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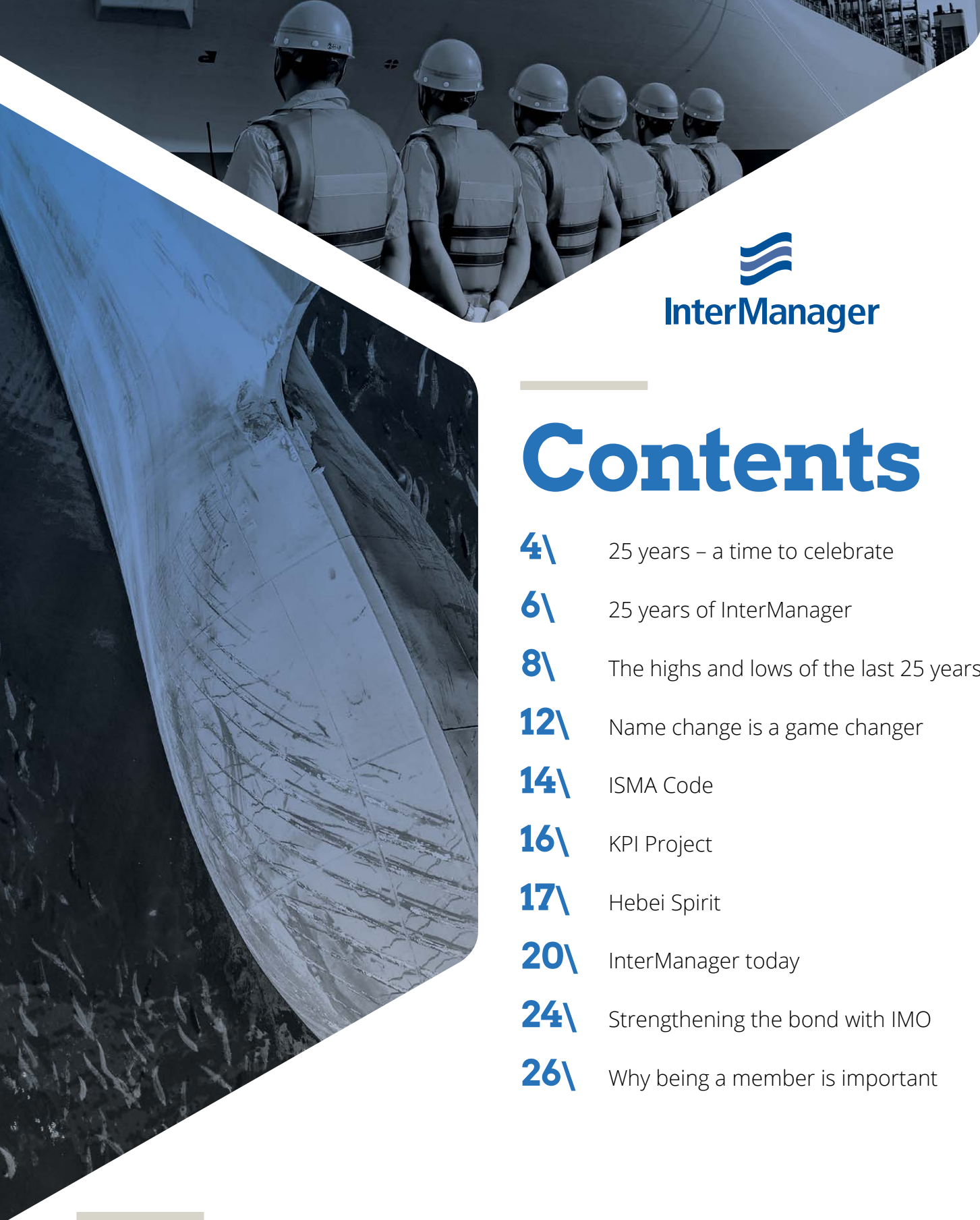
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InterManager

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A
SHIPMANAGEMENT
INTERNATIONAL
Publication



Gerardo Borrromeo

Philippine Transmarine Carriers

25 years a time to celebrate

Just over a quarter of a century ago five shipmanagement companies got together to discuss the possibility of improving standards within the shipmanagement sector and in the shipping industry as a whole. Fast forward to 2016, where we are now celebrating an incredible 25 years as a global industry association.

Through the years, InterManager has endeavoured to be at the forefront of efforts in raising operating standards; supporting seafarers' rights, as was the case with the Hebei Spirit disaster during the Presidency of Roberto Giorgi; and promoting the importance of industry benchmarking and the notion of self-regulation, through the Shipping KPI Project spearheaded by Rajaish Bajpae.

In fact, over the last four years, the association has been driven by the changing tides of our industry to create new initiatives central to shipmanagement. At the core of current activities is the association's work reviewing important elements such as:

- Fatigue research, productivity and the need to reduce administrative burdens on board, while looking at future technologies that may impact on the man-machine interface on board;

- Promoting health and safety, through industry best practices and the active support of the 2016 Maritime Labour Convention;
- Promoting the need for better connectivity for our crew, while highlighting the importance of discipline and awareness of the responsibilities associated with evolving social media trends; and
- A whole host of continuing professional development initiatives aimed at enhancing the competency of our global maritime professionals – whom we consider the true “heart and soul” of a ship.

InterManager's position within the industry would not be possible without the superb efforts of our Executive Committee, our Secretary-General, and his team and most importantly our members. As we look forward to another inspiring, challenging, thought-provoking and busy quarter of a century let us continue to strive for ever greater cohesion with ship owners to achieve mutually beneficial goals, while continuing to give shipmanagement a bold and representative voice in the shipping industry. Onward and upward! ●



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25 years of InterManager and its Presidents

David Underwood

Denholm Ship Management (Holdings) Ltd

1991–1992



Guy Morel

V.Ships

1992–1993

Capt Joachim Meyer

Hanseatic Shipping Co Ltd

1993–1995



Harry Gilbert

Wallem Ship Management Ltd

1997–1999



Peter Cremers

Anglo Eastern Ship Management

1999–2001

1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003

1991

Inaugural ISMA meeting, founded to improve standards in shipmanagement and achieve a safer, more environmentally conscious, more reliable and more controllable shipmanagement industry by:

- Barber International A/S
- Columbia Shipmanagement
- Denholm Shipmanagement
- Hanseatic Shipping Company
- Wescol International Marine



Olav Eek Thorstensen

Thome Ship Management Pte Ltd)

