Dear Members

Welcome to our first newsletter of 2019. This will be an interesting and challenging year for the shipping industry and ship managers are well placed to assist our owners during these testing times as we all head towards the implementation of stringent new environmental regulations.

The shipmanagement sector is sailing hopefully into this year. We have received feedback that our members are seeing an increase in requests for management services. No doubt managers are well placed to provide independent and informed advice and support to owners at this time.

As the clock ticks to the introduction of the 2020 Sulphur Cap, vessel operators are contemplating a wealth of new issues, including whether there will be a sufficient supply of cost-effective compliant fuel or whether to install scrubbers to their vessels. Third party ship managers are at the centre of discussions, advising owners on the likely implications for fleets and individual vessels, helping to create new fuel management plans, amending procurement procedures and maintenance regimes, and implementing new training programmes for crew.

I personally think better and tougher regulation is a good thing in general since it increases safety on board ships and levels the playing field. Our task as the shipmanagement sector leader is to work with the International Maritime Organisation and other institutions to ensure that new regulations are coordinated between individual governments. As a non-governmental organisation InterManager has consultative status at the IMO, placing us at the centre of discussions where we continue to represent the view of the ship management sector at the heart of international governance. I would like to thank our Secretariat, and especially Capt. Paddy McKnight, for their excellent work in IMO.

In addition, we are preparing an industry conference, entitled: Environmental Challenges: Are we prepared?, to consider the implications of scrubbers and ballast water management systems for superintendents. This will take place in Cyprus on March 13 and I hope to see many of our members and industry friends participating.

Crew competence, recruitment and retention continue to be a focus for our ship and crew managers. The speed of change within our industry, technological advances and new regulations make it essential for us to ensure we support our onboard management teams and seafarers to enable them to keep pace with developments and safely deliver a first class service.

One of the key challenges we face as ship managers is to ensure crew competence. As the world fleet grows so does the need for more well-trained seafarers who are able to embrace new technology, operate automated systems and bridge any skill gaps. Our role as crew managers is to invest in these people and to train them to deliver the ship management services of tomorrow.

Safety at sea is another area of our focus and I am very proud to be at the head of an organisation which does not shy away from examining challenging issues. For example, our Enclosed Spaces safety campaign which closed for feedback on January 1st is providing some interesting food for thought and we will keep you informed of our findings as they are identified. I encourage any members who have not yet engaged, to get involved in the projects and industry work that InterManager undertakes on your behalf.

Tomorrow’s shipping industry is increasingly complex, digitalised and data-driven. As owners and asset managers are bombarded with large quantities of complex information relating to their vessels, we third-party managers are well-positioned to monitor, interpret and communicate this data. With the world calling for increasing levels of monitoring and transparency, never before has InterManager’s Shipping KPI project (now managed by Bimco) been so relevant.

I wish you a successful, safe and prosperous 2019 with fair winds and following seas.

Bjorn Jebsen
InterManager President
First of all we need to thank all our participants. I was genuinely impressed with the quality of responses, the majority of which show that seafarers really do care about this issue. They seemed to be very happy that someone is actually asking for their opinion. Unfortunately, many also doubted that their feedback will actually be listened to.

It was also very interesting to see how different leadership styles in different management companies influenced the responses. We had absolutely no feedback from some ship management companies and yet a huge response, probably 80% of the fleet, from within other firms. There were companies which led from the front by encouraging their staff to take part in the survey and there were some which only informed their ships and then stepped back.

The majority of the answers received (60%) were sent to us from the company while individual admissions accounted for 40%.

It will take some time to examine all the responses in detail. Today, however, I can outline the general nature of the responses, to advise you as to what was the overall trend in the feedback received from our seafarers.

Reading the responses one can immediately sense that the respondents care! They are very knowledgeable and committed and they want to make a change. Sadly, there is also an overwhelming disbelief that change can be achieved. It does not require very careful reading to conclude that a blame culture is thriving in our industry.

