



# InterManager

Mar/Apr 2019 / Issue /28



# Welcome Message



**Bjorn Jebsen**  
InterManager President

I am pleased to report that InterManager has hit the ground running this year with a series of high-level events.

We have been represented at the IMO in London and the United Nations in New York, we have hosted ground-breaking seminars in London and Cyprus and we have attracted new members to our busy Association.

I was particularly happy to take part in InterManager's very sold-out Scrubbers and Ballast Water Systems Conference in Cyprus on March 13th.

These issues are both very different yet very similar. Different in the sense that all ships will require ballast water management systems (BWMS), the only issue being the timing of fitting them. Scrubbers, on the other hand are an optional decision – owners can choose to meet the IMO2020 requirement instead by burning low sulphur fuel oil (LSFO) or marine gas oil (MGO).

But they are also similar in that they pose a number of practical challenges for ship owners, ship managers and crew. There are new operational requirements for BWMS and scrubbers. Running the main engine on LSFO or MGO may require engine modification and /or changes in operational routines.

The transition to the 'IMO2020 world' also presents a number of practical challenges when it comes to cleaning tanks, procuring low sulphur fuel and changing over with minimal operational cost and risks.

Finally the IMO2020 may create some significant legal challenge between owners, managers and charterers, at least until there is clarity when it comes to supply and technical specifications of LSFO.

InterManager's view is that given the scope of these challenges, it is important that we as an industry work together to find practical solutions. We will therefore pool the resources of our members and reach out to other parties in the industry in order to achieve a positive outcome.

You can read more about the conference in this edition, together with a report on the Effective Crew Conference, presented by Solent University at the IMO and hosted by InterManager. This well-attended event engendered great audience involvement as delegates discussed and debated what patterns work best in what circumstances.

We heard from a range of expert speakers as to the scientific, practical and economic issues behind crew operational strategies, giving us all much food for thought. ●

Happy reading.

# Environmental measures under spotlight at our conference in Cyprus

Scrubbers and ballast water management came under the spotlight when InterManager held a one-day conference in Cyprus this month.

More than 160 representatives from a variety of ship management companies and other marine trades attended the sold-out event which discussed in detail the issues associated with compliance with Ballast Water Management legislation and the forthcoming Sulphur 2020 regulations.

Hosted by InterManager and the Ballastwater Equipment Manufacturers Association (BEMA), and supported by Columbia Shipmanagement, the conference heard presentations from 10 international speakers and enabled eight hours of high intensity discussion.

Using the popular engagement tool Slido, the conference attracted 145 votes in three thought-provoking polls during the day. It was interesting to note that the majority of participants (76%) reported that their companies have not installed scrubbers.

Focussing on ballast water systems, the conference found that more than half of delegates (51%) said their companies have installed systems onboard their

vessels and almost as many (48%) have started training their seafarers to operate them.

Declaring the conference a success, InterManager Secretary General, Captain Kuba Szymanski, said plans are already being put together to hold similar events in other part of the world.

“The popularity of this sell-out conference plus the quality of debate from all those attending shows that environmental measures are at the forefront of the minds of those operating vessels,” he said.

“Our discussions revealed that some ship management companies still have long way to go. Admittedly they are waiting for decisions from owners but the concern is whether they will have enough time to meet the deadline if the owner procrastinates further?”

Captain Szymanski continued: “This issue was highlighted in many discussions during the coffee breaks. Ship managers are struggling to get involvement from cargo and ship owners who do not always see themselves as a vital stake holder.”

Discussions in Cyprus also highlighted the importance of proactive management which needs to be exercised by today's ship managers. 



# The best team you ever worked in?



## InterManager gave its support to Solent University's Effective Crewing Project which culminated in a well-attended one-day conference held at the IMO. The project leader, Dr Kate Pike, and consultant Chris Wincott report on the findings

**G**ood team work can produce more than just improved efficiency. It can generate a palpable feeling of camaraderie, new friendships and a sense of responsibility for one another.