1995–1997

1994

Membership extended to include crew managers



Dirk Fry

Columbia Ship Management Ltd

2001–2003

2003

KPI initiative launched and the first phase began

2005

ISMA moves from being a members association to being a trade association under the name InterManager

2009

KPI System – second phase starts
Criminalisation think-tank founded



Roberto Giorgi

V.Ships

2008–2010

2011

Save our Seafarers launched



2012

Alastair Evitt appointed as Chairman of Save our Seafarers

Gerardo Borromeo

Philippine Transmarine Carriers

2012–Date

2007

Hebei Spirit disaster, causing over 10,000 tonnes of oil to spill into the Yellow Sea

2010

November – KPI validated, release of shipping KPI Standard

2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016



Rajaish Bajpaee

Eurasia International (China) Ltd Partnership

2003–2006



Ole Stene

Aboitiz Jebsen

2006–2008

2014

Global VSAT Forum and InterManager launch Maritime Communications Glossary



Alastair Evitt

Meridian Marine Management


2010–2012

2015

BIMCO takes ownership of KPI Systems

2006

Publication of Guidelines on the Implementation of ISO 9001:2000 for Ship and Crew Managers



The highs and lows of the last 25 years

It started with just one vision from five competing shipmanagement companies to improve industry standards – and after many highs and lows over the last 25 years, InterManager is now regarded as one of shipping's most influential trade associations that has helped shape the industry.

The first steps in the creation of what is now known as InterManager began back in 1988 when five leading shipmanagement companies – Barber International, Columbia Shipmanagement, Denholm Ship Management, Hanseatic Shipping Company and Wescol International Marine – met to discuss the possibility of improving standards within the shipmanagement sector and the shipping industry in general.

At the time, the notion of the 'Group of Five' was met with a certain degree of scepticism, with the Group immediately being accused of creating a cartel, which turned out to be an unreasonable and unproven accusation.

Despite the criticism they faced, the five shipping competitors, also known as the founding fathers, put their heads together and drafted a Code of Ship Management Standards. Once the Code had been drafted the Group of Five went on to encourage the creation of ISMA.

The inaugural meeting of ISMA was held in April 1991. The Code was unanimously accepted by all founding members, and ISMA became recognised as the most comprehensive quality code for shipping in the world.

According to Peter Cremers, President of ISMA from 1999-2001, the desire to drive up standards in shipmanagement was crucial to the association's formation. He said: "We wanted to think about high standards and coming together as an industry to bring up the level of what we believed shipmanagement should be.

"For the first time we, as an industry, started to talk with each other in terms of what is shipmanagement and the KPIs slowly came into this. Having two managers sitting together and exchanging problems was a game changer in those days. And it worked out quite well. Of course, as time went on, the whole industry has changed and there is no doubt that the standards of the management of ships that is delivered by ship managers is, in general, quite high."

Guy Morel, ISMA President in the early 1990s said: "ISMA was created in order to implement the first quality management system in shipmanagement. Therefore the first task for ISMA was to create the structure of a completely brand new quality management system, which was a very complicated. It relied on quite a complex system that involved two classification societies that were both involved in auditing it. But very few companies were able to achieve certification under the ISMA programme."

The first quarter of a century hasn't been an easy journey for InterManager. It has gone through its early years and teenage years, but has now come out stronger than ever as it celebrates its 25th anniversary.

The life of the association has been shaped by major significant events throughout its life.

InterManager has no doubt played a key role in shaping the industry into what it is today, for example contributing to the first quality management system in shipping, notably the ISMA Code of Ship Management Standards, which it still uses as entry requirements for members today.

The ISMA Code was recognised as the most comprehensive of its kind for maritime managers in the world, and since then, the industry has found that the companies that have espoused its terms and conditions



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For the first time we, as an industry, started to talk with each other in terms of what is shipmanagement and the KPIs slowly came into this

Peter Cremers, President of
ISMA from 1999-2001

”

have achieved superior levels of excellence and performance.

Equally significant was InterManager's Key Performance Indicators (KPI) project in 2006. This collaboration between InterManager, then ISMA, the research and consultancy group Marintek, Wilh. Wilhelmsen Group and the Norwegian Research Council, gave managers a standardised tool for operational performance using a scaled set of KPIs including budget performance, crew disciplinary frequency and contained spills. The project has since been passed onto BIMCO, which has pledged to ensure that the system's ongoing development will take into account the broader needs of shipowners and operators as part of the continued development of the KPI standard.

The following year also marked a notable first for InterManager, as it led a maritime industry campaign to free two crew members of a beleaguered oil tanker Hebei Spirit, who had been unfairly imprisoned after the vessel was holed by an industrial barge off the coast of South Korea. InterManager's effective advocacy led to a number of key initiatives, including personal messages from ship managers and seafarers who were being unfairly treated, attaching protest clauses to contracts of parties to disputes, and appealing to the UN's Human Rights Commission.

In the words of InterManager's Secretary General, Kuba Szymanski: "Protecting crew is paramount. They are our people, our colleagues and also our responsibility. We also want to ensure that regulations will demonstrate to potential seafarers and youngsters that they can consider this industry for a career without fear of unfair imprisonment."

A quarter of a century later InterManager and its growing membership is the proud upholder of quality shipmanagement standards worldwide; its members being responsible for managing more than 5,000 ships and in excess of 250,000 seafarers. ●



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on-board



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countries

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Name change is a game changer

Changing its name from the International Ship Managers' Association (ISMA) to InterManager signalled the turning point in the association's journey to success.

Up until 2005, when ISMA relaunched as InterManager and relaxed its criteria for new members, the association was struggling to meet the success of other similar associations.

The newly-named InterManager's aim was to become a trade association for managers and shipping-related entities.

Guy Morel, who returned to ISMA in 2005 as Secretary General, said: "At that time I was teaching at the University of Monaco and I was approached by several people at ISMA who told me the association was not doing well, it was dying and they asked me if I was interested in coming back.

"I took over and we changed the name from ISMA to InterManager. At that time we were trying to get closer to the ship owner members. We felt that the goals of ISMA as a ship manager's association and the goals of INTERTANKO, InterCargo and BIMCO were quite close, particularly in terms of ships' operations.

"We tried quite hard and succeeded to get associated with ship owner groups. The first thing I did when I took over was to revive and increase the membership, so it was a lot of contact and discussion to encourage shipmanagement companies to join ISMA in order to have one large group of companies representing the shipmanagement world, and also all the issues of ship operations.

