Difficult to believe but we have the first quarter of the year almost behind us and it has been three months since Bjorn was welcoming us promising exciting projects and conferences.

Our Conference on February 5 in London went very well indeed, with a full house. For those of you who missed it, there is a full report on pages 1-3 of this issue. You can also view the presentations online – please visit: https://www.intermanager.org/resources/presentations/

At this conference Roger Ringstad from Seagull told us about The Best Seafarers DNA and shortly afterwards we saw a big wave of members signing up for the continuation of the project. Results will hopefully be available shortly – watch this space. Read more on pages 4-5.

We also had a great response from ‘outside’ of InterManager to our Sustainable Manning project, now known as the “Sustainable Shipboard Resources Management Project.” If you have not yet participated, please get in touch and we would be delighted to learn your opinion about skills, talents and the numbers you, as a ship manager, believe should be on board of the vessel to maintain its safe and sustainable operation.

In London we examined blockchain and how best this new modus operandi could augment our ship management operation. Interestingly, the audience reserved judgement and most will ‘wait and see’.

Internally, InterManager has started tackling the issue of the alleged ‘shortage of seafarers’ by immediately responding to anyone who claims there are not enough. Our Crewing Managers are happy to provide good quality, excellently trained and prepared seafarers to anyone who believes there is a shortage of sea staff.

Please see what we can do for you. We accept your challenge!

The Ballast Water Convention is in full swing and we welcome our Members opinions and guidance. On pages 8 -10 in this issue is expert information from Ecochlor.

Our members are very concerned with the piracy situation in the Gulf of Guinea (see page 11). The industry seems to be closing ranks in fighting this plague and we are very lucky to have security experts as members of InterManager. Their alerts and reports are available for our members to sign up to at: https://www.intermanager.org/arc-intelligence-report/

We are also very proud of our members who have been nominated for this year’s ISWAN awards – see pages 12 and 13.

InterManager members are at the cutting edge of industry research and we encourage you to read an interesting report on pages 14 -15 from Southampton Solent University’s The Effective Crew Project which examines the benefits and challenges of implementing stable and fluid manning strategies.

We are delighted to support the Adopt a Ship project. Already more than 40 schools have enrolled – see page 16 for a full report and look at the smiling faces of children learning about life at sea.

We were also pleased to see our Shipping KPI project re-launched by BIMCO. All in all, this is a pretty good start to the year.

Finally let me, on behalf of our Association, wish all our readers a Happy Easter – we all deserve a little break. Enjoy!
InterManager held its inaugural Interactive Shipmanagement Forum in February which was well attended and saw delegates interacting with speakers throughout the conference.

The event, which was packed out with InterManager members, was hosted by Lloyd's Register and debated some of the hot topics currently facing the shipping industry.

Secretary General of InterManager, Captain Kuba Szymanski said: “We had a fantastic line-up of speakers and a packed-out audience for our first Ship Managers’ Forum. A lot of important issues were discussed and the interaction from the audience guided the debate. There were so many questions, we did not have the time to answer them all. Thank you to Lloyd’s Register for hosting our event and all our Partners who supported the event.”

Blockchain in the shipping industry, the safety culture among crew members, and the changing world of maritime payments were all debated at InterManager’s First Interactive Ship Managers’ Forum.

The conference, was opened by Gary Pogson, Lead Specialist, Marine & Offshore Innovation Team, at Lloyd’s Register. Mr Pogson posed the question ‘distributed ledger for engineered systems - hype or hope?’

“Blockchain in the shipping industry, the safety culture among crew members, and the changing world of maritime payments were all debated at InterManager’s First Interactive Ship Managers’ Forum.

“A lot of the hype over the past year or so has been driven by ICOs or Initial Coin Offerings, facilitated by smart contract capabilities on blockchain platforms such as Ethereum – this is the new crowdfunding and the numbers are significant,” he said.

The interactive conference, attended by around 60 delegates who packed out the room in the Lloyd’s Register building, saw full audience participation through the online app Slido, which allowed delegates to post questions and comments throughout the conference and guide the debate.

Yuzuru Goto, Managing Director of “K” Line LNG Shipping (UK), spoke about the safety culture of crews and the launch of the “K”ARE Project in the company after it recognised the need to improve the safety culture as many accidents are caused by human error. The project followed a serious incident when a “K” Line- managed ship collided with another vessel in Zeebrugge. The other vessel completely sank and there was significant damage to the “K” Line vessel.

Mr Goto told the audience you can only shape the safety culture once you embrace failure.

He explained: “When I got the call at 3am I knew immediately that this was not a drill, it was for real. All you can think of is what if the worst has happened and we have lost crew members. Thankfully that did not happen, but there was
damage to everything, and the other ship eventually sank. Upon reflection you ask yourself how did this happen and your initial conclusion is it is just bad luck. But when you look at it more deeply you realise it is down to the safety culture."

Working alongside ShipMoney, a maritime payments company that facilitates onboard payroll payments through a singular integrated payments platform, Phil Kelly from human performance, training and consultancy company Pro Noctis, delivered a presentation on what feeds your decision making.