Understanding how the positivity of good team work can improve life and commercial operations at sea was one of the reasons for the establishment of the Effective Crewing Project launched by Solent University. They were interested in whether there was solid evidence that great teams did produce better performance, and particularly whether this was relevant to the shipping industry.

The initial research started in 2016 and the findings were shared at the IMO in January 2019 prior to the final report due in April 2019.

The research team focused on examining the top four officers on merchant vessels with more than 20 crew to establish the impact of using stable top teams (the same officers returning to the same vessel for several voyages) versus fluid top teams (officers moving to different vessels for each contract).

The results were based on data collected from industry surveys, interviews and case studies over a two-year period and the main findings are summarised below under finance, safety and wellbeing.

### Finance

With crewing representing over 50% of ship operating costs and many companies experiencing testing trading

conditions, the impact on the bottom line featured highly in surveys and interviews. It was clear that some companies had not looked in much detail at the impact of their crewing strategy on operational issues.

The overall benefits of stable top teams in relation to finance included improved operational performance, such as fewer port and cargo issues. Improved maintenance performance was noted with less breakdowns and improved Planned Maintenance System (PMS) compliance and increased knowledge. The challenges associated with stable crews and financial implications were found to be reduced flexibility in joining and leaving the ship, complacency setting in over time, and a reliance on the benefits being highly associated with good leadership onboard.

### Safety

Safety is always a high priority for shipping companies and many respondents commented on the need for good competence and a strong onboard culture to achieve a safe operating environment. This featured heavily in the surveys and interviews and respondents felt there was a link between continuity of the top team and safety onboard.

The benefits of stable top teams in relation to safety included: continuity and familiarity with equipment and procedures; taking greater ownership for the vessel and the crew; leadership in developing a strong safety culture onboard; and improved communication with the crew that would help in stressful situations.



On the other hand, challenges included the likelihood that complacency may set in over time, personality conflicts may impact communication, and restricting rotation may limit growth of experience.

### Wellbeing

The motivation and wellbeing of the crew were highlighted by many respondents as being key drivers of overall ship performance. The role of the top team in demonstrating leadership and developing a strong and positive onboard culture were widely recognised.

The benefits of stable top teams in relation to wellbeing included: well-articulated communication taking account of different nationalities; stable leadership and culture (creating clear expectations of performance); longer term relationships that can help build trust and knowledge of people's abilities; reduction of stress and the risks of errors; mentoring and the development of the crew improving performance and efficiency on board; and an increased sense of accountability and ownership.

The challenges that can be faced with stable top teams in relation to wellbeing include: Poor leadership behaviours if complacency sets in over time; social interaction issues

being compounded as people sail together several times; promotion opportunities might be reduced; and reduced flexibility can be encountered as the same people are going back to the same vessel.

The overall conclusions of the research support the potential benefits of stable top teams, but the final report will include more detailed findings and guidance on best practice for companies considering adopting stable top teams.

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*This article was written by Chris Wincott (Director of NJC Associates and external consultant on the project) and Dr Kate Pike Associate Professor and Research Fellow at Solent University (and project lead).*

*The full Effective Crew research team also include: Emma Broadhurst (Project Officer, Solent University), Nickie Butt (Course Leader (Postgraduate) Maritime Business & Management) and Karen Passman, Impact Crew (External consultant) and Richard Neale (PhD student, Solent University). ●*

# InterManager appoints new data protection committee



Beaummont Tang

InterManager has launched a new committee focussing on data protection which aims to use the expertise and experience within InterManager's global membership to create data protection best practice guidelines for the ship management industry.

In particular, it will consider ship manager-specific data protection issues, such as compliance with the EU General Data Protection Regulation (GDPR) and other local data protection requirements outside of the European Economic Area, how to handle data transfers to large numbers of recipients and international data transfers.

The committee will also gather information from ship managers across the industry to increase its breadth of knowledge and experience to assist in creating the new guidelines

**“We want to gather interest, knowledge and experience from ship managers across the industry to help create these guidelines”**

and to give them greater weight and credibility.

Our new Data Protection Committee will be chaired by Beaummont Tang, Legal & Compliance Counsel and Global Data Protection Officer for V.Group.

