the company is yet more accentuated because of the stringent mandatory regulations and far-reaching implications if the shore -management is seen to be in any fault.

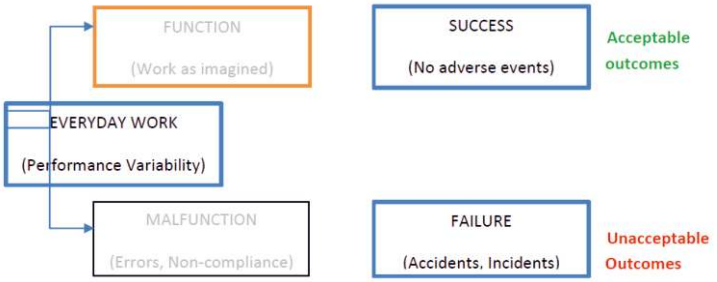
A practical implication of this is that we can only improve safety if we get out from behind our desk, out of meetings, and into operational environments and with operational people. Today's work environments require that we look at everyday work or Work-As-Done rather than Work-As-Imagined, hence at systems that are real rather than ideal.

The way we think of safety must correspond to Work- As-Done and not rely on Work-As-Imagined. Safety-I begins by asking why things go wrong and then tries to find the assumed causes to make sure that it does not happen again—it tries to re-establish Work-As-Imagined.

The alternative is to ask why things go right (or why nothing went wrong), and then try to make sure that this happens again. And that is SAFETY – II.

In the normal course of work, seafarers perform safely because they are able to adjust their work so that it matches the conditions. Seafaring and ship operations by its very nature is made intractable by the bull-headed approach in this worst-case scenario of globalization.

Given the uncertainty, intractability, and complexity of work, the surprise is not that things occasionally go wrong but that they go right so often. Yet as we have seen, when we try to manage safety, we focus on the few cases that go wrong rather than the many that go right. Instead of only looking at the few cases where things go wrong, we should look at the many cases where things go right and try to understand how that happens. We should acknowledge that things go right because seafarers are able to adjust their work to conditions rather than because they work as imagined. Resilience engineering acknowledges that acceptable outcomes and adverse outcomes have a common basis, namely everyday performance adjustments (see Figure bellow)



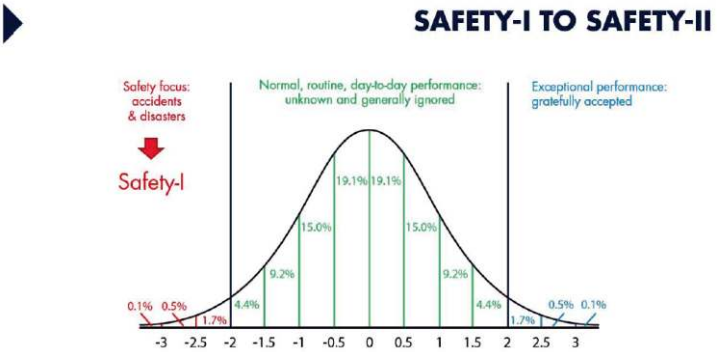
Things that go right and things that go wrong happen in the same way

Safety-II is the system's ability to function as required under varying conditions, so that the number of intended and acceptable outcomes (in other words, everyday activities) is as high as possible. The basis for safety and safety management must therefore be an understanding of why things go right, which means an understanding of everyday activities.

The Manifestations of Safety-II: Things that go right

In Safety – II, safety is defined by what happens when it is present, rather than by what happens when it is absent, and is thus directly related to the high frequency, acceptable outcomes. In other words, the more of these manifestations there are, the higher the level of safety is and vice versa.

Everyday performance can be described as performance adjustments that serve to create or maintain required working conditions, that compensate for a lack of time, materials, information, etc., and that try to avoid conditions that are known to be harmful to work. And because everyday performance variability is ubiquitous, it is easier to monitor and manage.