"I was quite successful with that, we had a large influx of new members,

Announcing the change of name, **Rajaish Bajpae**, who had been re-elected to serve a second term as President of InterManager, said at the time that the new organisation must first set new standards for the safe management of ships before setting out to prove to industry regulators that the shipmanagement sector had got "its house in order"



including the largest shipmanagement companies, but also a number of smaller ones who realised their interests would be better defended through a larger association."

According to Dirk Fry, President from 2001 to 2003, the ISMA Code of Shipmanagement had fulfilled its purpose and with the changing demands of the shipping industry there was still a need to continue and improve its commitment to operating ships to the best possible standards.

"The Board was discussing at the time, a revamping of the Association and felt that the name ISMA had been overtaken by events like the introduction of the mandatory ISM-code by IMO. It decided that the Association should be renamed in line with similar associations like INTERTANKO and INTERCARGO, consequently the name InterManager was created. The target was to become an association for managers and shipping related entities. New projects also started to develop, for example the KPI project. The Shipping KPI standard proposes a global shipping industry standard for defining, measuring and reporting information on operational performance in order to boost performance improvements internally in companies engaged in the ship operation activities; and provide an efficient communication platform of ship operation performance to internal and external stakeholders.

Since its inception in 1991 ISMA was hounded by critics over its failure to secure memberships from leading shipmanagement companies.

In 2005 when it changed its name to InterManager it had just 13 full members and 14 associates on its books. It was hoped that the rebranding would bring about an increased number of members.

Two years later the public's perception was changing, as InterManager was starting to show signs of a success story – with around 30 leading managers and managing owners on its books, as well as numerous associates.

The serving Secretary-General at the time Stephen Chapman told Lloyds List that the launch of InterManager was 'evolution,' not 'revolution.'

InterManager went on to become the voice of the global shipmanagement sector, for both third party and in-house ship managers. ●

Ole Stene

President 2006-2008

"When ISMA was established 25 years ago by the Group of Five, the basis for the Association and the main focus area was quality management and quality assurance and the so-called ISMA code was introduced.

"All members and joining members of ISMA had to qualify under the ISMA Code, and quality management became a focus area among international ship operators and managers, and ISMA, later renamed InterManager, became a well recognised international shipping industry association with a number of ship manager members and associate members

"When quality management was introduced and implemented and most international ship owners and ship managers qualified under international regulations, InterManager had to focus on other important areas for its members to maintain and develop its membership, and under my presidency we started to focus on the most important asset in any ship owning company and shipmanagement company - the people/the seafarers, and in this respect focusing on competence building and investment in human capital.

"One of the tasks of InterManager in helping to attract young people to join the industry, was to improve the image of shipping and its impact on recruitment - ships don't move cargo, people do. It also had to focus on improving working life onboard, motivation and respect. InterManager also focused on building partnerships between ship owners and ship managers when it came to competence building and crew retention. InterManager participated in the revision of BIMCO Ship Man and BIMCO Crew Man.

"InterManager's long-held view was that talented young seafarers with the potential to become future ship managers, should be identified early in their career and given the same opportunities afforded to their shore-based peers."

ISMA Code

In the late 1980s, when shipmanagement was emerging as an important industry in its own right, there was an apparent lack of any real forum for ship managers to exist as an independent group.

The idea of forming an association of ship managers was first raised at this time, partly to serve the need of ship managers, but also in response to the perceived unfair criticism of the industry sector.

Around this time, industry commentators were suggesting that ship managers were being made scapegoats for an apparent deterioration in shipping standards. The shipmanagement sector fought back criticism and reacted with more determination than any other within the shipping industry and embarked on a quality assurance system. The result of this initiative was the creation of the International Ship Managers' Association (ISMA) in the Spring of 1991.

From its conception, ISMA developed a standard code of shipmanagement, The ISMA Code of Ship Management Standards, which reflected the highest standard of shipmanagement practices. It was drafted by practical ship managers and based on the experiences gained through their involvement in day-to-day shipmanagement.

The ISMA Code was unanimously accepted by all founding members of ISMA, and the ISMA Code of Ship Management Standards was recognised as the most comprehensive quality code for shipping in the world at the time. To this day, it covers all facets of the industry and those companies which comply with it have unquestionably achieved a level of excellence that is both measurable and externally controlled, to an extent unmatched by any other industry standard in shipping today or in the past.

The ISMA Code became a foundation for a quality movement with classification societies introducing their own codes, ship owners adapting codes designed for the production industry and even the IMO introducing the International Safety Management

Code, which is a mandatory implementation.

A quarter of a century on and InterManager stands by its commitment to the quality of ship managers by publishing guidelines on the interpretation of the quality management code ISO9001:2000. ●

Dirk Fry

President 2001-2003

"InterManager was founded originally under the name ISMA – International Ship Managers' Association. The idea behind ISMA at its foundation in 1991 was to improve standards in shipmanagement and achieve a safer, more environmentally conscious, more reliable and more controllable shipmanagement industry.

"ISMA had been an extremely valuable tool in the shipping industry but with changing demands in shipping it was time to move forward. The Association code had achieved its basic purpose and there was now a need to map out a new course. There was a need to reassess the manpower shortage and the lack of qualified seafarers was a major point to be addressed. Improving all standards in the industry must be more than a matter of compliance of codes. It is an ongoing procedure. More emphasis had to be placed on safety and quality issues."

Without the effort of our founding partners in 1991, quality systems may not be what they are today; not just within shipmanagement, but throughout the whole industry. If the maritime community is to continue to attract a new generation, we must stand by these quality system codes to ensure they have a safe, healthy environment to begin their career in

Gerardo Borromeo,
President, InterManager

An aerial photograph of a ship's deck and hull. The ship is moving through the water, creating a large wake. The deck is red and features various pieces of equipment, including yellow bollards, a large coil of rope, and a yellow container. The hull is also red and has a white railing. The water is dark and the wake is white and turbulent.

At the starboard side of ship management

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KPI Project

InterManager played a leading role in the inception of the famous benchmarking tool the Key Performance Indicators (KPI) Project.

The initiative was an industry-wide set of standardised performance indicators that was developed as an incentive for improving the reputation and quality of the still fairly new shipmanagement sector.

In 2003 the KPI Project was born, a collaboration between InterManager, then ISMA, the research and consultancy group, Marintek, Wilh. Wilhelmsen ASA and the Norwegian Research Council.