Beaummont brings his experience and expertise as a legal and compliance specialist to the committee and has project managed a number of global legal and compliance projects.

He said: “I am very pleased to take up the role as Chairman of the InterManager Data Protection Committee and excited to work together to push the industry forward.

“The GDPR came into force on 25 May 2018 and because of this, the topic of data protection has received much attention. The GDPR is EU law and importantly, it has global effect. However, let us not forget that there are other non-EU data protection laws that also exist. The GDPR has put data protection on the map and, as part of this, businesses must tackle the topic of data protection both in terms of GDPR and other regional data protection laws.

“Ship managers operate on a global scale. We also operate in an

industry-specific way as we interact with large numbers of parties during the course of our operations. In addition to the data protection issues faced by non-shipping businesses, ship managers also face ship manager-specific data protection issues,” he explained.

Urging InterManager members to get involved in the work of the new Data Protection Committee, Beaummont said: “It would be useful to gather people from throughout the ship management sector to help tackle these issues. Our ultimate goal is to jointly create ‘Data Protection Best Practice Guidelines for Ship Management’ to address ship manager-specific data protection issues. Of course, we are not starting from scratch – there is guidance on these issues but industry-specific guidance is something that is lacking.”

Beaummont strongly encouraged ship managers to share their experiences in complying with data protection regulations around the globe. “We want to gather interest, knowledge and experience from ship managers across the industry to help create these guidelines”.

“I recognise that this is perhaps an ambitious goal. However, given the breadth of knowledge and experience that we have here at InterManager, I do think that this is something we can make some real progress in, to the benefit of our respective operations and also to the benefit of the wider shipping community,” he concluded.

If you would like to be part of this initiative, please contact Captain Kuba Szymanski by email: [kuba.szymanski@intermanager.org](mailto:kuba.szymanski@intermanager.org)



# Ship and crew managers join InterManager

**I**nterManager is delighted to welcome to its membership SCF Management Services Cyprus and crew manager Inter Marine Group.

SCF Management Services Cyprus is responsible for the technical management of nearly 80 vessels of the SCF Group's fleet and other ship owners, working alongside other members of the SCF Group.

Sergey Popravko, Managing Director of SCF Management Services, said: "We are very excited to join InterManager and are looking forward to the opportunity to collaborate with other members, in order to benefit our sector and discuss the issues and challenges it is currently facing. InterManager is widely recognised and its role has become increasingly important in our industry."

Mr Popravko continued: "It is our goal and mission to maintain our position as one of the leading ship management companies in the world, continuously improving our expertise through innovative solutions and technology, always aiming for Safety Comes First and operational excellence for the provision of Ship Management Services. Together with the 'Best in Class IT Solution', we comply beyond industry standards and legislation, servicing our fleet and clients to the highest criteria."

Inter Marine Group is one of the largest Polish providers of crew to the international shipping market, recruiting skilled and experienced seafarers for all positions on all types of vessels from its database of some 20,000 marine crew. The company has access to seafarers from Poland, Croatia, Latvia, Estonia, Romania, Ukraine, Russia, Indonesia and the Philippines.

Established in 1990, Inter Marine's portfolio of clients includes ship owners and ship managers from all over the world, including West Europe, Scandinavia and Asia. Inter Marine Group provides marine engineering services, shipping services, forwarding and logistics.

The company is proud of its modern, fully equipped facility at Portland Port (Dorset, UK), located just on the quay, with easy access from land and sea. Inter Marine Group provides a range of shipyard services related to fabrication, construction, maintenance and newbuilding, catering for the needs of customers in the maritime industry as well as for those looking for civil engineering solutions.

"Our aim is to complement the range of maritime services already available at the port by offering more extensive ship repair facilities encouraging ship owners to use Portland Port for afloat repair," says Slawomir T Kalicki, Group President of Inter Marine.

Services offered from Portland include fabrication packages, from hull repairs to deck and tank renewals to complete project management packages, utilising the company's extensive experience in commercial shipbuilding. Inter Marine also specialises in pipe work system design, installation and upgrade, mechanical services, aluminium welding and fabrication of superstructures, as well as galley and electric upgrades.