Event Probability and Safety Focus

The main differences of Safety – I and Safety – II are summarized below:

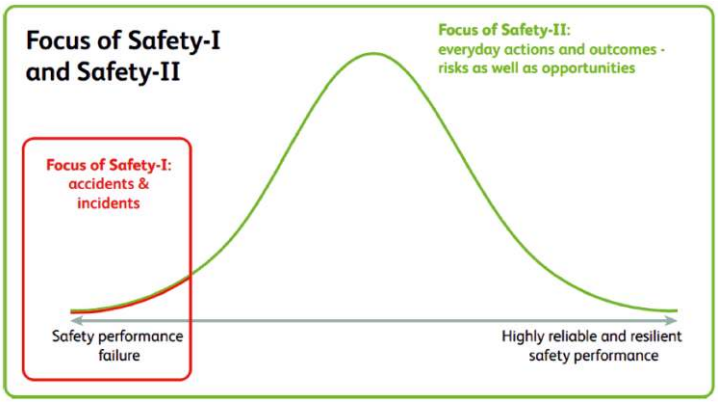
	Safety-I	Safety-II
Definition of safety	That as few things as possible go wrong.	That as many things as possible go right.
Safety management principle	Reactive, respond when something happens or is categorised as an unacceptable risk.	Proactive, continuously trying to anticipate developments and events.
View of the human factor in safety management	Humans are predominantly seen as a liability or hazard.	Humans are seen as a resource necessary for system flexibility and resilience.
Accident investigation	Accidents are caused by failures and malfunctions. The purpose of an investigation is to identify the causes.	Things basically happen in the same way, regardless of the outcome. The purpose of an investigation is to understand how things usually go right as a basis for explaining how things occasionally go wrong.
Risk assessment	Accidents are caused by failures and malfunctions. The purpose of an investigation is to identify causes and contributory factors.	To understand the conditions where performance variability can become difficult or impossible to monitor and control.

Transitioning to Safety-II

Look for What Goes Right

A key message is: look at what goes right as well as what goes wrong, and learn from what works as well as from what fails. Indeed, do not wait for something bad to happen but try to understand what actually takes place in situations where nothing out of the ordinary seems to happen. Things do not go well because people simply follow the procedures and work as imagined. Things go well because people make sensible adjustments according to the demands of the situation. Finding out what these adjustments are and trying to learn from them is at least as important as finding the causes of adverse outcomes.

It is necessary to understand how such everyday activities go well—how they succeed—in order to understand how they might fail. From a Safety-II view, they do not fail because of some kind of error or malfunction, but because of unexpected combinations of everyday performance variability.



Focus of Safety – I and Safety – II

Safety-II focuses on events in the middle of the distribution. These are 'difficult' to see, but only because we habitually ignore them in our daily activities. The 'logic' seems to be that if something works, then why spend more time on it? But the fact of the matter is that they usually do not work in the way that we assume, and that Work-As-Done may be significantly different from Work-As-Imagined. The events in the middle can be understood and explained in terms of the mutual performance adjustments that provide the basis for everyday work. Because they are frequent, because they are small scale, and because we can understand why and how they happen, they are easy to monitor and manage. Interventions are focused and limited in scope (because the subject matter is uncomplicated), and it is therefore also easier—although not necessarily straightforward— to anticipate what both the main and the side effects may be.

Focus on Frequent Events

A second message is: look for what happens regularly and focus on events based on their frequency rather than their severity. While it is correct that more money is saved by avoiding one large scale accident than one small scale accident, it does not mean that the learning potential is greater as well. In addition, the accumulated cost of frequent but small-scale incidents may easily be larger and also if ignored, may lead to a larger event. And since small but frequent events are easier to understand and easier to manage, it makes better sense to look to those than to rare events with severe outcomes.

Remain Sensitive to the Possibility of Failure

A third message is: although Safety-II focuses on things that go right, it is still necessary to keep in mind that things can also go wrong and to 'remain sensitive to the possibility of failure'. But the 'possible failure' is not just that something may malfunction as in a Safety-I view, but also that the intended outcomes may not be obtained, i.e., that we fail to ensure that things go right.