The aim was to develop a standardised tool for communicating operational performance in a transparent manner using a set of mathematical KPIs measured on a performance scale from zero to 100. Examples of KPIs include: budget performance, crew disciplinary frequency and contained spills.

Guy Morel, who was Secretary-General of InterManager at the time of the project's inception, said: "Having academic knowledge on one

side and industry knowledge on the other, was the perfect combination to ensure that scientifically defined KPIs could become the norm across the shipmanagement industry."

A huge advantage and potentially industry-shaping element of this, was that by adopting these standardised methods, companies could compare their performances with industry averages and consequently with their competitors.

Mr Morel added: "This provided a strong motivation for improving standards and efficiency, not only internally within a company, but across the industry as a whole."

After five years of development, including input from influential stakeholders such as BIMCO, INTERTANKO, INTERCARGO, ICS, OCIMF and the IMO, the system and its corresponding set of quality standards were unveiled for the first time at InterManager's AGM in November 2010.

Svein Sorlie, Chairman of the KPI Steering Group, said at the time: "The Standard is a living embryo and it has to be nourished, raised and trained

in order to reach its full potential as a valuable tool for the industry."

As Mr Sorlie alluded, the method was only as good as the data entered into the system. The next challenge for InterManager would be to encourage firstly the shipmanagement sector and later the wider shipping community to adopt the KPI initiative.

Following its launch in 2011, the project went from strength to strength, receiving endorsements from the European Commission, the International Federation of Shipmasters' Associations (IFSMA), the Nautical Institute and the IMO, for shaping not only the way that the shipmanagement sector operated, but also the way in which it was perceived.

In June 2015, the ownership of shipping KPIs was passed to BIMCO in order to reach its full potential and as much exposure to the wider shipping industry as possible. As testament to its merit, the Standards have now been adopted by ship owners and managers across the world, and today around 5,000 vessels are registered on the platform - a number which continues to rise. ●



“

The shipping KPI project, which started in 2003, was a great system for WSM to benchmark our operational performance against the industry average. The industry benchmark provides some clarity on setting realistic targets and a reality check where we are for further improvement

Carl Schou, Chief Executive
of Wilhelmsen Ship Management

”

Alastair Evitt

President 2010-2012

“I was extremely honoured to be asked by Roberto Giorgi over breakfast at the 2010 Ship Management Conference in Limassol whether I would be prepared to stand, and if elected at the forthcoming AGM in Dubai, succeed him as InterManager President.

“The biggest single issue was the KPI project which had passed the initial development stage and was ready to be introduced to the industry, which we did at a number of receptions including the Baltic Exchange and the IMO in London.

“However, the biggest challenge of my tenure was InterManager’s response to the ever-increasing scourge of Somali piracy, which represented a threat to our seafarers, our members’ vessels and, as it continued to escalate, to world trade. As a founder member, and latterly chair of Save our Seafarers (SOS), arguably the largest and most successful pan-industry lobby group convened to date, we successfully raised awareness of the dangers of piracy to both the general public and to national governments. I am convinced that the SOS campaign played its part in demanding the anti-piracy response that resulted in the curtailment of piracy activity in Somalia and the Indian Ocean region.

“At the same time InterManager supported and actively participated in the Maritime Piracy Human Response Programme to assist and care for those seafarers and their families who had been victims of piracy.

“I would like to thank Kuba, who was new into the role of Secretary-General, for his support throughout, I believe that together we raised the profile and respect for InterManager, particularly in the eyes of the ‘Round Table’ and, just as importantly, we had fun doing it!”



Hebei Spirit

In December 2007, a tug-towed crane barge owned by Samsung Heavy Industries lurched towards the anchored *Hebei Spirit*, a Hong Kong-registered oil tanker, and punched three holes into her hull, causing some 10,800 tonnes of oil to leak out. As a result the Captains of the tug, as well as the *Hebei Spirit's* Captain and Chief Officer, were arrested and held in South Korea, pending a trial.

After a first judgment, which concluded in June 2008 and resulted in complete acquittal of the two *Hebei Spirit* crew members, they were forced to remain in South Korea as prosecutors appealed against the decision. In December that year, 12 months after the incident, The Court of Appeal reversed the judgment and sentenced the two men to 18 and 12 months in jail respectively.

During the year of uncertainty for the two seafarers, InterManager and the wider maritime community were scathing in their criticism of the unfair criminalisation, and vowed to tackle the prejudice the Captain and Chief Officer received.

South Korea's decision to exonerate, detain and later imprison these two hard working seafarers led to industry-wide condemnation. As Guy Morel, the then Secretary-General of InterManager said at the time: "In the face of

this parody of justice and the unjustified and unacceptable judgment of the Korean Court, InterManager is teaming up with all other shipping organisations, to exert pressure on the Republic of Korea to organise the immediate freeing of our crews."

InterManager led the maritime industry in its protest of the imprisonment with a number of initiatives that included:

- Encouraging all seafarers from all members to send a personal message of protest to the Korean authorities;
- Adding a clause to any contract InterManager members agreed with Korean firms, indicating that both parties supported the legitimate request for freedom of the two seafarers;
- Appealing to the Human Rights Commission of the United Nations for it to intervene with the Korean Government

Initiatives like this reinforced InterManager's objectives – to encourage the highest standard of shipping operations. Speaking of the affects the *Hebei Spirit* case brought to the industry, current Secretary General of InterManager, Capt. Kuba Szymanski said: "Protecting crew is paramount. They are our people, our colleagues and also our responsibility. We want to ensure that regulations will demonstrate to potential seafarers and youngsters that they can consider this industry for a career without fear of unfair imprisonment." ●

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At EXMAR Ship Management we are driven by innovation. But, more importantly, innovation that offers the efficiency and flexibility to deliver viable financial returns for our clients in the energy value chain, no matter what the market conditions. By leading through innovation, ESM has become an influential multidisciplinary maritime and offshore services provider, designing and delivering sustainable and efficient solutions for our global customers in the field of the storage, ship-to-ship transfer and seaborne transportation of gas as well as floating regasification and liquefaction. Our strength is our people, people who constantly challenge convention and anticipate customer needs by creating new opportunities, often before those needs are recognised.



EXMAR
SHIP MANAGEMENT

InterManager today

In today's global shipping industry, InterManager works for the needs of like-minded companies in the ship and crew management sectors who have the welfare of seafarers at their hearts, acting as a forum to share best practices and bringing about positive change.

In total, InterManager's members are involved in the management of more than 5,000 ships and are responsible for more than 250,000 seafarers worldwide.