Many seafarers point out that accident investigations almost never get to the root cause of the accident. They stop at the human error, without making any effort to answer the question: how was it possible for an ISM-awarded (very often also ISO certified) company to have a risk assessment which failed so drastically, resulting in fatalities? Furthermore, current findings suggest the finger frequently points to the dead! Very few of these accident investigations dig into the procedures and any incompatible goals.

Reading our responses one can quickly see that a paradigm shift is needed in order to fundamentally improve safety.

Seafarers are asking, “How is it possible that ISO 9000 and ISM approved procedures which require very stringent employment standards and then training, promotion and retention, still fail and are not being revised?”

Enclosed Spaces – can we change the paradigm?

At the end of 2018 InterManager launched a campaign to improve safety in enclosed spaces onboard vessels by gathering information from seafarers and ship operators as to what measures, changes or procedures they feel would help reduce or eliminate risks. InterManager Secretary General, Captain Kuba Szymanski, outlines the early findings:

Enclosed Spaces – can we change the paradigm?

At the end of 2018 InterManager launched a campaign to improve safety in enclosed spaces onboard vessels by gathering information from seafarers and ship operators as to what measures, changes or procedures they feel would help reduce or eliminate risks. InterManager Secretary General, Captain Kuba Szymanski, outlines the early findings:
It is a fair point – do we as an industry really employ such incompetent crew members despite our stringent recruitment and training processes? Perhaps in reality they are extremely competent, very well trained but not allowed to work in a safe environment? How can we explain the deaths of experts such as Class Surveyors, Ship’s Masters and Chief Engineers? Are these guys also stupid and negligent?

It is time we examine this aspect in all shipping accidents. Perhaps we should have a good look into these accidents and review them again?

How about we ask CEOs or HSEQ Directors or maybe even P and I Loss Prevention Directors to do the risk assessments for their ships.

They ought to ask questions such as:

- Have all the enclosed spaces been positively identified on board my ships?
- Have they been clearly marked so our onboard personnel cannot get confused?
- Does the design of the enclosed spaces allow humans to work in them?
- are there means available for proper sampling of the atmosphere of the space intended for entry?
- are there sufficient and appropriate gas detectors on board?
- maybe even more personal question such as: have I provided my people with ……
- Are people given enough time to perform all necessary procedures for enclosed entry?
- Are there enough people to enter enclosed spaces and form a rescue party?

Our seafarers have identified a very, very long list of factors which create unsafe environments. They are very frustrated as no
one seems to be investigating past accidents with root causes in mind. They believe the industry seems to be content with blaming human error.

Would P and I Clubs be the best positioned to help? They would have a vested interest in reducing the number of claims, so less money and therefore less lives would be lost. Could Clubs talk to each other and see what can be done? Can we create a positive competition between Clubs, with those who are having less accidents rewarded with ... more customers?

We have already approached many P and I Clubs on this subject but, to date, have only received one tangible support – one Club sent a message to all their ships requesting their participation.

So what will happen with the responses now? InterManager’s Safety Committee, comprised of HSEQ and Safety officials from different Member companies, will scrutinise every response in order to identify the most useful suggestion which, when implemented, will have the best chance to make a real change in the workplace.

In recognition of the helpful feedback, we will make two awards:
- Individual – the seafarer who submitted the most interesting response will receive a MacBook Air
- Team – the ship which submitted the most interesting response will receive USD 2,000 towards its welfare fund

We will announce the winners in our next edition of Dispatch in March.
New guidance for situations involving missing seafarers

New guidance on dealing with situations involving missing seafarers has been launched for the benefit of shipping companies and manning agents. The new Good Practice Guide for Shipping Companies & Manning Agents working with situations involving missing seafarers has been produced by the International Seafarers’ Welfare and Assistance Network (ISWAN), the International Chamber of Shipping (ICS) and InterManager.

The guidance covers managing relationships onboard, actions that should be taken, and managing relationships with the families of seafarers who have gone missing. It includes details of recommended procedures to follow, templates and scripts for communicating with families, and further resources including contact details for reporting incidents of missing seafarers.