Be Thorough as well as Efficient

A fourth message is: do not privilege efficiency over thoroughness—or at least, not unduly. If most or all the time is used trying to make ends meet, there will be little or no time to consolidate experiences or understand Work-As-Done. It must be legitimate within the organisational culture to allocate resources—especially time—to reflect, to share experiences, and to learn. If that is not the case, then how can anything ever improve?

Efficiency in the present cannot be achieved without thoroughness in the past. And in the same way, efficiency in the future cannot be achieved without thoroughness in the present, i.e., without planning and preparations. While being thorough may be seen as a loss of productivity (efficiency) in the present, it is a necessary condition for efficiency in the future. In order to survive in the long run it is therefore essential to strike some kind of balance.

Investing in Safety, the Gains from Safety

A fifth and final message is: making things go right is an investment in safety and productivity. Spending more time to

learn, think, and communicate is usually seen as a cost. Indeed, safety itself is seen as a cost. This reflects the Safety-I view, where an investment in safety is an investment in preventing something from happening. We know the costs, just as when we buy insurance. But we do not know what we are spared, since this is both uncertain and unknown in size. In the risk business, the common adage is 'if you think safety is expensive, try an accident'. And if we calculate the cost of a major accident, almost any investment in safety is cost-effective. However, since we cannot prove that the safety precautions actually are or were the reason why an accident did not happen, and since we cannot say when an accident is likely to happen, the calculation is biased in favour of reducing the investment. (This is something that is typically seen in hard times.)

In Safety-I, safety investments are seen as costs, or are non-productive. Thus if an investment is made and there are no accidents, it is seen as an unnecessary cost. If there are accidents, it is seen as a justified investment. If no investments are made and there are no accidents, it is seen as a justified saving. While if accidents occur, this is seen as bad luck or bad judgement.

In Safety-II, an investment in safety is seen as an investment in productivity, because the definition—and purpose—of Safety-II is to make as many things go right as possible. Thus if an investment is made and there are no accidents, everyday performance will still be improved. If there are accidents, the investment will again be seen as justified. If no investments are made and there are no accidents, performance may remain acceptable but will not improve. While if accidents occur, it is seen as bad judgement.

Conclusion

Safety-II is a different way of looking at safety, hence also a different way of applying many of the familiar methods and techniques. In addition to that it will also require methods on its own, to look at things that go right, to analyse how things work, and to manage performance variability rather than just constraining it.

Since the socio-technical systems on which shipping industry depends continue to become more and more complicated, it seems clear that staying with a Safety-I approach will be inadequate in the long run and in the short run as well. Taking a Safety-II approach should therefore not be a difficult choice to make.

Yet the way ahead lies not in a replacement of Safety-I by Safety-II, but rather in a combination of the two ways of thinking.

Introducing a different understanding of today's world and of the systems we work in and depend upon may require something akin to a paradigm shift. The safety community has developed a consensus on how things work and how safety can be ensured, but the increase of knowledge has levelled off, and the wicked problem of adverse events has continued.

We must face the fact that the world cannot be explained by cause-effect models. Incidents and accidents do not only happen in a linear manner, but include emergent phenomena stemming from the complexity of the overall system. Asking for “why and because” does not suffice to explain the system in use and does not lead to an improvement in safety. As a consequence of the paradigm change, safety experts and safety managers need to leave their 'comfort zone' and explore new opportunities.

The new paradigm also means that the priorities of safety management must change. Instead of conducting investigations after the event or striving to reduce adverse outcomes, safety management should allocate some resources to look at the events that go right and try to learn from them. Instead of learning from events based on their severity, people should try to learn from events based on their frequency. And instead of analysing single severe events in depth, people should explore the regularity of the many frequent events in breadth, to understand the patterns in system performance. A good way to start would be to reduce the dependency on 'human error' as a near-universal cause of incidents and instead understand the necessity of performance variability.

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CMMI Webinar
Maritime activities in Hong Kong

Panelists:

Mr. See-Yin Chan, General Manager of the Ship Registration and Quality Branch Hong Kong Marine Department.

Capt. Vikram Dhingra, General Manager (Marine), Pacific Basin Shipping (HK) Limited.

Mr. Anil Devli, Chief Executive Officer, Indian National Shipowner's Association (INSA).