One of InterManager's priorities is improving the transparency and governance in the industry, and ensuring that high standards are maintained throughout the shipmanagement sector.

InterManager's goals today include:

- To federate and serve the needs of all companies involved in the management and crewing of ships;
- To encourage the highest standards of ship operations, through innovation, creativity and the sharing of knowledge;
- To provide a forum for discussion in matters of common interest;
- Be the common voice of ship managers in the international forums and with international regulators;
- To advocate efficiency, quality and ethics in shipmanagement;
- To promote and enhance the image of shipping and the career of seafaring

InterManager Secretary-General Capt Kuba Szymanski, said: "We are trying to show members of InterManager that they are the 'best in class.' We are doing this by leading by example, participating in ground-breaking projects, and engaging in change. We have built up a first class reputation over the last 25 years. So much so that being a member of InterManager can be seen as a badge of honour.

"Over the last 25 years we have worked hard to entice the big leading shipmanagement companies onto our books. By everyone working together to share ideas, bringing projects to fruition and sharing best practices, we are securing a bright future for the shipmanagement industry. Times are tough for ship managers and ship owners right now, but by sharing how we work instead of competing against each

other we can all look ahead to a brighter future for the industry," he added.

InterManager is currently working on a number projects in a bid to make shipmanagement a more streamlined, safety conscious and effective sector.

One of those projects is MARTHA – a fatigue risk management system (FRMS). Project MARTHA was designed to trial a FRMS in practice in the shipping industry

The three-year project is a transparent fatigue reporting system that offers training in fatigue awareness for ship and shore-based personnel.

It has included the monitoring of selected seafarers for fatigue levels on a number of company vessels for a tour of duty during 2014.

A comparative study was also launched to value the effectiveness of a FRMS in 2015. This involved meetings between the MARTHA research team and company personnel; interviews with employees on fatigue policies; measuring levels of fatigue of selected Masters and crew members; and a distance learning course for selected seafarers.

The results of the study are due to be released later this year.

Another issue InterManager has been investigating over the last year is minimum manning levels for different types of vessels trading on different trade routes and carrying different cargo types. It is investigating the issue to determine whether and how these need to be reviewed and better understood for their implications on safety and efficiency, and then discussed at flag state levels to take into account required rest hours as set out under the Maritime Labour Convention.

The current rules stipulate the minimum number of personnel needed to move a ship safely from one port to another. InterManager raised fears that these rules





We are trying to show members of InterManager that they are the 'best in class.' We are doing this by leading by example, participating in ground breaking projects, and engaging in change

Capt Kuba Szymanski,
Secretary-General, InterManager



were not just meant to set a crew complement number, but were also intended to serve as a mechanism to improve overall operational status. The Executive Committee last year agreed to engage with industry stakeholders to consider how best to ensure sustainable and safe manning level, taking into account the need to carry out administrative tasks onboard, and fatigue issues.

InterManager President Gerardo Borromeo said: "Managers are concerned that these previously agreed minimum manning levels may not be properly reflective of today's marketplace. For example, a VLCC calling at seven ports a year may have a minimum manning level of 18 but smaller chemical tankers, calling at over 100 ports in the same period may be required to operate with a much lower crew complement of, say, 12. This has concerning implications when you consider the number of ports such a vessel may be visiting in a very short period of time.

"We want flag states to look at each vessel type, the cargo it is carrying and the voyages it is on, and to set up and agree on legislation to ensure there are always sufficient people on board to operate that vessel safely while catering for the necessary rest hours. We, of course, need to be realistic in approaching this issue as it involves not only safety and efficiency but economics as well. At the end of the day InterManager is looking to drive sustainable solutions that benefit the entire industry and the general public."

InterManager is also examining the issue of the 'paperless ship.' It is currently drawing up a set of guidelines aimed at reducing the amount of paperwork officers and their crew have to undertake while at sea.

Mr Borromeo said: "The burden of administrative tasks falling on seafarers in today's shipping industry is significant. Industry surveys have indicated that the volume of red tape is one of the factors adversely affecting recruitment. InterManager's aims to improve this situation, not just for today's seafarers but for tomorrow's." ●

Roberto Giorgi

President 2008-2010

The shipmanagement industry during the last 20 years has become a very mature business and a vital centre of know-how, both on board and ashore.

As such, I thought that our image was not in line with the real essence of our business and should be improved, so one of my first goals was to give much more visibility to our industry in terms of transparency, professionalism and leadership. In particular, campaigning and focusing on the human element, defending the seafarer's community became InterManager's first priority.

Our crusade against crew criminalisation in the case of Hebei Spirit accident received full support from all the shipping associations and it was the best example of full alignment and cohesion of all the industry forces especially when the cause for which you are fighting is genuine and bluntly right.

We had the same approach fighting against piracy in a joint effort with all the industry institutions.

Another major accomplishment during this period was the support of the KPI project, an important step towards more transparency on quality and performance.

It was a great journey during my two years in this role, I had the opportunity to share opinions and make difficult decisions with the best ship managers in the world. Sharing best practice and confronting the daily challenges of our profession has made InterManager stronger. I can say that this approach of respect and support made InterManager stronger and ready for the next future development.

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Strengthening the bond with IMO

As two highly influential associations within the shipping industry, InterManager and the IMO's relationship is co-dependent, having developed over a number of years.

InterManager first sought closer ties with the IMO in 1994 during an initiative to render compliance with InterManager's mandatory ISMA code. At this stage InterManager applied for observer status. However, this only allowed for very limited input from the Non-Government Organisation (NGO) and consequently consultative status was sort and obtained in 1997.

In recent years, InterManager has become a more integral member of the association, with Capt. Paddy McKnight being appointed as InterManager's permanent representative to the IMO in 2012. Reporting back from every important IMO meeting, Capt McKnight ensures that InterManager and its members are fully briefed on all the key issues raised.

According to Capt McKnight, this presence was further enhanced following a review of consultative statuses in 2013.

He said: "InterManager was granted renewed consultative status as an NGO able to make a substantial contribution to the work of the IMO. The granting of such a status enables the IMO to obtain information or expert advice from NGOs with special knowledge in their particular sector and allows NGOs representing large groups, whose activities have an important and direct bearing on the work of IMO, to express their points of view."

Today's partnership between InterManager and the IMO is a two-way communication stream. Secretary-General of InterManager, Capt Kuba Szymanski, explained "This relationship allows InterManager to be the eyes and ears for shipmanagement; we can see which way the IMO is heading, what the latest developments are and who the driving forces are behind issues

of interest for our members. We also act as a trusted adviser to the body on matters of shipmanagement, KPIs and seafarer affairs."