The guide expands upon ISWAN’s previous publication, Good Practice Guide for Shipping Companies and Manning Agents: Humanitarian support of seafarers and their families in cases of armed robbery and piracy attack, which can be downloaded here https://www.seafarerswelfare.org/our-work/piracy, to cover a broader range of issues where seafarers may be missing.
InterManager has welcomed HullWiper as a new member. HullWiper’s Remotely Operated Vehicle (ROV) provides affordable, safe, efficient and eco-friendly underwater hull cleaning services. It uses adjustable sea water jets to remove fouling instead of the traditional diver and brush methodology, reducing the risk of harming to the eco-system, expensive hull coatings and human life. By delivering a clean hull, the HullWiper system reduces carbon emissions, boosts fuel efficiency and extends the time periods between cleaning.

“InterManager is a widely respected organisation representing more than 250,000 seafarers and over 4,000+ vessels, with a strong focus on sustainability in shipping,” said HullWiper’s Managing Director, Simon Doran. “We already work closely with many ship managers and joining InterManager will enable us to collaborate on a larger scale within the industry. Collaboration, after all, is the best way to find the best solutions.”

Welcoming HullWiper as an Associate Member, InterManager Secretary General, Captain Kuba Szymanski, said: “We are pleased to have HullWiper join us and are confident that they will bring an interesting perspective to our discussions at this time of heightened environmental awareness.”

Roger Harris, Executive Director of ISWAN, said: “We are pleased to work on this valuable guide with the ICS and InterManager. When seafarers are tragically lost at sea it is vitally important for their families and loved ones to be supported by companies and manning agencies. The guide provides practical steps for those involved in these difficult situations.”

Guy Platten, Secretary General of the ICS, explained: “The challenges faced by both the families of missing seafarers and their colleagues can be immense and distressing. I therefore welcome the publication of this document to give practical guidance to Shipping Companies and Manning Agents in handling such situations.”

Captain Kuba Szymanski, Secretary General of InterManager, said: “I am pleased to be able to support our seafarers by providing this essential Good Practice Guide to all relevant stake holders in our industry. If a seafarer goes missing it is an extremely serious scenario and we must provide professional support to our crew and their loved ones. I hope that the advice provided in this guide will help shipping companies to prepare proper procedures for such an incidence – which, of course, I hope they will never have to use.”
The implementation of a crewing strategy has a significant impact on operational cost, onboard safety and the well-being of the crew. There are many complex decisions to make when considering the best strategy or strategies for a fleet, which can have a lasting impact on the business of the company.

The Effective Crew Project is a two year research project, led by Solent University to establish the benefits and challenges of keeping a stable ‘top four’ together on board for more than one voyage.

Some would call this back to back manning as opposed to a more fluid strategy, where people work on short term contracts without returning to the same vessel with the same people. Other industries, such as health care, aviation and professional sports, have shown numerous benefits from keeping teams working together but there has been very little research into this for the maritime industry despite crew costs often being as much as 50% of the ship’s operational budget.

The Effective Crew Project is sponsored by Lloyds Register Foundation and the TK Foundation and endorsed by InterManager. The topic has generated much interest within the industry and the team have been working with many different shipping companies and other maritime stakeholders to collect data and provide new information on this subject.

This two year project will be completed in March 2019 and the research team are hosting a cross industry conference at the IMO to disseminate the findings and provide the opportunity to debate the topics arising from the research within themed panel discussions. If you are interested in attending, please note the details below and register on the link provided.


We are delighted to invite you to our cross-industry conference where we will be sharing the findings from the Effective Crew Project and hearing from focused panels to debate key issues arising from the research. There will be many opportunities for discussion and networking with stakeholders from Maritime, Healthcare, Professional Sports and Aviation industries among others. Post-conference drinks and canopies will be served in the delegate’s lounge at the IMO from 5.30 pm onwards.

Please click here www.eventbrite.co.uk/e/the-effective-crew-project-conference-tickets-47916678074 to register for the conference. This will ensure your place for the day and will allow us to keep you updated on related developments.