The Company of Master Mariners of India organized a Webinar on 26th February 2021 on the theme of "Maritime Activities in Hong Kong".

Secretary General, Capt M P Bhasin welcomed the panellists and the participants, detailed the functions of CMMI and invited the Master to speak.

The **Master, Capt B K Jha** in his opening remarks welcomed all and reiterated the CMMI commitment to providing the platform for improvement opportunities in India. He reminded the audience that this was the fourth in the series of Webinars where we have had the participation of top Maritime Administrations, earlier ones being UK, USA and Singapore.

Dr (Capt) S Bhardwaj, introduced the panellists and lay the underpinning context of the Webinar:

Mr. See-Yin Chan, General Manager of the Ship Registration and Quality Branch

Hong Kong Marine Department, is a naval architect and has worked in various marine sectors including ship repair and construction, class, ship management and now Hong Kong Marine Department.

His responsibility on one hand is to ensure the safety quality of Hong Kong-registered Fleet, that currently stands at 2600 ships, are maintained above world average by their owners and managers, **and at the same time** to attract quality owners and operators to register their ships with the Hong Kong Shipping Registry on the other.

Capt. Vikram Dhingra, General Manager - Marine with Pacific Basin Hong Kong. Pacific Basin is the world's largest handy size owner & operator - and headquartered in HK. & we would like to hear from him, the user perspective. Capt Dhingra has sailed for 17 years - in command as Master for five years, before taking up a shore Job in 2011 as QHSE superintendent in Anglo Eastern Ship Management, Hong Kong.

He joined Pacific Basin Shipping, Hong Kong in 2014 and was promoted to General Manager, Marine in Feb 2019. He is also the Company's DPA and CSO. He represents Pacific Basin in Standard P& I Club Safety & Loss Advisory Committee - Asia division. He is also member of the Hong Kong Fleet Operations Advisory Committee (HKFOAC) & on the Hong Kong Ship Owners Association - Marine Sub Committee.

Mr Anil Devli – needs no introduction – vibrant, dynamic, suave CEO of Indian National Ship Owners Association and probably the biggest stakeholder of all that is going to be deliberated in the Webinar today. The die-hard optimist that he is of the Indian flag, makes him the best and most apt person to represent "us all" here on this panel and put forth the Indian perspective.

Deputy Master Capt Kaustubh Pradhan then took over the further proceedings moderating the Panel discussion.

Question to Mr Chan – HK Flag Register is 4th largest in the world and it has an excellent performance too – your flag is rated better than Japan and Germany. You yourself are in a seemingly conflicting role – of ensuring high safety standards as well as attracting flags to HK Register – so what is the recipe of this unique success?

Mr Chan: Yes, it may seemingly appear contradicting roles, on one side HK Registry trying to increase the number of ships under its registry and maintaining quality of safety at a high level on the other. However, if we keep quality first and turn it around and reframe the objective – maintain a high quality of the HK flag registered ships and therefore to attract the quality ship owners to register their ships with HK Register, then it suddenly makes lot of sense and is seen complimentary. This re-organization actually happened only last year for us. HK fleet had been included in the premium fleet of USCG Qualship 21 program for more than a decade. It is rated very high on Paris and Tokyo MoU as well. In January 2021 this year the ICS rating of flag states has once again recognised the performance of HK flag. This table that compares nearly 120 flags has good criteria to benchmark against. It covers PSC performance statistics, recognition of international maritime treaties, very selective in RO approval only 9 recognized so far, age of the fleet, reporting to IMO and ILO, compliance to IMO Member-state audit requirement. We are among the top 10 flags covering 70% of world's GT. Only 5 flags have achieved positive rankings in all these criteria and HK(China) is one of them. We have 130 million GT in registered tonnage, grown 20 times since 1999. However our manpower strengths in Marine Department has not changed much, we continue to be lean. So maintaining quality of registered tonnage plays a very important role.