InterManager can also voice the thoughts of its members by supporting papers for consideration at IMO meetings. "We are able to join other member states and NGOs as co-sponsors of submissions by them where we have an interest in the outcome, such as the Ballast Water Convention, Hours of Rest and Work, e-navigation and ECDIS," said Capt McKnight.

These proposals are then discussed at the relevant committee and voted upon by representatives of Maritime Nations from around the world.

Looking ahead, Capt Szymanski stated: "InterManager will remain a strong supporter of the work of the IMO and I would like to see the shipmanagement sector adopting a more pro-active stance and further prominent role within the society." 🟡



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Why being a member is important

Over the last 25 years InterManager has grown from a members' association that was struggling to achieve high levels of membership to a trade association that has attracted high membership numbers and leading shipmanagement companies.

At one point InterManager was at risk of 'dying a death' but the changes to membership requirements breathed a new lease of life into the trade association.

Guy Morel, who was President in the early 1990s, explained: "As ISMA was created as an association that would have only members that were ISMA certified it nearly died of its own death. It had a very hard time recovering from that. But ISMA survived by changing its rules that meant membership was now requiring an International Safety Management (ISM) certification, rather than an ISMA certification."

Today members receive a range of benefits that include being represented in international organisations, such as the IMO and European Union, sharing best practices, having an influential voice, and having the opportunity to participate in InterManager projects, to name only a few.

InterManager's members consists of shipping companies who have joined in the last few years, businesses that share a long history with InterManager, and some being part of the original 'founding fathers' from the Group of Five.

Wilhelmsen Ship Management (WSM) is one of those members who shares a long history with InterManager, who made up one part of the Group of Five, which played a pivotal role in the foundation of ISMA. It has been a member since the inception of ISMA.

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WSM President Carl Schou explained WSM's fondness of InterManager, and how its relationship with the trade association first evolved.

Mr Schou said: "Back then, being part of the founding group of ISMA, WSM wanted to establish a solid basis for improving the image and quality of shipmanagement. Today, InterManager has taken more of a role as a voice for the industry. As such InterManager is contributing to a number of quality initiatives for the industry.

"Besides that, InterManager provides a platform for all members' voices to be heard. Together with other members, WSM would like to play a part in influencing the shipmanagement industry towards highest standards of ship operations."

Mr Schou added that InterManager shapes shipmanagement standards in the shipping industry and explained its role in today's market.

He said: "The association plays an important role in facilitation of best practices across the industry, thereby constantly improving the base standards of ship operations. For WSM, it is important that a base standard is established, it creates a level

playing field for international ship managers like us to compete and differentiate.

"In addition, InterManager was at the forefront in developing KPIs for the industry and, with this, has in our opinion contributed to a new and higher level for third party managers. The shipping KPI project, which started in 2003, was a great system for us to benchmark our operational performance against the industry average. The industry benchmark provides some clarity on setting realistic targets and a reality check where we are for further improvement.

"Ship managers' role as we see it has evolved over time. Decades ago traditional shipmanagement was mainly human capital intensive, and process and technology driven. Today, shipmanagement includes the above role in addition to regulatory compliance and strategic planning to ensure uninterrupted supply chain. Ship managers are evolving into becoming competence centres. Today, with the economies of scale, ship managers are able to build up specialist departments in many areas where traditional owners are not able to."

InterManager has evolved over the years and today is very much known as a 'voice for the industry'.

Marc Nuytemans, Managing Director for EXMAR Ship Management, who holds a seat on InterManager's Executive Committee, which he has held since EXMAR became an InterManager member five years ago, believes that it has a role that other associations do not cover – the human aspect of shipping.

He believes that EXMAR has benefitted from InterManager's knowledge on training, how to get the most out of your staff, how to deal with fatigue of crew and best practice in dealing with crew members of different cultures, gender and sexuality.

He said: "Wherever you are in the world you can place people in a framework where you can demand a certain behaviour that you find suitable. But we believe you can go beyond that. What if you aim to change people's minds and attitudes on safety? Instead of enforcing their behaviour they could be coached to act and behave in a suitable way. You need sophisticated programmes to do that because it is about changing people's mindsets."





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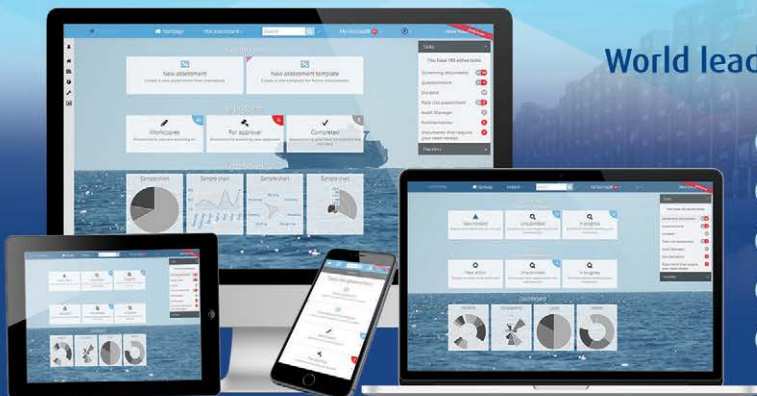
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"We are also contributing to that in InterManager by raising awareness, and supplying what we already know and exchanging views on that with our colleagues. It's still somewhat uncommon in the industry. The shipping industry, albeit being very efficient economically, could be more adept at sharing knowledge, just to make the industry better as a whole. We need to share expertise to become better as a whole. If everyone becomes better, then that puts the bar higher for the whole industry."

Mr Nuytemans added: "I think it's important for ship managers to have an association for the simple reason that somebody has to deal with the human aspect of the maritime industry. There are many associations. You have the national ship owner associations, you have INTERTANKO, INTERCARGO, BIMCO.

There's a lot of fragmentation in these organisations and since I was the

Managing Director of the Royal Belgian Shipowners' Association between

2000 and 2009, I think I've had a clear view on that fragmentation from the inside. It made sense to me to

become a member of InterManager because someone has to deal with everything related to human beings on ships – the human aspect. The industry is focusing more and more on that aspect,

and that is exactly where we want to go as a company as well."

He also echoed WSM's view that the KPI project marked a big change for the shipmanagement industry.