For further information please contact: kate.pike@solent.ac.uk or emma.broadhurst@solent.ac.uk

Kate Pike of Solent University
A joint initiative between Intertanko and the Oil Companies International Marine Forum (OCIMF) has resulted in the recent release of guidance in the form of a paper entitled ‘Behavioural Competency Assessment and Verification for Vessel Operators’.

InterManager member Seagull Maritime AS explains that this guide is valuable and fully supports the methodology behind it. Through the implementation of this system, there will be an increase in operational efficiency and a reduction in the number of incidents. Seagull has therefore adopted and incorporate the Competency Assessment and Verification behavioural competencies as an appraisal form in its Performance Profiling Tool (PPRO). This tool has already been in use for many years by shipping companies, offering a digitalized solution to appraisal forms – commonly used as sign off interviews.

There are already five standard appraisal forms available in PPRO as well as the option of implementing company defined appraisal forms. The five forms available today are all developed by the University of Oslo and form part of maritime performance evaluation.

Roger Ringstad explains: “The purpose of a performance appraisal is to give a crew member constructive feedback on areas of performance which are good and those which require an improvement. The ‘Behavioural Competency Assessment and Verification for Vessel Operators’ recently released by OCIMF and Intertanko serves as a best practice guide for assessing officers’ soft skills through the monitoring of their behaviour. The overall aim is to develop and improve both officers’ technical and soft skills for the benefit of each individual and of the onboard team of which they are a part.”

The Competencies are listed within a framework consisting of six competency domains, being:

- Team working
- Communication and influencing
- Situation Awareness
- Decision Making
- Results Focus
- Leadership & Managerial skills

Seagull Maritime’s PPRO tool creates a user-friendly environment, allowing easy evaluation of each topic through structured questions and the application of performance evaluation. Using a digital form of appraisal also makes the transfer of the information to the shore side office seamless and the results are directly stored in the crew member’s personnel card in a central database.
News from the IMO

It has been quite a year for the IMO in celebration of its 70th Anniversary which entailed a visit to IMO headquarters by Her Majesty, Queen Elizabeth, details of which were described in earlier Dispatches. A second major cause for celebration was that of the Maritime Safety Committee meeting for its 100th time, which occasioned an address to Plenary by Her Royal Highness, The Princess Royal.

On the achievement side of proceedings, great strides were made during MEPC 73 in matters such as the Ballast Water Management Convention, on the fuel oil sulphur limit, EEDI, greenhouse gases and NOx Control. Council too made good progress in seeking to streamline its strategy, planning and reform, also resource management of the organisation. For its part, MSC 100 also had a very productive meeting during which good progress was made on the scoping exercise for the use of Maritime Autonomous Surface Ships (MASS); finalization of draft amendments to the Goal Based Standards Verification Guidelines; safety measures for non-SOLAS ships operating in Polar waters; dealing with detailed reports from four of its sub-committees; and finally, holding a special IMO Awards Ceremony to present the International Maritime Prize plus various awards for exceptional bravery at sea during 2018.

Looking ahead to 2019, three sub-committees will be meeting during January and February, namely the Navigation, Communications and Search and Rescue (NCSR), in mid-January; the Ship Design and Construction (SDC) – which we do not normally attend – and Pollution Prevention and Response (PPR) towards the end of February.

Dealing solely with the sub-committee of most interest to InterManager, that of NCSR 6, Council 121 acknowledged that the work-load of NCSR has proved to be too extensive to handle in a one week meeting and, as an experiment, has decided to extend the meeting to eight working days. In order to accomplish completion of the large agenda, Plenary will sit from Wednesday 16th through Friday 18th January, meeting again on the following Friday, 25th to conclude proceedings.