Our Flag State Quality Control (FSQC) system was implemented in 1999 to work with the owner to improve their Safety Management System. When we inspect ships, we do not look for deficiency but see the breakdown in the maintenance system and whether they can identify deficiencies themselves. PSC detentions if analysed shows exactly the same deficiencies recurring. Our approach is different and we are guided by Recommendation 74 of IACS – Systematic Approach to Maintenance systems. We have now established Regional Desks at major ports like Singapore and Shanghai where most of our ships call, to carry out FSQC audits on our behalf. And these places are close to our ship owners and managers too where they are located and we provide direct support to them on the spot. We keep a service-oriented approach in our Ship Registry department. We gain satisfaction by providing efficient services to our clients and we enjoy the smiling faces of those who receive these services.

Very important too is active listening to the maritime industry, and the best example is establishment of regional desks, as we operate only out of one location, unlike other major flags who have representative offices elsewhere. Our Government has also provided profit tax relief last year to qualify ship lessors and facilitate leasing market in the maritime industry by amending legislation.

We realise that we have to continually keep improving to meet the changing expectations of the maritime industry.

Question to Capt Vikram – Capt Vikram, Pacific Basin is headquarted in Hong Kong and listed company there – it is the world's largest Handy-size owner and operator – more than 200 owned and operated fleet. What are the unique advantages you find that keeps you in HK.

Capt Vikram: Well, let me give you a little background. We go way back to 1987 when HK was booming and that was the year when Pacific Basin was set up here. The policies of the Government were very liberal and they encouraged lot of foreign investment. In the year 2000 we had our IPO and listed in stock exchange here and we had about 30 ships owning and operating. But our real growth started in 2012 and right now we own 113 ships and have 140 ships operated by us commercially …on spot charter, time charter etc.

We have Technical Management based in HK, HK is a gateway to China, where we have lot of cargo imports to. Our ships are manned by Chinese, Pilipino predominantly and then Ukrainians and Russians and some Indians recently. We have our manning offices in Dalian and Training centres in Philippines giving us the regional advantage. Most of our ships are dry-docking in China. All our ships are registered in Honk Kong, which is a high quality flag. We work very closely with HK Marine Department to maintain the performance of our ships.

We do have lot of support from the HK Marine Department when it comes to regulations and compliance. Every year the Marine Department is visiting our office to brief us on our PSC performance how we can improve on that.

Also there is a big service industry in HK as well like financial, commercial, legal that we as ship operators and owners rely upon, so that is why HK is our preferred destination.

Question to Mr Anil Devli, you have heard so much about HK the kind of infrastructure provided, the flag performance and the various nationalities allowed to serve on HK flag ships. In the recently announced Budget – categorical reference was made to allocation for development of Indian flag ships – that is giving us lot of hope. You are the best person to provide us the Indian perspective in this context. What is the future of shipping in India?

Mr Anil Devli: As Dr. Bhardwaj pointed out, I am an eternal optimist. I was told by a senior bureaucrat that with the Government, one has to keep going on. And as we go on, things happen. We are fortunate to have our DG who has been around for last 6 or 7 years, so somebody who understands what the business requires in long term. We also have a Minister now with an independent charge and he has been focused now on how Indian tonnage can grow. Yes, we also have a big 1600 Crores allocation in the recent budget for supporting Indian flag participating in Indian trade.

We do not have that size of fleet as we should have given so many of you luminaries amongst us, numbers are there but not the tonnage. Main reason is our cost of operation, which is higher by 22% vis-à-vis a non-Indian flag. What do we get for this differential in cost? Do we get cargo reserved for us? NO. The only thing we get is right of first refusal.

So if we were to sell our flag we have to say what we can offer? If not then, what negatives we can remove? This allocation of 1600 cr is the first step in trying to equalise that difference in cost we bear. While the contours of the scheme are being worked out in great detail, I am sure there will be a spurt in Indian flagging here. Because in addition to our skills in maritime operations what we have is the cargo. There is a huge amount of EXIM cargo that gets traded which is presently happening 90% on foreign flag ships. But just not that, we need somebody like Mr Chan, who will tell us how do we balance quality with numbers. This message has to go across in Indian ethos, we can try and hold hands and be friends.