"InterManager has been very influential in the industry and one of the big things for us was the well-known KPI project, which has now been passed on to be handled professionally by other people. That was a major step and InterManager now needs to redefine itself. I am still surprised that it doesn't come naturally to ship managers to join InterManager," Mr Nuytemans says.

He also believes that InterManager should now focus on standing out from the crowd in the sea of other associations and cover issues that are not touched on by the other groups.

"I'm very much looking forward to the future. I have been a big advocate in InterManager to deal with issues specific to shipmanagement, which are not being covered by any other type of organisation. If we don't focus on these issues it means just more fragmentation, more doing the same work, more complicated manoeuvring where you have to think

what the others are doing. For example, the International Chamber of Shipping may have one view on a subject, whereas INTERTANKO is saying something different. All the associations are sometimes guilty of self-justification. In order to mitigate the effects of that fragmentation they have to come up with panels such as Round Tables."

Law firm Hill Dickinson is one of InterManager's newer members and has been an Associate of InterManager since 2012.

The majority of Hill Dickinson's shipping and casualty work originates from blue chip managers and their insurers. It believes that the firm's association with InterManager provides a vital link between Hill Dickinson and the day-to-day operation of shipping.

Hill Dickinson also provides support to InterManager's Executive Committee on legal and regulatory issues, lobbying, piracy and

casualty matters. With InterManager's active presence at the IMO, the firm is able to assist InterManager in achieving its aims and goals.

Maria Pittordis, who heads Hill Dickinson's Marine, Trade and Energy group believes that the major overlap between InterManager's membership and Hill Dickinson's own shipping client base,

means that membership is an obvious fit for the firm, and

that it is only natural that Hill Dickinson should place itself so it can contribute to InterManager's goals and aims.

Ian MacLean, a partner at Hill Dickinson who is also Vice-President of the association and acts as their General Counsel, believes that membership of InterManager permits Hill Dickinson to better understand the challenges faced by those charged with operating vessels in today's very difficult trading environment.

It is crucial for legal practitioners to understand the commercial operating conditions in which ship managers engage, so as to ensure that in the case of a contractual dispute or following a casualty, advice is not only legally sound, but takes account of the commercial realities of the industry sector and proposed solutions are pragmatically sound, according to Mr MacLean.

Another one of InterManager's newest members is CESG who joined in April last year. CESG was attracted to the association by its strong views on the importance of the development and fair treatment of seafarers.

With the shipping industry being a highly regulated global industry, nationally and internationally, organisations such as InterManager help its members create a forum where they share their knowledge and experience, learn from each other, leading to improved quality standards in vessel operation, crew welfare and safety at sea

Andreas Hadjipetrou,
Managing Director,
Columbia Shipmanagement

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Chief Executive Neil Carrington said: "We strongly believe in investing in the profession of the seafarer and developing the future generation of a competent global workforce.

"Ship managers play a pivotal role in the shipping industry, as they effectively replace what was the traditional ship owner role. Therefore, they have responsibility for the technical operation of the vessel and from our perspective, the safe manning requirements of that vessel. That is why it is important to us that when we employ and provide crew to a ship, we can be confident that the people looking after that ship are responsible.

"When I was first introduced to InterManager, I saw they were highly regarded within shipping circles, and the current Secretary-General Capt Kuba Szymanski is very passionate about the cause. I attended my first meeting with the organisation during London International Shipping Week and was made to feel very welcome at the event. During the meeting, there was no unnecessary self-promotion from the speakers and there seemed to be a genuine common purpose around the room."

Columbia Shipmanagement (CSM) was also one of the 'founding fathers' and has been a member since the creation of ISMA in 1991. The company believed in the importance in establishing an industry forum for ship managers.

Managing Director Andreas Hadjipetrou said: "Since the foundation of ISMA and thereafter InterManager, it is imperative for CSM to contribute, with our experience and knowledge, to the organisation that was created to be the voice of ship managers in the maritime world, promote the image of shipping and seafaring, and to improve standards in the industry, crew welfare, safety, security and environmental protection.

"With the shipping industry being a highly regulated global industry, nationally and internationally, organisations such as InterManager help its members create a forum where they share their knowledge and experience, learn from each other, leading to improved quality standards in vessel operation, crew welfare and safety at sea.

"InterManager, via the work of the Secretariat and its committees provides an ideal forum for managers to discuss all important matters of the industry and actively contributes towards policy making as well as reduction in accidents and pollution. In addition, by working together with InterManager we promote education, training and career development of seafarers.

"Ship managers represent an essential part of the shipping industry. Expert ship managers like Columbia gain accumulated expertise by working for different ship owners across the globe for basically all of the ship types, thus they are able to offer specialised services to ship owners at typically cost-effective pricing whilst quality standards are maintained at high levels.

"With the increasing regulatory framework and the pressure on ship owners to keep costs competitive we see an increasing demand for our shipmanagement services and we expect the sector to gain market share over traditional ship owning setups and in-house shipmanagement. The

fact that many ship owners team up with ship managers to create joint shipmanagement companies proves the opportunities of the sector moving forward.

"As an organisation comprised of shipmanagement players, InterManager has certainly added value and set a strong foundation for our industry. By actively being involved with InterManager since 1991 we continuously contribute towards the mission of InterManager, promoting its values, participating in the committees and help the industry improve, develop and support our industry."

Svein Eloff Pedersen, Chief Executive Officer of NOAH Ship Management, has held a membership with InterManager since 2003 when he was Managing Director of Barber Ship Management, now known as Whilhelmsen Ship Management.

NOAH was established by Mr Perdesen in 2010 when people's faith in the shipping industry was dwindling.

Mr Pedersen said: "We have had our fair share of hurdles in the startup phase but after six years of operation we now have a nice distribution of vessel between VLCC, LPG, offshore vessels, small tankers and several bulk carriers.

He also believes that you can achieve so much more when working together.

"I have always believed in pulling together for the best of the industry we work and believe in. Being a small start-up company six years ago it was also a way to promote Noah Ship Management. Alone you can influence so much, but being together is a completely different ball game," Mr Pedersen explained.

He added: "InterManager has had a big influence on the industry and being on the Executive Committee gives the company a certain profiling. There have been many cases where InterManager has focused on seafarers' rights which is the main focus of the association and this has given some good results."

Chief Executive Officer of MF Shipping Group Karin Orsel, believes that InterManager has helped bring the different associations together.