Discussing the behaviour of people, Mr Kelly said: “Particularly with today’s set of millennials, the next generation of leaders want things to be individualised. They want something that is not generic. Add into that automation, artificial intelligence, blockchain, cryptocurrency, and the one thing that binds this all together is us as human beings.

“There has been a lot of focus in your policies, infrastructure and IT and a lot of money invested. But we have forgotten about the people – and that’s not just the members of staff, that is right to the top as well. It seems the industry is a bit stuck and fearful of change.”

Continuing the discussion about people, Mark Charman, Founder and CEO of Faststream Recruitment Group, spoke about seafarers and shore personnel and why making the switch from working out at sea to shore is a good move for seafarers.

He revealed that through a Perception Versus Reality report Faststream had carried out, the majority of seafarers surveyed said they would never make the transition from ship to shore. Out of the total questioned, 85% said they were not interested in moving to a shore-based role. He concluded that attraction and recruitment is only going to get harder, saying: “If you don’t bear-hug your seafarers someone else will.”

Mark Robertshaw, Senior Vice-President, Sales & Commercial, at Brightwell Payments took to the floor discussing the changing world of maritime payments.

He told delegates that through Brightwell’s research, the company has found that the majority of crew members fall into three categories when it comes to their pay. They are: young, single and not necessarily working towards a goal or plan; those who actively support their family back home and need to get money home to ensure bills are paid; and those who want to send money home but have the luxury to watch rates and send at optimal times.
Mr Robertshaw said: “If you think about it some of your crew get paid in US dollars, but their home currency is not in US dollars, so a lot of employers are saying we’ll pay you in US dollars. But if you, as an employer, pay your crew members in US dollars but allow the crew member to dictate when they transfer the money to their home bank accounts to benefit from exchange rates, then that is a big plus.”

How do we find the best seafarers in the world? That was the important question posed by Roger Ringstad, Managing Director of Seagull Maritime. The company runs psychometric APRO testing to conduct ability profiling. For this project Seagull used test results from more than 20,000 individuals.

Mr Ringstad revealed that the DNA of the world’s best seafarers is made up of levels of knowledge, accuracy, speed, emotions, energy, affection and control.

Mikael Weis, Chief Operating Officer at ShipServ, an e-marketplace for the marine and offshore supply industries, spoke to the audience on how ShipServ is working with ship managers to understand and address some of their challenges. ShipServ works with its customers to reduce Opex by process automation; finding suppliers; optimising supplier base, and analysing and benchmarking.

He revealed that in a survey three quarters of its customers said it was difficult to answer spend questions and the majority understood the need to answer such questions.
Finding good seafarers with the best personality to overcome the challenges and emotional hardships of working on a ship is always a challenge for any ship owner and manager, but equally seafarers struggle to find an employer who would appreciate best their personality traits.

It is important for ship managers to employ seafarers with strong leadership potential who they can trust to lead the rest of the crew members. But every company is different. One size fits all does not apply when it comes to employment.

What if you knew the exact profile of what you are looking for in a seafarer?

Best Seafarers’ DNA is an ongoing project run in conjunction with Seagull Maritime and InterManager, which aims to collect, analyze and establish an ideal profile for management level positions onboard vessels, with emphasis on Captains and Chief Engineers.

Kuba Szymanski, Secretary General of InterManager, said: “Personality profiling is often met with some very cautious responses. All we really need to consider is why are we going to do it and how are we going to do it? This is a really exciting project that I would encourage our members to be a part of. I would like see this project succeed and it has the potential to become a strong benchmarking tool for the shipmanagement industry.”

InterManager is appealing to its members to come forward and participate in this exciting and innovative project. For members participating, Seagull will take on the financial responsibility of all licence costs of the three testing tools.

Each candidate and participating member will receive detailed test results and summary test results for their own employees. In addition the findings in the project will be presented to the members.

The results of the project will be a powerful tool when recruiting and reviewing candidates for management level positions. Participating companies already include large ship owners and one oil-major.

There are three types of tests which are used to collected data to build the ideal profile:

- **Knowledge Test** - This is conducted using a multiple choice question database of more than 6,000 questions structured after STCW. Each question has four answers to choose from. The assessment tool is currently
used by 350 companies generating more than 35,000 new test results every month which are added to the statistical database.

• **Psychometric Test** - This is designed to objectively assess individual differences in critical abilities. It is important in order to develop safety, reliability and quality in different kinds of ship operations. This test is fundamentally all about the measure of speed versus accuracy. Speed is the response time, whereas accuracy is related to the number or percentage of correct responses. For this project we have used test results from more than 20,000 individuals. The first version was launched in 1998 with a reference group of 500 maritime college students from The Philippines. In 2015 the reference group was extended to more than 9,000 test results with all ranks and largest nationalities for seafarers.

• **Personality Test** - This is based on the five factor model of personality, also known as the Big 5. It is widely accepted as the best way of describing the fundamental building blocks of personality, such as will, control, affection, energy, emotional stability, measure strength, risk, work preferences, motivators and de-motivators.

For members that would like to participate InterManager is asking for at least 50 candidates, at least 25 Captains and 25 Chief Engineers, who can complete the three tests. This number is an absolute minimum to enable generating of company specific profiles in addition to building the global profile.