In the interim, the Working Groups will convene from Monday 21st through Wednesday 23rd enabling translation of their labours into the three working languages on Thursday 24th in preparation for the final day comprising mainly of Plenary work scrutinising the reports of the Working Groups and the draft final report of proceedings at the meeting. Items of interest to InterManager are as follows:

- ITUR-R Study Group and ITU World Radiocommunication Conference;
Revision of SOLAS for Modernisation of GMDSS;
Updating of the GMDSS master plan and
guidelines on maritime safety information (MSI);
Revised Performance Standards for EPIRBs
operating on 406 MHz, including Cospas-Sarsat
MEOSAR and second generation beacons;
Consequential work related to the new Polar Code;
Unified Interpretation of IMO safety, security and
environment-related Convention provisions;
Guidelines on standardised modes of operation, S-mode;
Development of guidance on definition and
harmonisation of the format and structure of Maritime
Service Portfolios (MSPs);
Revised General requirements for shipborne radio
equipment forming part of the GMDSS and for electronic
aids relating to Built-in Integrity Testing (BIIT);
Updates to the LRIT system;
Guidelines on harmonised aeronautical and
maritime search and rescue procedures,
including SAR training matters;
Amendments to the IAMSAR Manual;
Routeing measures and mandatory ship
reporting systems;
Application of the “Indian Regional Navigation Satellite
system (IRNSS) in the maritime field; and,
Measures to protect the safety of persons rescued at sea

POSITION OF SECRETARY-GENERAL IMO. For those of
you who may not have read about the proceedings at
IMO Council session 121, the leadership, initiative and
commitment with which Mr Kitack Lim has conducted
the office of Secretary-General IMO over the past three
years, was duly recognised by Council 121 in its decision
to recommend to Assembly, meeting in December 2019,
that his mandate be renewed for a further four-year term
in office. For those of us who are in a position to follow
IMO closely, such recognition is richly deserved for Mr
Lim not only has produced the series of good results
desired by Member States, he has also had a cohesive and
inspiring influence on his staff over the past few years with
undoubtedly more to follow.

Wishing you a successful 2019.
Captain Paddy McKnight
The Marine Business Group of international law firm Hill Dickinson LLP is rolling out a programme of video blogs targeted at the maritime sector. The short three-minute vlogs will cover a variety of topics including briefings on recent judgements and new regulations, information about events that Hill Dickinson will be participating in, the management of maritime casualties in the commercial and legal context, and tips on the litigation risks faced by claimants and defendants and how to manage those risks.

The first three, released this month (Nov), are presented by Ian Maclean (Partner/Master Mariner); Siiri Duddington (Partner); and Winnie Mah (Senior Associate).

- Ian addresses the litigation risks associated with ship owners and managers reporting to charterers after a casualty and how such reports maybe used against them;
- Siiri covers a cyber-security workshop that she co-presented at the international WISTA AGM & Conference in October in Norway;
- Winnie discusses the recent commercial court’s decision in Classic Maritime Inc. v. Limbungan Makmur SDN BHD and Lion Diversified Holdings BHD. In this case she acted for the successful defendants. The judgement represents a landmark in the judicial interpretation of force majeure provisions.

Julian Clark, Hill Dickinson’s Global Head of Shipping, said: “These video blogs will greatly enrich the range of tools available to us in communicating with our clients and other stakeholders. It will make it possible to report on legal developments in close to real time.

"In addition, while some blogs, such as Winnie’s, will be of more interest to our legal, insurance and claims colleagues, others, such as Siiri’s and Ian’s, will require no prior legal knowledge and are intended to be of value to those in the wider maritime sector.

“We encourage those who are interested in the content to subscribe to the YouTube channel as we’ll be adding three vlogs each month.”

To view the Hill Dickinson blogs on the company’s YouTube channel please go to: https://www.youtube.com/user/hilldickinsonvideos
KVH Videotel has appointed Raal Harris to the role of managing director. Mr Harris sits on our InterManager Executive Committee on behalf of long-term member KVH Videotel.

In his new role, Mr Harris is responsible for the overall business, including creative production, content and licensing, product development, and sales. Based in KVH Videotel’s London office, he has extensive experience in the commercial maritime industry and is actively involved with numerous seafarer welfare organizations, ship management associations, and international shipping entities.