Wojciech Grabowski, Vice President Manpower Services, said: "We owe our dynamic and continuous growth both to a team of highly skilled and experienced staff, who pursue our company's strategy with great commitment, as well as to the loyal support from our partners and customers, with whom we build long-term business relations. We look forward to building close business relationships within InterManager." ◆



**SCF** Management Services

**SCF**  
Management Services





## From Loch Ness to Kilimanjaro - Sailors' Society offers team building opportunities

**T**his year's charitable challenges, to raise funds for the Sailors' Society, offer a wide range of team building opportunities for maritime sector companies.

Mountain climbing, cycling and canoeing are at the heart of the sponsored events which maritime sector staff can take part in – for a personal challenge, leadership training or a team-building activity.

Test your endurance to the limit on the 100 mile Ride London cycle route which encompasses landmarks in the UK capital and the Surrey countryside, and also includes the infamous Box Hill, which was part of the London Olympic circuit.

If water is more your thing, why not try the four-day, 60 mile two-person canoe challenge across Loch Ness in Scotland – you might even get to see the famous Loch Ness Monster!

For the ultimate challenge you could take part in the once-in-a-lifetime opportunity to climb Mount Kilimanjaro – the tallest peak in Africa which stands at 5,895m above sea level. The Ubewe route will take you through six ecosystems in six days, and will challenge both your mental and physical stamina.

Sailors' Society is an international Christian charity working in ports across the world. Its chaplains help seafarers and their families, from all faiths and none, with welfare and practical support, visiting ships in ports and assisting seafarers.

To find out more about the Sailors' Society challenges, minimum sponsorship levels, or to apply to take part, visit: <https://www.sailors-society.org/get-involved/events/>

For further information please contact Rebecca Bridgen: [rbridgen@sailors-society.org](mailto:rbridgen@sailors-society.org) tel: +44 (0) 23 8051 5950



# News from the IMO

**I**MO is now well and truly into this year's meeting cycle. Those who have kept in touch with the InterManager website, will know that four subcommittees have met to date, namely that of: Navigation, Communications and Search and Rescue; Ship Design and Construction; Pollution Prevention and Response; and, Ship Design and Equipment. Comprehensive reports on each of these meetings have been filed and are available, so will not be further mentioned in this short article as they are readily available online.

Looking ahead, the Legal Committee will convene its 106th meeting (LEG 106) during the last week of March whilst the Facilitation Committee assembles in the second week of April (FAL 43). That is followed by Human Element, Training and Watchkeeping (HTW 6) right at the end of April, following which the Marine Environment Protection Committee (MEPC 74) holds court in the third week of May.

So, many fine debates in prospect and to whet appetites, here are some of the major topics for each meeting that will be discussed:

## **LEGAL COMMITTEE (LEG 106), 27-29 MARCH.**

- Facilitation of the entry into force of the 2010 HNS Protocol
- Provision of financial security in cases of Seafarer abandonment
- Fair treatment of seafarers in the event of a maritime accident
- Advice and guidance on implementation of IMO instruments
- Measures to combat fraudulent registration/registries of ships
- Scoping exercise with respect to Maritime Autonomous Ships
- Technical cooperation activities related to maritime legislation piracy

## **FACILITATION COMMITTEE (FAL 43), 8-12 APRIL.**

- Application of a single-window concept
- Revised IMO Compendium on Facilitation of Electronic Business
- Develop safety guidance for exchange of electronic information
- Guidelines for setting up a maritime single window
- Unsafe mixed migration by sea
- Analysis on persons rescued at sea and stowaways
- Technical activities related to facilitation of maritime traffic



Guidelines for measurement of domestic FAL Implementation

**HUMAN ELEMENT, TRAINING AND WATCHKEEPING (HTW 6), 29 APRIL-3 MAY.**

- Validated model training courses
- Unlawful practices associated with certificates of competency
- Guidance for STCW Code, section B-I/2 (1.21)
- Role of the human element
- Amendments to G/Ls for development of model courses
- Amendments to STCW in use of S/Fs electronic certificates
- Comprehensive review of the 1995 STCW-F Convention