In INSA we have established internally a program to achieve quality and reach a standard. It is for own members and is voluntary. Matter of fact CMMI can get themselves to work closely with DG Shipping on issues of audits, inspections, incident investigations etc.

Question to Mr Chan: What is the process of registration, and how do you attract them? Is it necessary to have office in HK?

Mr Chan: No it is not necessary to have office in HK, just a representative for ships in HK is good enough. Representative office means registered in HK for acting as agent for a ship, which is to satisfy the ITF requirement of genuine link to owner. Secondly we try to understand owners' perspective and amend our ways as much as possible in the given regulatory regime. For example, some flags give out Provisional registry at very early stage so owner can do all his other formalities. We were issuing one only when we have a copy of Bill of Sale or Builders certificate which is too late. But the awareness of our 'in-principle approval' was lacking, which can be used to do other formalities in HK. So we have now issued user manuals and guidelines for clarity on our registry processes. Furthermore, our KPI for registering ships is only 2 hours after receiving all correct documents. We have simplified our application forms that required lot of ship details which are easily available from the IMO number. So we are constantly looking at things to make it faster and simpler. We have one stop portal for all kinds of issues related to ship registration with intelligent guidance available. We also do not charge for FSQ audits and many costs are borne by us.

For second sale ships, particularly if they are more than 15 years old we have PRQC (Pre Registration Quality Control) desk-top assessment, where we see previous PSC records, Manager records and Class records. If it falls outside our benchmark, we will do an on-board assessment.

More-over, we value the ship owners time and are very much unlike a typical government officer. Also HK flag ships enjoy 30% relief in China ports dues and there many double-taxation avoidance agreements in place.

Capt Sasikumar, CEO, wound up the session with his customary vote of thanks to all Panellists, participants and the media.

NAVIGATING THORUGH VUCA

A press report: Online Lecture 23rd April by Capt. Shoukat Mukherjee

Capt. Shoukat Mukherjee was invited by the Company of Master Mariners (CMMI) India for an invitational lecture on 'Navigating Through VUCA'- on Fri 23rd April

The lecture was delivered virtually and saw a full house of mariners and their guests joining in from India and from far corners of the world. Hundreds joined in on the YouTube Live streaming as well to hear Shoukat whose lecture was short and crisp and extremely engaging. Using just pictures and his deft use of the art of storytelling Shoukat amazed everyone with his unique style of getting his message across to the virtual audience

The transcript of his lecture on the topic **'Navigating though VUCA'** is as follows:

For a second close your eyes and imagine yourself in the middle of this scenario. You are driving in a foreign country and you find yourself in the middle of a crossfire of flyovers – imagine yourself right in the middle of it and you are supposed to take the next exit.

Imagine you are inside a ditch or a pit full of venomous snakes, take a moment to think and I am sure most of you would want to get out of this hole so let's turn the table around a bit towards the better – imagine you are in a ditch and submerged in a mount of gold coins – in a moment you will experience a change of feeling from horror to jubilation

Now imagine you are standing in front of a wall filled with intricate mathematical derivations – something you need to figure out, but the catch is, you aren't a mathematician, you're just a man in the room.

Think of yourself climbing, or trying to climb a network of scaffolding to reach the top.

And lastly, for a moment imagine yourself in the middle of a WAR. Imagine that you were a part of the Kurushetra, the DHARMA YUDH. Like any other war this was also a war of destruction and mass killing and murder, yet its solemnised and ingrained into our history as an epic battle of good over evil.

So, when you imagine yourself in all these scenario, especially the picture of War, what is it that intrigues you and me – it's the chaos all round, disruption. The whole scenario is so chaotic, this is a place where nothing seems to be structured, nothing can be pre-empt - You can never predict the outcome of a war can you, and the reason being is that the ramifications of war is not just limited to the battlefield it extended deep into the minds of the people – much beyond the tangible losses of war are losses which cannot be envisaged while strategizing for war.