Previously, Mr Harris held the title of creative content director for KVH Videotel and was responsible for production and development of eLearning materials and digital media strategy. He championed a creative approach to enhance product interactivity and user experience and spearheaded various projects to increase Videotel’s web presence and to deliver training online and on mobile devices. Mr Harris’s background includes university lectureships in interaction design, information product design, and computer games design, which gave him invaluable experience in structuring and designing learning material and evaluating learner performance.

“We are thrilled to have Raal as managing director and we applaud the commitment to excellence he has shown in the many initiatives he has already led within the company,” says Mark Woodhead, executive vice president of mobile connectivity for KVH. “Above all, KVH Videotel is committed to helping seafarers develop and apply their knowledge, and we are confident that Raal will continue the company’s innovative approach to maritime training.”
IMO Effective Teams and Manning Strategies: the impact on safe and efficient operations

Cross-industry conference to discuss stable and fluid teams and their impact on safety, welfare and ship operating costs. Free to attend. To register click here: www.eventbrite.co.uk/e/the-effective-crew-project-conference-tickets-47916678074
For further information about the project, please visit: www.solent.ac.uk/effectivecrew

Environmental Challenges: Are we prepared Scrubbers and Ballast Water Systems for Superintendents

InterManager Environmental Conference for members - Venue and agenda to be advised. Make sure you are signed up for our weekly Dispatches emails.
Contact kuba.szymanski@intermanager.org to be added to our mailing list.

14th Arctic Shipping Summit

- Key topics include: Operating Successfully in a Hostile Environment
- Overcoming Practical Challenges to Reach Polar Code Compliance
- Freedom of Trade in the Arctic
- Coordinating Global Aims for Arctic Development
- Improving Communication Systems in the Arctic to Advance Shipping Capabilities
- Keeping Up with Growing Demand for Vessels with Icebreaking Capacity
- Shipping Opportunities Arising from Arctic Mining and Extraction Projects
- Emerging Arctic Markets and Trade Routes
- Updating Infrastructure in Line With Increasing Maritime Activity

Developing Arctic Tourism while Ensuring the Safety of Passengers, Crew and Local Communities and Wildlife
Save 20% with InterManager VIP Code MASn8AhSan - To book follow this link: https://goo.gl/K1F7EL
On The Wire
Snippets from across social media.

International Seafarers’ Welfare & Assistance Network
When six first-time seafarers suffered poor conditions, were not fully paid and had their passports confiscated on a vessel they should never have been placed on, they turned to our helpline SeafarerHelp for assistance.

Seafarers UK
With your support we’re able to fund projects and organisations that are there for the #SeafaringFamily in difficult times. Find out more: https://www.seafarers.org.uk/family

IMO
It’s a full house at IMO’s side event at the Sustainable Blue Economy Conference, on how States can leverage the Blue Economy into their national policies. Secretary-General Lim’s message was clear:

The importance of the world’s oceans for our collective future is undeniable.

InterManager
... What do you think? Is better education needed? Or more careful application of procedures? Email your thoughts to our Enclosed Spaces hotline: kuba.szymanski@intermanager.org

Seaspan
Ships are big projects and they require big teams to build! Our #shipbuildingpartner Safway Services Canada comes into the mix when it’s time for the marine insulation to be installed!

InterManager
Our Secretary General is attending the 2018 #ISSA Convention in Istanbul and will be addressing the conference today to discuss the close relationship between #ship suppliers and ship managers.

IMO
Our chaplain Praison in India spoke to this seafarer about stress and how he relaxes; he said: “I am stressed or get afraid while I am at sea due to storms and pirates but I pray and meditate on God’s word and it helps to overcome my fear.” Find out more: http://ow.ly/7BTy9Q5U6J

ISWAN
Support seafarers as you shop! This #CyberMonday, if you start at http://smile.amazon.co.uk/ch/1102946-0 when you shop on Amazon, AmazonSmile donates to ISWAN at no cost to you.