**MARINE ENVIRONMENT PROTECTION (MEPC 74), 13-17 MAY.**

- Harmful aquatic organisms in ballast water
- Air pollution and energy efficiency
- Enhancing the energy efficiency of international shipping
- Reduction of GHG emissions from ships

- Action Plan to address marine plastic litter from ships
- Identification and protection of Special Areas, ECAs and PSSAs
- Pollution prevention and response
- Technical cooperation to assist marine environment protection

**LOOKING AHEAD.**

During the succeeding three months leading up to the traditional August break, three other meetings are scheduled at IMO and will be the subject of summary reports as distributed by the Secretary-General of InterManager. The meeting dates are as follows:

- Maritime Safety Committee (MSC 101) from 5 through 14 June;
- Implementation of IMO Instruments (III 6) from 1 through 5 July; and,
- Council (C122) from 15 through 19 July

# United Nations praises InterManager's schools project



Our pioneering project to involve schoolchildren in the shipping industry has been praised by the United Nations (UN) as a good example of how to educate young people about ocean life.

Adopt A Ship, promoted by InterManager, was highlighted during the closing remarks made at the UN's recent capacity building event in New York, which brought together leaders of a wide range of UN programs.

The project partners schools, colleges and orphanages/shelters with a working ship to enable pupils to learn more about the world of international shipping and life at sea. More than 14,000 children worldwide participated in 2018 and InterManager expects some 40,000 to take part in 2019.

Summing up the findings of the two-day UN event, the meeting's co-chair, Juliette Babb-Riley, said: "Significant activities are already under way in many parts of the world to promote ocean literacy. Examples highlighted at the event are the programmes of the Intergovernmental Oceanographic Commission, the work of InterManager with schools about shipping, and the initiatives of the European Union, particularly on marine debris. Such activities should be welcomed and extended, and new activities should be identified and encouraged."

Adopt A Ship is based on the similar programme initiated in Cyprus by the Cyprus Shipping Chamber in 2006 with great success and has been widely supported by InterManager members, enabling the scheme to be extended to parts of Europe, the Far East, India and north America. It has been so successful that currently there is a waiting list of schools keen to link up with a ship.

The UN's multi-stakeholder dialogue and capacity-building partnership event was held from 24-25 January 2019 at United Nations Headquarters in New York and was attended by Vice President George Hoyt on behalf of InterManager. Over the course of two days, 23 presentations were held by representatives of States, global and regional intergovernmental organizations and non-governmental organizations, including academia. Capacity-building is one of the UN's core objectives of

the Regular Process. This event's was aimed at providing an opportunity to build awareness and collaboration with respect to capacity-building.

Mr Hoyt said: "This capacity building event was first time that InterManager has been highlighted by the United Nations as an example of implementing a solution they want others to consider for increasing ocean literacy. We are honoured to be recognised in this forum and appreciate the UN's positive comments about the Cyprus Shipping Chamber's innovative scheme which increases maritime awareness."

The UN meeting concluded: "There is a need to raise public awareness, in particular through 'ocean literacy'. Enhanced ocean literacy across all parts of society is necessary to underpin the provision of funds and resources for capacity-building. In addition, improved ocean literacy among policy-makers and other significant decision-makers is particularly needed as a basis for developing measures to achieve SDG 14. Increasing ocean literacy at the national level is a foundational element to enable capacity – and capability – building in the national marine science sector. There is a need to step up ocean literacy particularly for children to ensure a better understanding and management in coastal communities."

Adopt A Ship is proving so popular that there is currently a shortage of ships, with some vessels having to correspond with two schools to ensure pupils are not disappointed. The project also organises presentations for participating schools as well as visits to shipping companies and vessels where possible.