For companies interested in participating, please contact InterManager Secretary General Capt. Kuba Szymanski (kuba.szymanski@intermanager.org) or Seagull Maritime, Managing Director Roger Ringstad (roger.ringstad@sgull.com).
The four IMO Sub-Committee meetings prior to Easter mentioned in my January 2018 article, have all taken place, namely Ship Design and Equipment (SDC 5), Pollution Prevention and Response (PPR 5), Navigation Communications Search and Rescue (NCSR 5), also Ship Systems and Equipment (SSE 5). Apart from SDC 5, at which InterManager was not represented, the other three Sub-Committee meetings are subject of summary reports, each of which can be accessed on the InterManager website. Looking ahead to April, the Marine Environment Protection Committee (MEPC) and the Legal Committee (LEG) are both scheduled to meet, whilst MSC 99 convenes during May for a 10 day session, items for which will be described in the next edition of Dispatches.

Meanwhile, MEPC 72 items of interest will include:

- Harmful aquatic organisms in ballast water;
- Air pollution and energy efficiency;
- Enhancing energy efficiency of international shipping;
- Reduction of GHG emissions from ships;
- Pollution prevention and response;
- Reducing risks of use and carriage of heavy fuel oil in Arctic waters;
- Technical cooperation activities; and
- Capacity building for the implementation of new measures.

Whilst LEG 105 items of interest will include:

- Facilitation of the entry into force and harmonised interpretation of the 2010 HNS Protocol;
- Provision of financial security in cases of abandonment of seafarers;
- Fair treatment of seafarers in the event of a maritime accident;
- Piracy;
- Matters arising from Council 118 and 119, also Assembly 30;
- Technical cooperation activities related to maritime legislation; and
- Review of the status of conventions and other treaty instruments emanating from the Legal Committee.

THE IMO AT 70.

Readers may recall that in my previous dispatch article dated January 2018, mention was made of the IMO’s 70th birthday. To be precise, it was seventy years ago on 6 March 1948, in Room VII of the Palais des Nations (Geneva) where the Convention on the International Maritime Organisation (IMO) was adopted at the United Nations Maritime Conference convened following a resolution by the Economic and Social council. The Convention then entered into force ten years’ later on 17 March 1958 and IMO’s first meeting was held in London, on 6 January 1959. Since then, IMO members have
pursued the development of the global regulatory framework for international shipping.

To commemorate such an auspicious occasion, Her Majesty Queen Elizabeth II visited the IMO building (which she previously had opened on 17 May 1983) on 6 March 2018, precisely 70 years on from IMO’s inception. During the visit, Her Majesty Queen Elizabeth attended a speech given by the IMO Secretary General to a large audience, unveiled a commemorative plaque, cut the 70th birthday cake then signed a book dedicated to the occasion, followed by the introduction of a number of selected representatives to her.

The photographs show Her Majesty Queen Elizabeth unveiling the commemorative plaque and also about to swap salty sea stories with the author about shared voyages in the Royal Yacht BRITANNIA some 35 years ago!

Captain Paddy McKnight
How have Ship Managers reacted to BWT?

It appears that while vessel owners take into consideration the feedback and recommendations of the ship management company, the final selection of a BWTS is ultimately made by the shipowner itself. Given the generally poor freight market, many shipowners are further delaying retrofitting their vessels by seeking to reinstate original renewal dates for IOPP Certification with flag states after decoupling or applying for a USCG extension. Given, at minimum a two-year postponement, many other owners are hoping to go a bit further into next year or beyond before starting the steps for BWMS retrofit. The absence of shipowners moving forward on BWMS compliance will impact the ability to perform cost-effective, smooth and efficient installation for their ship or fleet of vessels at a later date by limiting options in shipyards, engineering firms, regulatory agencies and manufacturers.

What issues, if any, are you encountering with installations?

Over the past 18 months, the Ecochlor® Ballast Water Treatment System (BWTS) has been installed in tankers with ballast water flow rates ranging from 750 m³/hr - 4,000 m³/hr at shipyards in China, Croatia, Portugal, Romania and Turkey.

The Ecochlor System can be provided with varying design options based on the needs of the vessel.

For tanker installations with ballast pumps located in the cargo pump room, the filters are generally installed in the cargo pump room. For Ecochlor Systems installed on tankers with submerged ballast pumps, the filters are typically placed in a pre-fabricated deckhouse on the main deck in a Zone1 hazardous area. Additionally, Ecochlor Systems installed on tankers include a small filter for general service pump (or similar) used to fill the aft peak tank. This eliminates the need for a second treatment system for aft peak tank treatment.

Usually, Ecochlor’s generators and chemical storage tanks are installed in a pre-fabricated Deckhouse on the main deck of the vessel. However, Ecochlor recently completed a retrofit in the Steering Gear Room. “The benefits of a treatment system installation in the SGR are obvious - savings in installation and maintenance costs, and a reduction in cabling and piping. The greatest benefit is the elimination of building a deckhouse for the treatment system either on a free funnel superstructure or the main deck. Until now, there has been very limited knowledge of this type of modification for a retrofit and the ease and comparative success of this installation was one of the most important factors of this project,” stated Andreas Zontanos, co-owner of Argo Navis Naval Architect & Marine Engineering – the integration engineering firm used on the project.
While there are fewer concerns associated with the installation of BWTS on bulk carriers, those with top side tanks still present a significant challenge. Top side tanks are typically filled through the fire main and, due to their design, cannot treat or neutralize ballast water prior to discharge. Converting a bulk carrier with top side tanks with additional piping to allow for treatment or neutralization at discharge would be extremely costly and, more importantly, could lead to operational difficulties of the vessel. The ability to discharge ballast water directly with no treatment or neutralization requirements is an advantage of the Ecochlor System for these vessels.