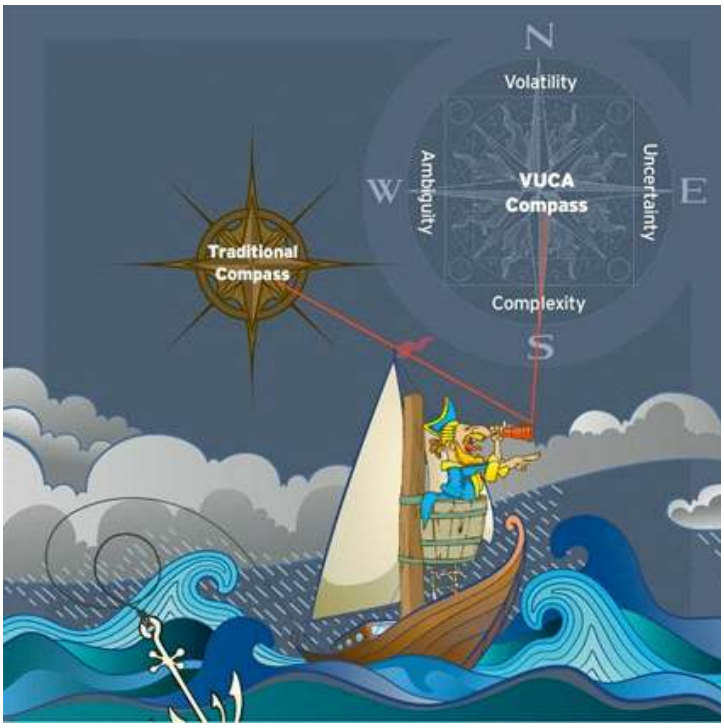
War is the perfect scenario of VUCA.

VUCA is an acronym (artificial word), first used in 1987 and based on the leadership theories of Warren Bennis and Burt Nanus, It was the response of the US Army War College to the collapse of the USSR in the early 1990s.

VUCA is an acronym depicting **Volatility, Uncertainty, Complexity, Ambiguity**

VUCA is the depiction of an environment, if a painter was asked to draw an image depicting Volatility, Uncertainly, Complexity and Ambiguity that painting would be termed as VUCA.

Its like standing in the middle of a **stand storm in enemy**



territory and you know there may be an enemy anywhere lurking behind the veil of this huge curtain which makes you blind

If you revisit the pictures we have imagined so far you will find a VUCA trait in each of them, especially in WAR you will find each of them depict either of the 4 traits of VUCA

Volatility, which means that the situation can change anytime without warning. Just like a casino slot machine, the change is so fact that before you can plan any action to combat the change, the scenario takes a turn to the next level – so that's Volatile

Uncertainty, meaning we are unable to predict the outcome of an event

Complexity is where there are a number of unknown factors, and not just a few but many of them which may or may not impact the outcome of an event, so if you misjudge your next exit, you may end up in a different destination

Ambiguity, which means that we do not have enough data to understand what is going on, our past experiences are not reflecting any images which corresponds to the pictures which we are seeing at the moment – it's like a nonlinear world

So in order to understand VUCA better let's see a few VUCA events from the past and present

A very good example of a VUCA event was the change in the spot price of brent crude over a period of 2 years

In the year 2013 the prices reached a mammoth 120 USD / barrel and then in the next 2 years it bottomed at 45 USD in 2015, so imagine the plight of most business which strategized its policies for 2 years based on 120 USD a barrel, they lost everything. Consequently, some others benefitted for this decrease in price, so VUCA moment may bring devastation to some while it benefits others – we will see in a while how this

situation can be benefitting to businessmen

Another VUCA moment which has started is perhaps the changeover of data storage from hardware to cloud, its leaving thousands of business thinking about what to do with their existing hardware – very interesting.

But, the most apt VUCA event has been what we are experiencing at this present moment = the Pandemic

The corona virus pandemic has all the traits of VUCA

Its **Volatile** – change is very fast with the virus mutating

Its **Uncertain** – we have no idea of what's going to happen, there's so much of uncertainty all around

Complex – The situation is so complex that there's no single solution to this hysteria or there's so single factors which affect the outcome.

Ambigous – We have no idea where we are heading amidst this pandemic and how long it will take to find a real cure for this, we have no past data for this disease.