Schools are given a world map and pins to enable students to track their vessel's progress across international waters. Pupils communicate via their teacher with the Master and crew over email. They discuss a wide range of topics, depending on their age. Questions vary from discussions about the employment opportunities that exist in the shipping industry to curiosity about how seafarers live, what they eat and whether they have seen marine creatures such as sharks and whales. ●

A young girl with a dark braid is seen from behind, pointing her right hand towards a chalkboard. The chalkboard is blue and has the words "adopt a ship" written in white chalk in a cursive script.

adopt a ship

# Limelight

News from our members

## **US-based Ecochlor reports the opening of a new factory in North Haven, CT for production of the chlorine dioxide generator for its ballast water management system (BWMS) in order to meet to what it calls “a significant upsurge in orders”**

**T**he new factory will be exclusively used for production of the generators by ProFlow, Ecochlor's manufacturing partner, bringing its production space to over 30,000 sq ft. Incorporation of LEAN manufacturing processes means production time has been reduced by 25% and productivity increased, according to ProFlow.

“The additional production cells and work space in the factory, along with increased staffing, has allowed ProFlow to more than double our delivery capacity from last year,” said Ecochlor Steve Candito, with the company now able to deliver over 200 units per year.

The Ecochlor BWMS uses a two-step treatment process – filtration followed by chlorine dioxide - and has received both IMO and USCG Type Approval. It is described by the company as being crew-friendly, with low power consumption, and well-suited for mid-sized to the largest ships in the world.

Read more: [Scorpio Tankers orders 55 Ecochlor ballast water systems](#)

Earlier this month Ecochlor announced a retrofit contract with Alaska Tanker Company covering BWMS systems on

their fleet, including VLCCs plus an option for one additional vessel. The installations will start in autumn this year and run through 2021 at Sembawang Shipyard, Singapore. ●  
Posted 28 February 2019

# 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](mailto:kuba.szymanski@intermanager.org)



# Watch Keeping

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CMA Shipping 2019  
2-4 April  
Stamford, Connecticut  
[www.cmashipping2019.com](http://www.cmashipping2019.com)

**Connneticut**



2-4  
April  
2019

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Sea Asia  
9-11 April  
Singapore  
[www.sea-asia.com](http://www.sea-asia.com)

**Singapore**



9-11  
April  
2019

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Crew Connect Europe  
10-11 April  
Hamburg,  
[maritime.knect365.com/crewconnect-europe-conference](http://maritime.knect365.com/crewconnect-europe-conference)

**Germany**



10-11  
April  
2019

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Nor-Shipping  
4-7 June  
Oslo  
[www.nor-shipping.com](http://www.nor-shipping.com)

**Norway**



4-7  
June  
2019

# On The Wire

Snippets from across social media.



## Seafarers Awareness

'Adopt a Ship', a pioneering project by @InterManagerOrg to involve school children in the #shipping industry, has been praised by the United Nations as a good example of how to educate young people about ocean life #maritime <https://www.hellenicshippingnews.com/united-nations-praises-intermanagers-schools-project/> ...



## @InterManagerOrg

Is onboard conflict something you have experienced? Take part in this survey from @IHS4SafetyAtSea to share your thoughts



IHS Markit™



## @hydmarine

Thank you @InterManagerOrg and @BEMAssociation for a really cool event in Cyprus this week!! It was great to see so many new and interested faces. This is what we've been waiting to see at a #ballastwater conference! #RUReady? I know 100+ Owners that are more ready today...



## @BEMAssociation

Special thanks to @InterManagerOrg for a fantastic event in Cyprus this week. The #BallastGeeks take our hat off to the 100+ shipowners and many others in attendance to hear the #RealBallastFacts first hand. #ballastwater compliance is achievable when we work together!



InterManager welcomes all initiatives to improve gender balance in the shipping industry. Happy International Womens' Day. #IWD2019 #BalanceforBetter



## @InterManagerOrg

Excellent Executive Committee meeting in Cyprus, followed by a fascinating tour of Columbia Shipmanagement's state-of-the-art control room.



## @InterManagerOrg

As an association which embraces a 'paperless' approach we are glad that 30 years ago the internet was invented. Electronic communication is certainly an essential tool for today's global #shipping industry. #Web30



## Follow Us



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## Get in touch

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