Ms Orsel said: "I think it's good that you have different associations representing different things in the industry. Co-operation with the other associations has increased and improved, and I think that is quite important. I get the feeling that this is something that's changed over the last three to five years and that's thanks to InterManager.

"I think in the past it's been the case that the different associations have been more working for themselves, rather than working together. If you're hearing different messages then you are not sure what to believe. But they are now all working together to deliver the same message, which is very important.

"InterManager is also very strong on crew related matters. It's the human aspect that really makes a difference, that's where it all starts and ends. They are trying to make everyone aware where the starting point is and what is a realistic expectation. Project MARTHA is a great example of that, and also encouraging more female seafarers into the industry, which is something we that we also believe is incredibly important."

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I think it's important for ship managers to have an association for the simple reason that somebody has to deal with the human aspect of the maritime industry

Marc Nuytemans,
Managing Director,
EXMAR Ship Management

"

Seagull Maritime has been an Associate Member of InterManager since 2007.

Managing Director Roger Ringstad said: "As a company specialising in all aspects of seafarer training, this association has brought us invaluable insight into the views and needs of the international shipmanagement community. This helps us address emerging trends in shipmanagement and take into account the needs of in-house or third party ship and crew managers when fine-tuning our safety, environmental and security training, and competence management products and services.

"InterManager also offers a valuable forum for industry concerns, helping us to understand the challenges of shipmanagement today, and ensure that our products improve standards and aid recruitment, but also drive efficiency and overcome administrative burdens.

"Seagull Maritime has also attended InterManager's annual general meetings where it has been offered the opportunity to network with leading maritime professionals.

We have had the pleasure of close cooperation with Capt. Kuba Szymanski, InterManager Secretary-General, who has made presentations at several of our own User Forums on various subjects.

"We would also like to take the opportunity of InterManager's 25th anniversary to thank the organisation for its role in supporting Seagull Maritime in getting our messages across to a broader audience."

Videotel CEO Nigel Cleave, who sits on the Executive Committee, has a long history with InterManager, and supports the association on one of its primary goals – high standards of trained crew members.

Mr Cleave said: "Our association with InterManager stretches back many years and during that time we have supported its stance on the importance of properly trained crew.

"As a member of the Executive Committee, I have been involved with and helped facilitate discussions involving the implementation of quality training programmes and advice for ship managers on how to be compliant with STCW and operational requirements. Members of InterManager know that investment in training is money well spent, creating highly motivated and competent seafarers while simultaneously improving crew retention and reducing accidents onboard."

Maritime cyber security company EPSCO-Ra became an InterManager member to provide the association and its members with a better understanding of maritime cyber security issues.

Managing Director Lance Savaria said: "What we have found is that there is an evolving understanding of maritime cyber security and unfortunately along with this there is a great deal of misunderstanding. It is our hope to be a 'go to' resource for the membership so that we can mutually

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Oyvind Orbak CEO of software company Docmap has been an InterManager member for almost 10 years and believes it is a great platform for companies to showcase their talents.

Mr Orbak said: "We have a long history with InterManager that goes back for a number of years. From our point of view it's a great platform, as a lot of the full members of InterManager are clients or potential clients of ours."

"Docmap develops HSEQ (health, safety, environment and quality) software solutions for ship managers and it is natural for us to implement functionality that harmonises with the Shipping KPIs supported by InterManager. Helping to create a culture of safety is really at the heart of what we do for clients. Safety and risk-reducing behaviour is vital to InterManager so we share the same goals in that respect."

"The shipmanagement industry is behind other industries in terms of utilising technology. Employing technology to meet HSEQ goals is something that is not talked about often enough."

"This is something I intend to bring up with InterManager, to see what can be done about putting it at the forefront of the ship managers' minds. They need to have the tools in place to instill that culture of safety and that is what we are trying to do."

Stuart Munro, CEO of ITIC explained how the indemnity insurer has a long history with InterManager as it has been a member since its inception.

Mr Munro said: "InterManager is the international trade association for ship managers. ITIC is the leading provider of professional indemnity insurance to ship managers. We both share the same members and see a significant number of issues from across the industry. There are problems that ITIC can solve from an insurance perspective, but InterManager is there for the wider representation of their members."

"ITIC has been a member of InterManager since its inception. Prior to that we were involved with ISMA. In the early days it was all about trying to get standardisation with regard to shipmanagement contracts with the drafting of the first BIMCO Ship Man agreement. ITIC was there for the initial draft and has assisted in the drafting

of BIMCO Shipman '98 and 2009. The role of InterManager has also changed to accommodate the needs of its members, such as with KPIs, as they have had to develop within a shipping market that has become much more demanding of the manager."

"Ship managers need a body that represents their interests only and that is the role that InterManager has been developing over the years and long may it continue and strengthen."

Crew management/manning agent United Philippines Lines (UPL) has a relatively new relationship with InterManager, but has already started to see the benefits LCDR Jose Adolfo B CRUZ Esq. KCTJ, Chief Executive Officer of the company said: "Becoming part of InterManager

gave UPL access to information, trends and issues that primarily affects or concerns ship managers. The ability to see these has somewhat allowed UPL to reconsider and re-think its crew management systems and practices."

"By understanding how ship managers operate and respond to the ever changing situation of the world shipping industry, UPL is able to bring itself to align with what is current and with what is being forecasted. Instead of being reactive to the demands shipping industry, UPL can actively participate in meeting these changes."

Bernhard Schulte Shipmanagement (BSM) CEO Capt. Norbert Aschmann, who sits on the Executive Committee, explained why InterManager means so much to BSM.

He said: "For us at BSM, InterManager is not only the 'voice of shipmanagement' within the industry, but also contributes to a high level of safety, efficiency, transparency and performance of vessels under the management of their members."

"InterManager members fully appreciate the importance of seafarers, their training and well-being for the safe and efficient operation of vessels."

Founder of Alpha Navigation Bogdan Zelenski said: "Alpha Navigation is proud to be a Full Member of InterManager representing Ukrainian and Filipino seafarers in the international shipping industry."

"Our unequivocal commitment to internal quality standards, IMO / ILO, STCW, ISO requirements, and vessel manning stipulations ensures the smooth and safe operation of all our projects. Over 7,000 seafarers have worked with our company and upheld our reputation in the field for providing services of a higher calibre." ●

For us at BSM, InterManager is not only the 'voice of shipmanagement' within the industry, but InterManager also contributes to a high level of safety, efficiency, transparency and performance of vessels under the management of their members

Capt. Norbert Aschmann,
CEO, BSM

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