**What challenges have arisen?**

There are many unavoidable constraints going into an installation that can affect the time involved in a retrofit. It’s important to remember that the shipyard is simultaneously providing maintenance and repair to the vessel. Often, there may be access restrictions when multiple projects are needed to be worked on in a singular space.

**Experienced Team**

An experienced installation team needs to be working at the dry dock alongside the shipyard, superintendent, engineering integrator, manufacturer, and crew to ensure that the ballast water treatment system is retrofitted properly and operating effectively at commissioning. A well-planned installation process can save in costly time-consuming mistakes during dry dock. Ecochlor initiates a relationship with the shipowner and operator that begins at the installation and continues indefinitely. This ensures the BWTS is operating effectively at commissioning and beyond through utilization of crew training programs, a 24/7 call center and globally-positioned service engineers.
Lessons Learned

The most important would be communication during and before the installation process. Prior to any scheduled dry dock, Ecochlor representatives meet with the shipyard, integration engineering firm, superintendent and crew to introduce themselves and discuss plans with the yard personnel and superintendent. Group meetings are scheduled for each morning of the dry dock to discuss the goals of the day. Daily reports and photos of each day’s progress, including any installation successes, issues and/or delays, are provided by Ecochlor and the integration engineer. These reports allow offsite supporting installation team members of the BWTS manufacturer and the shipowner to maintain up-to-date information on the installation and offer feedback on any issues, delays or changes in the procedures. Consistent, open lines of communication are a critical factor for the success of any retrofit project.

How do ship managers keep up to date with industry developments?

Ecochlor provides a BWT Regulatory Update that many shipowners find helpful to understanding the changing guides and regulations concerning ballast water treatment.

USCG Updates

1. NVIC 01-18 Issued on 1 March 2018: Navigation and Vessel Inspection Circular (NVIC) 01-18 replaces the prior NVIC 07-04 and NVIC 07-04 Change-1. NVIC 01-18 provides updated and comprehensive guidance to industry and USCG personnel to assist with understanding and ensuring compliance with ballast water management regulatory requirements, including:
   a. Guidance on ballast water management reporting and recordkeeping requirements;
   b. Compliance guidance, including information on USCG type-approved BWMS, use of an AMS, exemptions, and extensions; and
   c. Enforcement, including Sample Letters of Warning that the USCG may issue in cases of compliance violation.

A summary and analysis of NVIC 01-18 was published on the USCG Maritime Commons blog site on 7 March 2018. This summary provides practical information and highlights some of the critical guidance contained NVIC 01-18.

2. Policy Letter 18-02 Issued on 14 February 2018: The USCG Office of Commercial Vessel Compliance (CG-CVC) published Policy Letter 18-02 to provide vessel owners, operators, crew and agents with specific guidance for situations when an installed BWMS has become inoperable. The Policy Letter details the options and steps to take for vessels that have passed their compliance date and also for vessels that have not passed their compliance date, including when to contact the applicable Captain of the Port (COTP) and/or District Commanders to determine acceptable ballast water management options.

Amendments to MARPOL Annex I, Appendix II

In accordance with IMO Resolution MEPC.276(70), amendments MARPOL Annex I, Appendix II (Form B of the Supplement to the International Oil Pollution Prevention (IOPP) Certificate entered into force on 1 March 2018. The amendments are intended to make completion of Form B easier and more consistent with respect to dedicated clean ballast tanks (CBT), segregated ballast tanks (SBT), and protective location (PL) arrangements on double hull tankers.

IMO Ballast Water Management Convention Ratifications

In February 2018 two more countries, Qatar and Lithuania, acceded to the IMO's Ballast Water Management Convention. As of March 2018, 69 countries representing 75.11% of the world’s merchant fleet tonnage, have ratified the IMO BWMC.

Please contact Ecochlor at kathie.clark@ecochlor.com to be added to the Ecochlor monthly regulatory update.

***This information is provided by Ecochlor as a courtesy and all regulatory requirements must be verified by the vessel***
Step Up Security in Gulf of Guinea

Ship owners and managers are reminded to ensure their vessels are adequately protected when operating in the Gulf of Guinea following an alarming increase in attacks and kidnappings of seafarers.

The Round Table of Shipping Associations and OCIMF are working with the International Coordination Centre (ICC) and navies to address the security considerations in the Gulf of Guinea. Regional Guidance produced by industry organisations is available and should be read.