This situation what we're experiencing right now is a real VUCA moment

So how do we manage VUCA, or perhaps control it? or how do we prepare for it, how CAN once prepare to handle uncertainty?

While part of this is definitely RISK management a major part lies in **Strategy Building**

And I return to my example of WAR

Strategies are always best learnt from the military and very less from corporate leaders. I will tell you why. It's because the corporate leaders, like board members play their cards close to their chest, they very seldom come out of the board room with an explanation of why they took a particular decision. So if you are not physically present inside the board room you hardly know the key strategies which they are using to make decisions – in other words it very difficult to get into the minds of corporate strategists.

But what happens in the military is much more organised, there is a trail of communication which is documented for each key decision, each thought behind a strategy together with the responses, sometimes even the opinions of the opposition are documented and so we know from how these strategies were build, we can see the foundation stones of each of the pillars and that's the reason why we learn much more from the military on strategy building that we have learnt from corporate leaders

When you speak on war strategies the military does very well to combat VUCA with structured formations – remember the Chakravyuh used in the Kurushetra Yudh?

The interesting part here is that you create a formation line a Chakravuy to control VUCA but by doing so, you are in turn creating uncertainty for your enemies – Abhimanyu is an example in this case, he know how to enter the formation but didn't know the exit ways.

So now lets take VUCA as it is and for sailors you will understand this better when I say that being in VUCA is like Navigating in FOG. The situation is Volatile, Uncertain, Complex and Ambiguous

In this scenario how do we navigate our ships safety through this dense fog, something which we do successfully at sea – how can we replicate the strategies in a more personal and business environment ?

Handle VUCA with VUCA

For Volatility we need to have Vision

For Uncertainty – we need Understanding

To combat Complexity – there should be Clarity

And to handle Ambiguity, we need Agility

But the big question is 'How do we eat the elephant?' and as the normal answer goes

'We eat the elephant one step at a time'

I have never liked this phrase – I mean why should I want to eat an elephant at all ? I would rather move it instead? So how do I move the elephant? the answer is one step at a time

And this brings me to the second strategy to handle VUCA

I have developed this explanation and since the topic I have chosen in **Navigating through** VUCA, let me speak in the parlance of a navigator. Let me explain how this works

A navigator keeps a lookout through the binocular – What he/she actually does is **Scan the Horizon**. In doing so they are looking for smaller objects on the horizon which are not apparently visible to the naked eye, larger ships would be visible but what about the smaller fishing boats? So scanning is a major tool to build a VISION, meaning it helps us to look ahead into the future and to see things which are not apparently visible to the naked eye

Now an interesting point here is that while a VUCA environment is that of uncertainty, it does not always reflect a fog. You may have uncertainty even in clear visibility – if you do not know your destination, like a ship drifting without any port to go to, so having a vision is very important.

Once you have identified the boats you know what to avoid, you have a clear vision. The idea is to look for anomalies, things which are away from the normal.

I'll tell you a story here

A professor stuck a few coins on the wall, while teaching a class of highly intelligent management students he asked them “What is the anomaly that you see in the room?”

Most of them could find anything out of the ordinary, only one student raised her hand and said, 'There's money stuck on the wall'

And that's when the professor said, 'You cannot become successful in business if you cannot see money on the wall'

It's a great learning actually – we need to look for anomalies and not just wait for it to be apparent.

I just completed a series on Netflix called Mentalist where the person, Patrick Jane in this case, saw things minutely and amazingly discovered objects in a room which no one else could see – he could get inside your brain and read your thoughts

The person who sees the anomaly first changes the world

So now that you have identified the small boats and have also discovered the anomalies in the room, next thing you need to do is to **draw the way points** – break the whole thing down into as much smaller detail as possible and then navigate through these short term way points.

Break the large goals into smaller goals – smaller lines which will lead you to the end result – so what's you are doing actually is you are provisioning for change because you cannot look so far ahead into the future because of the uncertainty all around.

Let's navigate the large of VUCA around us with the new VUCA compass.

Capt. Shoukat Mukherjee
Founder & CEO, The Naval Connection,
Author – Mind Over Water

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