

## EDITORIAL

Time for a change!

Starting with this edition of our UNITEAM MARINE NEWS, we provide our readers with content that will focus on a special maritime topic, such as crewing, technical or QSE. We will start with On-Board Training: Nautical and Technical On-Board Trainers will share their experiences, as will "the other side", a Master from our fleet. We will take a closer look at the maritime career of our Technical On-Board Trainer, Bernd Hentschel.

Enjoy reading.

*The Editorial Team*

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## OFFICERS' AND CLIENTS' EVENT IN YANGON

Moe Zaw Aung is impressed: "A 70 percent outcome is very good", the Section Leader (Workshop) noted. Captain Udo Stoermer, Senior Fleet Personnel Manager at UNITEAM MARINE, was one of the "students" testing the welding simulator in Thanlyin, where all the technical workshops, engine simulator and welding simulator of UNITEAM MARINE are located. Outside is hot, over 40 degrees, but the classroom has air conditioning, and the visitors, both clients and members of UNITEAM MARINE, are keen to find out and learn about the level of maritime training at UNITEAM TRAINING, especially in comparison to other Asian countries. A group of students stands at a blackboard, discussing and drawing engines to help them understand how everything is connected in reality.

From 31 March to 4 April clients, partners and colleagues of UNITEAM MARINE had the chance to visit the workshops in Thanlyin and the boys and girls at Myittar Yaung Chi orphanages. For some participants it was a new experience; others were revisiting the facilities and could appreciate the expansion and latest developments. The trips to the outskirts were only part of the Clients' Event. During the week in Yangon various presentations were held and clients had the chance to meet seafarers and colleagues from UNITEAM MARINE Myanmar, Singapore, Cyprus and Germany. The feedback received on the seminars was very positive: "I learned a lot from the useful presentations. I also had an opportunity to ask questions and hear my colleagues' questions" and "All presentations were informative and updated my knowledge. I can bring the latest on energy efficiency, operational matters and risk assessment back to the ships to share with my officers and crew" – those are just two of the statements made from Officers participating in the seminars.



The highlight of the week was the annual Officers' dinner event, held at the Traders Hotel. The 260 guests included seafarers and their wives, our clients, and representatives from Lloyd's Register. The speeches focused on the group's latest developments: the expansion of the managed fleet, the construction of a 13-storey office building which will house most of the Yangon staff, as well as the future restructuring of UNITEAM MARINE.

*"I've lived a life that's full  
I travelled each and every highway  
and more, much more than this  
I did it my way"*

With Chairman Gerhard Ruether's rendition of this famous Frank Sinatra's song lyrics, the evening and the eventful week in Yangon came to a perfect close.

*Anja Frauboese, Corporate Communications & Marketing Manager*





## YANGON – A PLACE OF SHIPPING

BUSS Shipping was pleased to accept the UNITEAM MARINE invitation to attend this year's Officers' seminar in Yangon on 3 and 4 April. As a result of the invitation, myself and



Managing Director Torben Koelln paid a visit to the Uniteam Office and to the training centre facilities.

This was my second visit since 2011 (at that time under Hanseatic Lloyd), and it was clear that UNITEAM MARINE has very high ambitions and has made considerable improvements and progress in their training during the last three years.

BUSS Shipping is very grateful and proud of having started actual crewing on two of their container vessels with UNITEAM MARINE, with more to follow in the future.

During the visit I introduced BUSS Shipping, the team, their vision and systems to the crews of MCC Shenzhen and MCC Shanghai, who are currently on holiday. In the three-hour seminar, topics like ISM, the ship's order system, planned maintenance programme, as well as engine performance and legislation were discussed with the crews, with very positive feedback. This further encourages me and the entire BUSS Shipping team to continue along the path of being a reliable Owner with well run vessels and excellent crews.

We'd like to thank everybody at UNITEAM MARINE for their hospitality and their great support, and we look forward to the next Yangon events.

*Captain Tim Goettsche, Fleet Manager, BUSS Shipping*

## FIT FOR THE FUTURE

Several years ago I was talking to a friend of mine who happened to be a driving instructor. During the conversation he mentioned that if all the qualified drivers in the United Kingdom were required to retake their driving test, most would fail. He agreed that they were not necessarily "bad drivers" but because of changes in rules, advancing technology and bad habits they would not achieve the standard required to obtain a pass.



The same situation could easily be applied to the shipping industry. All seafarers have, at some time or another, taken examinations or assessments to qualify for their current position; but how many could honestly say that they could suddenly resit these examinations successfully? This does not make them "bad seafarers" but, over time, rules change, procedures and practices change, and we all develop bad habits.

Fortunately for UNITEAM MARINE crews, the company recognized this and, as a result, the concept of On-Board Trainers was born. In the three years

since the system's introduction, the team of our trainers have visited many ships and assisted with identifying and remedying a wide variety of problems on board.

The trainers, when they come on board, have no authority, and they don't want any. They are placed on the vessel to observe, give advice, make suggestions, pass on information about changing rules, requirements and procedures and identify any of the "bad habits" that develop so easily. Sometimes this advice and information comes from owners, sometimes it comes from UNITEAM MARINE, or it may be that some bad habits have been identified by either the ship staff or the On-Board Trainer in the course of observing work activities. These observations are not inspections or audits, but rather the result of natural curiosity on the part of the trainer. We don't sit in our cabin all day – we like to see what is happening and talk to the crew.