Ships operating in the area are strongly urged to report to the FR/UK operated, Maritime Domain Awareness for Trade – Gulf of Guinea (MDAT-GoG) which is a secure and trusted agency. The MDAT-GoG will liaise directly with the navies in the region in the event of an attack. If a ship does not report to the centre then there is likely to be a delay in the response from the regional navy. The reporting details are shown on Admiralty Maritime Security Chart Q6114. Alerts and warnings will issued by MDAT-GoG to those that have reported on entering the VRA and they will also contact vessels in the immediate vicinity of an incident. CSO’s/Masters can contact the MDAT-GoG 24/7 at: watchkeepers@mdat-gog.org Emergency Tel: +33(0) 298 22 88 88

As a minimum CSOs and Masters of ships operating in the area should plan according to the following:

• Arrive at the Pilot Station, Port, Anchorage or STS Area ‘Just in Time.’ Time transit with consideration to safe speed and maintaining distance offshore or use an offshore waiting area. Consider higher transit speeds where risk/threat assessment is high.

• Rendezvous - Where possible, avoid waiting and slow steaming. Consider offering several alternative rendezvous points and advise rendezvous points at the last minute. If waiting, keep well off the coast (up to 200nm). Do not give away waiting positions. Do not drift and keep engines ready for immediate manoeuvres.
  • Vessels should proceed within the 200nm range at Full Speed.
  • Anchoring - Where practicable, a prolonged stay at anchorage is to be avoided.

• Minimize use of VHF and use e-mail or secure satellite telephone instead. Where possible only answer known or legitimate callers on the VHF, bearing in mind that imposters are likely and may even appear in uniform.

• The greatest risks of piracy are at night and these need to be factored into all planning. Where possible, operations should start and end during daylight hours.

• The use of Privately Contracted Armed Guards on board is banned in Nigerian waters.

• If using an armed escort, due diligence on the company providing this service must be conducted to ensure strict adherence to the MOU issued by the Nigerian Navy and NIMASA.

• Ship owners and managers must have a means of verification that hardening measures are available and in place on vessels prior to entering the GoG area.

• Spot checks for verification at ports within the GoG area is an additional option to consider.

• Nigerian Naval armed guards can protect merchant ships utilising patrol boats to escort ships in the region.

• Maintain all-round visual lookouts & good radar watch.

• Report to MDAT-GoG: watchkeepers@mdat-gog.org Emergency Tel: +33(0) 298 22 88 88
Double joy for InterManager members in ISWAN Award Shortlist

InterManager is proud to announce that two of its members have been shortlisted for the International Seafarers’ Welfare Awards

The search to recognise the best in shipping is organised by International Seafarers’ Welfare & Assistance Network which holds the awards to celebrate a range of successes, from the best port, seafarer centre and shipping company to the organisation and individual which has done a lot for seafarers.

These are the companies, organisations and individuals who have offered exceptional levels of welfare services and facilities to seafarers, and are now in with a chance of landing this prestigious and influential award at a ceremony held at the International Labour Organization (ILO) in Switzerland.

InterManager members Scorpio and Seaspan are among the shipmanagement companies nominated for Shipping Company of the Year.

Roger Harris, Executive Director of ISWAN, says: “These awards give seafarers the chance to recognise, and say thank you to, those who have offered them high quality welfare services and facilities. More than 2,300 individual nominations have been received from seafarers from all over the world”.

Nominees were asked to submit their entries explaining what they do for seafarers’ welfare, and the sheer scale of support from seafarers for their chosen welfare heroes makes these the biggest awards yet.

The winner of each category will now be decided by a panel formed of experts from across the maritime industry. The winners will be announced at an awards ceremony.
ceremony on April 23, to be held at the ILO headquarters in Geneva, and will be presented by Guy Ryder, Director-General of the ILO.

Welcoming the news, Scorpio Chairman and CEO of the Group, Mr. Emanuele Lauro, said: “We are flattered to be nominated by our seafarers for the International Seafarers’ Welfare Company of the Year 2018 Award. All of us at Scorpio care deeply about the seafarer community, but it was only recently that we were introduced to ISWAN and came to know about the incredible work it is doing for seafarer welfare throughout the world.

“Collaborating with the members and staff of this great organization to the benefit of all seafarers is something which gives all of us at Scorpio a feeling of great hope and fulfillment. We are steadfast in the belief that ‘one can do well while doing good’ and therefore the welfare of our seafarers, and all seafarers, is good for our business and for the industry at large.”

Erik Nielsen, Senior Vice President, Operations for Seaspan said: “Seaspan believes that seafarers are an essential part of our industry. As such, we are very pleased to be nominated for International Seafarers’ Welfare & Assistance Network’s (ISWANs) “Company of the Year” again in 2018.

“As a company, we understand that a ship is not just a place of work, but a seafarer’s home while at sea. We do our best to make this home comfortable by providing fitness resources, a mess and welfare committee, plenty of entertainment opportunities, and funds for special events on board each ship. We also include the Sailors’ Society’s Wellness at Sea program in our cadet induction process. Most importantly, we place tremendous importance on safety in our workplace, and our LTIF reflects this, showing consistent improvement in recent years.

“Seaspan offers a variety of services for seafarers to connect with their friends and family. Notably, we’ve committed to implement internet services on board all of the ships in our fleet by the end of 2018, which will see 60+ vessels receive internet this year. We also enable family carriage on board for senior officers, and have medical benefits and insurance in place for families in most of our manning regions.

We extend our sincere thanks to ISWAN for their consideration this year, and congratulate all of our fellow nominees.”

The 2018 ISWAN awards are made possible by a generous grant from the ITF Seafarers’ Trust and the support of Inmarsat (Gold sponsor), the International Chamber of Shipping (Dr Dierk Lindemann Welfare Personality of the Year Award), Garrets International (Shipping Company of the Year Award), Wrist Ship Supply (Seafarers’ Centre of the Year Award) and MF Shipping Group (Port of the Year Award). The awards are also supported by the International Labour Organization (ILO), the International Maritime Organization (IMO), the International Christian Maritime Association (ICMA) and the International Transport Workers Federation (ITF).
Are We Making Sound Business Decisions?

How often do you challenge the status quo in your company? Or are you happy going along with the old adage: ‘If it ain’t broke, don’t fix it?’

Southampton Solent University’s The Effective Crew Project is a three-year project sponsored by Lloyds Register Foundation and the TK Foundation to examine the benefits and challenges of implementing stable and fluid manning strategies.

This article, written by Chris Wincott in collaboration with other members of the Effective Crew team, discusses the importance of questioning standard working practices based on preliminary research findings from Southampton Solent University’s Effective Crew project.

The research team sets out to explore whether using stable or fluid senior teams (top four officers) onboard made a difference to the efficiency, quality and safety of vessel operation. If you keep the top team together and send them back to the same ship does it deliver measurable benefits?

This is a question that has been addressed in many other industries, including, oil and gas exploration, health services, aviation, emergency response, and professional sports, but there is very little evidence from the shipping industry that this has been asked. The business justification seemed to be clear. Most shipping companies say that the crew is their largest single operating cost, so it would make good business sense to ensure that you are using them in the most effective way.

Using questionnaires, interviews and case studies the research team talked to ship owners and managers, seafarers, recruiters and P&I Clubs, and began to identify the areas that a company might use to assess the performance of the crew. The list was understandably quite long and included some areas that were clearly measurable and had a direct impact on the bottom line of a business, and some that were less easy to measure, but were seen as important in terms of morale and crew retention, which would also impact the bottom line less directly.

Some of the measurable commercial criteria companies said they would consider when looking at crewing strategies included:

- Overall financial performance of the vessel;
- Maintenance performance and costs;
- Audit and inspection results;
- Safety performance;
- Performance against ship budget;

If adopting a particular crewing strategy could improve these measurements, it would seem to be a strong argument to consider the idea.
This may seem like the obvious is being stated and any well-run business would make decisions based on all the information available to them, but this is where we came across unexpected responses.

When we talked to shipping companies about how they decided on the crewing strategy they would adopt (stable, fluid, or a mixture,) we started to see some interesting patterns in their answers. We are still working on the research, but at this stage we can identify three common responses:

1. **“We didn’t look at all of this information.”**
   Companies made their decision on their crewing strategy based on ‘gut feeling’ or by looking at limited information. Reasons included:
   “We all agreed it was the best approach and adopted it;”
   “The senior person is technical so we went with what they wanted;”
   “The crewing department look after that;”
   “It is all based on cost of the crew;”
   “It is decided by each Fleet Manager;”

2. **“We made the decision, but we have never reviewed it.”**
   Once a company has decided on their preferred crewing strategy very few seem to gather the data to enable them to review whether it is effective. Even companies who have decided to change from one strategy to another – eg. fluid to stable – do not seem to compare the performance before and after the change in order to assess the impact. “If it isn’t broken don’t fix it.” was a comment made several times.

3. **“We don’t compare those measurements.”**
   There are companies who operate different crewing strategies for different vessels ie. fluid, stable, stable top teams for a pool of vessels etc. We have not yet come across a company which measures the performance of the vessels across a range of indicators to assess the effectiveness of the different strategies, despite the fact that they recognise that the data is available within their company.

All of this raises interesting questions about how business decisions are made in shipping companies, which are probably worthy of further research in their own right. Is it possible that costly decisions are being made based on limited information and little analysis even when the data is readily available? Is the decision-making process driven too much by problems that grab our attention and not enough by actively seeking the optimum performance?

The Effective Crew Project is due to be completed in 2019 and we are looking for one or two more companies who would be interested in participating as a case study. The research is looking at non-passenger merchant vessels with more than 20 crew and we would be particularly interested in talking to companies who operate both stable and fluid senior teams or who have changed from one to the other in the past few years. If you would like to reap the benefit of having your data analysed at no expense and in complete confidence, please contact the research team.

For further information about this project, please go to www.solent.ac.uk/effectivecrew or contact: kate.pike@solent.ac.uk

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Wave of Pupils Gets Involved In Adopt-A-Ship Scheme

Children from more than 700 schools around the globe have adopted ships under a pioneering project initiated by the Cyprus Chamber of Shipping and supported by InterManager.

Over the past four months schools, universities, orphanages and libraries in Poland and India have signed up to adopt more than 40 ships.

Reporting on the success of the Adopt-A-Ship scheme so far, InterManager Secretary General, Captain Kuba Szymanski, said: ‘Pupils and students are asking superb questions, showing how mythical the life of the seafarers still seems. Youngsters’ questions have included:

- have you seen sharks
- are you afraid to be at sea at night
- aren’t you afraid of whales
- how do you know where your ship is
- how do you communicate with your wife and kids
- how long do you stay at sea?

Students at Poland’s Maritime Academy and University of Logistics, have been more concerned with terminology, questioning:

- why do you sail using the great circle
- do you still use a sextant
- what is a Bill of Lading
- what is the meaning of Flag of Convenience
- who pays for bunkers
- why there is only one Captain on board.

It is not only children who are enjoying this project. Seafarers on the adopted ships are very happy to answer questions and some have also agreed to visit the schools on completion of their tour of duty – much to the delight of the children!

We have some schools waiting for their ship – could we tempt you to provide your vessel?

Anyone interested in getting involved with the Adopt-A-Ship project please contact Capt. Kuba Szymanski – email: kuba.szymanski@intermanager.org

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InterManager Welcomes BIMCO’s Shipping KPI Relaunch

InterManager has welcomed news that BIMCO has relaunched its Shipping KPI initiative after a two-year period of redesign.

InterManager was instrumental in developing the Shipping KPI project, but transferred it to BIMCO in 2015 to continue development of the project. BIMCO announced at the time it would take into account the broader needs of shipowners and operators as part of the continued development of the KPI standard.

BIMCO announced in February that it was relaunching the ship benchmarking tool and has a short-term target getting 10,000 ships into the system.

Captain Kuba Szymanski, Secretary-General of InterManager, said: “This is a fantastic project and I am delighted that BIMCO is taking it to the next stage. Those companies who are using Shipping KPIs are reporting many benefits. It is impossible to run an effective shipmanagement business without sound performance indicators.”

Shipping KPI helps shipowners and managers make strategic decisions about their fleet by comparing 33 different key performance indicators (KPIs). It enables users to compare performance parameters between ships of similar type, tonnage, trades or flag states, while remaining anonymous.

InterManager Searches for the Best In Class

You are a member of an association proud of having the ‘Best In Class’ ship managers, crew managers (Full Members) and organisations working for the ship management industry (Associate Members).

InterManager would like to recognise, celebrate and reward this excellence. Therefore the Executive Committee is introducing a new scheme to reward the ‘Best of The Best’ for their efforts and to create a platform which enables outstanding best practice and procedures to be shared among our members.

To recognise the ‘Best of The Best’ in your company, InterManager needs its members to reflect on their people, organisation and the procedures or initiatives which you are very proud of in order to identify potential recipients of this new award.

The ‘Best of The Best’ will be rewarded with this new InterManager Award for excellence at the International Ship Management and Ship Owning summit (ISSS) in London this September.

Your nomination can be in any area of business you feel is appropriate, therefore please don’t shy away – send us your project / initiative description and we will take care of it.

Don’t delay! Start thinking about who and what deserves recognition now as the deadline for our new awards scheme is the 1st of July, 2018.
Digital Ship Big Data Asia
Details: https://www.intermanager.org/events/digital-ship-big-data-asia/

ACI’s 20th Ballast Water Management Conference
Details: https://www.intermanager.org/events/acis-20th-ballast-water-management-conference/

The European Environmental Ports Conference 2018
Details: http://www.wplgroup.com/aci/event/environmental-ports-conference/

Crew Connect-Hamburg
Details: https://maritime.knect365.com/crewconnect-europe-conference/?utm_source=SPK&utm_medium=Referral&utm_campaign=FKT3422-SpeakerEmail1&utm_content=FKT3422SPK&tracker_id=FKT3422SPK&vip_code=FKT3422SPK
On The Wire
Snippets from across social media.

International Seafarers’ Welfare & Assistance Network
Here’s one of our four new ‘Boost your wellbeing’ infographics for seafarers, which can be downloaded here: seafarerhelp.org/
health-well-being/ship-materials

Boost your wellbeing
Do more of what makes you happy

InterManager
Happy 200th Birthday to Sailors’ Society, here’s to another 200 years! It was excellent to be a part of the Wellness at Sea conference to celebrate...

EMCS International Ltd
Spaces are still available for the next Ship Superintendents’ Training Course run on the Isle of Man between 14th and 22nd April 2018.

IMO
UN maritime organization celebrates 70 years with Her Majesty Queen Elizabeth II http://www.imo.org/.../PressBriefings/ Pages/05IMO70.aspx...

ISWAN
Following feedback from #seafarers, we’re now offering Viber as another way for seafarers and their families to get in touch with our free, confidential helpline...

Seafarer’s UK
See the story of Captain Radhika Menon, India’s first female #MerchantNavy Captain, and the first woman to receive @IMOHQ Award for Exceptional Bravery at Sea...

ISWAN
Findings from @InterManagerOrg & @warsashacademy’s fatigue study, Project MARTHA, published last year (full report here: http://bit.ly/2u1PoW) #WorldSleepDay #seafarers

InterManager
Happy 200th Birthday to Sailors’ Society, here’s to another 200 years! It was excellent to be a part of the Wellness at Sea conference to celebrate...

InterManager
Our Sec-Gen Capt, Kuba Szymanski was recently interviewed for a very interesting article on Digital Training in the Maritime Industry, read all about it here: https://goo.gl/Fs4v9C

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Seafarers Awareness
As #StormEmma meets the ‘Beast from the East’ please spare a thought for our #fishermen whose livelihood depends on working at sea #maritime #islandnation
Through the Porthole

Want to see your company ‘Through The Porthole’?
We welcome photographs from all our Members.
Email them to:
kuba.szymanski@intermanager.org

InterManager meets Students at the Polish Navy Academy

YM World, one of the latest vessels to be operated by Seaspan

Capt. Kuba Szymanski attends the Wellness at Sea conference

Capt. Kuba Szymanski and Capt. Boguslaw Fryszkowski beside the vessel Alesia which is taking part in the Adopt-a-Ship scheme
Seatrans and Jebsens have complementary competences and geographical domains. Now they have established a new company – 7Mountains Maritime – that will provide services to the market that the parties individually cannot offer.

In recent years, a number of Norwegian shipowners have purchased ship management services from abroad. K. Jebsens Rederi and Seatrans Ship Management have now set up a new joint venture offering external customers complete ship management services, based on Norwegian quality and experience.

“We were in no doubt as to the potential for the new company in an industry facing increasing challenges from major ship management companies based in Asia. We aim to make use of our many years of experience and expertise in the new company, benefiting small and medium-sized shipping companies. 7Mountains Maritime will provide customers with the same solutions we use ourselves, helping improve their operations,” explained CEO Bjørn Jebsen of Jebsens and CEO Gisle Rong of Seatrans Ship Management.

The new company will be based in Bergen, and an efficient business model has been developed whereby 7Mountains Maritime draws on the networks and expertise already established in the two shipping companies. 7Mountains Maritime provides the entire range of ship management services via highly experienced groups in Norway, Poland, Romania, the Philippines, Vietnam and Australia. “By becoming part of a system comprising numerous skilled colleagues in both Europe and Asia, we will be an attractive supplier to both Norwegian and foreign shipping companies. 7Mountains Maritime will maintain a high ethical standard and quality, and will therefore also be an attractive employer for seafarers who want to work for shipping companies with a high reputation and that provide good terms and safe working conditions,” maintains Erik W. Mohn and Brede Gislefoss in 7Mountains Maritime.
Neil Carrington, Chief Executive of Voyonic Crew, explains in this article why the company will now be running under a new brand and name.

On the 15th February 2007 a new company was incorporated in Guernsey. The purpose of this was to deliver high quality employment solutions to the marine and other industry sectors. The company signed up their first client in April of that year rapidly followed by others. We still provide services to those early clients who, over the years, we have developed close working and personal relationships with.

The stated aim of the company was the delivery of robust efficient employment solutions which were fully compliant with all appropriate tax and social security legislation and the operations were operated in accordance with the standards laid down in ISO9001.

Throughout the decade that followed the business continued to grow and continuously improve and because of its operating ethics continues to attract those discerning clients who are looking for a high quality robust service to support their own clients.

The company values its discretion and this is maintained by simply treating every client as the ‘only client.’ Confidentiality has been our watchword since day one, long before GDPR.

In 2015 there was a change of ownership of the business which also necessitated a change of name. For various reasons this change was carried out in a relatively short space of time and consequently the name given to the company was for practical rather than aesthetic reasons.

As we now reach the company’s 11th anniversary, the decision has been taken to address the name issue and so allow the company to develop strategically with a name chosen to show the company ambition and vision for the future.

Our new branding will be as VOYONIC and therefore with effect from the 21st of February CESG Limited will become Voyonic Crewing Limited.

The new brand name is designed to show our commitment to support our clients on their journey with the vibrancy that permeates throughout our organisation. The logo that we have adopted is designed to show our commitment to the marine industry in particular and its shape is based upon a specific vessel hull form.

We will be rolling out our new branding over the coming weeks and would certainly value any feedback that you might have on our new look.
Seaspan adds 18 boxships with $380m GCI deal

Canada’s Seaspan has acquired the remaining 89% equity interest of Greater China Intermodal Investments (GCI) from affiliates of The Carlyle Group and the minority owners of GCI.

The total consideration of the deal will be cash of approximately $330m and a $50m issuance of Seaspan Series D preferred shares.

GCI currently owns a fleet of 18 containerships with total capacity of 204,000 teu. Of the 18 vessels, there are currently 16 vessels in operation with the remaining two newbuild vessels scheduled for delivery during the second quarter of 2018. Seaspan has been involved in the design, construction, delivery and operation of all these vessels since inception.

According to Seaspan, GCI’s current fleet will contribute approximately £1.3bn towards the company’s contracted future revenues, increasing its total contracted future revenues to approx. $5.6bn.

“This significantly accretive acquisition materially increases our contracted future revenues and enhances our ability to provide our customers with modern, state-of-the-art containerships. With GCI’s fleet now under our ownership, we are strengthening our partnerships with customers and enhancing our scalable integrated platform for sustained growth and future consolidation. As the container shipping industry is beginning to show signs of recovery, we are taking actions to capitalize on compelling opportunities in our market,” said Bing Chen, president and CEO of Seaspan.