A typical ship visit lasts approximately two weeks. When I visit a vessel, along with introductions and explanations to the entire crew, I like to spend the first two days familiarizing myself with both the vessel and the crew – this helps them relax and get used to my presence. Following this, I usually discuss a provisional plan with the senior ship's staff to cover training sessions and observation of work activities on board. The plan itself can only be a short term plan, to ensure that training activities do not interfere with the operation of the vessel; usually any formal training sessions are arranged for the end of the



day, with informal advice given to individuals during work hours. The formal training sessions take many forms – from traditional lectures to small group or individual practical work; however, in all cases I prefer to keep all sessions to a maximum of about 45 minutes. To ensure the greatest benefit to all, I typically have daily meetings with senior staff to give updates on progress and provide feedback from both training sessions and observed work activities. This open and regular communication helps to ensure that the maximum amount of relevant training can be delivered in the shortest possible time and without any disruption to the operation of the vessel.

When visiting a vessel, the On-Board Trainers do not come as spies, inspectors, superintendents or auditors. We come to provide assistance and to help UNITEAM crews maintain the highest standards, which both UNITEAM MARINE and our customers expect. When they depart from a vessel, all of the On-Board Trainers hope the whole crew on board will feel that the visit has been beneficial, and that the advice or suggestions given by the On-Board Trainer will enable them to work more efficiently and safely.

*Neil Jeffery, Nautical On-Board Trainer*

## THE ON-BOARD TRAINING PROJECT

We have just marked the third anniversary of the project's successful operation. This is by no means the first time this subject appears in our UM News since it was introduced on these pages, but it is a good opportunity to share some of our impressions with readers.

During the past three years there have been relatively few changes in the way the On-Board Training project is performed. These include building up the team of our trainers, modification of reporting formats, ironing out communication procedures with all concerned parties, both within and outside UNITEAM MARINE, and, of course, fine-tuning the relations with our colleagues on board the visited ships. The main objective of the project has, however, remained unchanged from day one: to support all our crews in self-development in order to achieve and maintain a safer, more efficient and rewarding working environment on board their ships.

Although the vast majority of our ships are in fact operated in a very safe and efficient manner, our experience has demonstrated that there is always room for improvement. And even a near-perfect status quo still requires effort to maintain. Our team of dedicated trainers is there to support this process in every possible way.

The last three years have not all been "plain sailing". Our trainers occasionally had to overcome various obstacles and earn the crews' confidence, without which all our efforts would be in vain. We have occasionally faced allegations of being just another breed of inspector or auditor coming on board in disguise to expose deficiencies and assign blame to certain individuals. In fact, our team do serve as a kind of inspectors. Review of actual situations on board is essential to establish what kind of support is actually needed, where exactly it should



be focused, and how to apply it in the most effective way. It is a little similar to a surgeon's approach – a good one will normally not start an operation without a precise diagnosis of the internal problem, ensuring that he knows how to treat it and has all the necessary tools at hand.

There are few things more rewarding than finding an open, constructive attitude at all levels of shipboard hierarchy. When opportunities for improvement are found and implemented in the course of the visit, visibly raising the crews' understanding of the importance and benefits of safe and efficient work, our trainers leave the ship with the sense of a job well done. It is much more important for us to teach how things can be done right than to assign blame for an observed shortcoming.

We realize it is sometimes difficult to accept criticism and advice, but leaving one's "comfort zone" is usually necessary to achieve positive change. We are systematically collecting feedback from crews, giving every crew member the opportunity to express his own impressions of On-Board Training activities, and also to suggest any changes that we may need to adopt to achieve our objectives. In the spirit of the old saying – "genuine virtue is not afraid of critiques" – we are open to any comments and suggestions. We are certainly willing and able to react positively to any open and constructive criticism. In exchange, we expect the same from our counterparts. This is part of our understanding of "teamwork", one of our core values.

We certainly cannot underestimate our major clients' role in the development and sustainability of the On-Board Training project. From the outset, the project's operation has enjoyed the keen interest of all supporting clients. We, in turn, are happy to share openly the details of our activities, which in turn cultivates good, open and mutually beneficial cooperation between UNITEAM MARINE and our valued clients.

To summarize, the few, relatively small hiccups we have experienced do not overshadow the importance of the project. With the continuing support of the main stakeholders, we will continue pursuing our objectives and develop the project into a firm link bridging various company functions, while supporting UNITEAM MARINE's excellent relationships with our clients. It goes without saying that we cannot achieve those goals without the support of our colleagues on board managed ships and in our offices. So, LET'S DO IT TOGETHER!

*Krzysztof Dyba, Marine Manager*



## EXPERIENCES WITH ON-BOARD TRAINING



I joined the MV Andreas during the On-Board Training visit and, consequently, spent a relatively short time together with the Nautical On-Board Trainer, Captain Frederic Rohleder. During those days, I had the opportunity to witness and actually participate in a couple of formal training sessions – a final safety training as well as security training focused on the right way to keep gangway watch and handle unaccompanied luggage.

It was a real pleasure to see how quickly the trainer captured participants' full attention. Initial uncertainty turned spontaneously into full, interactive participation. Instead of a boring lecture, the crew were provided with a lively "show" in which they played the main roles, all in a friendly and humorous atmosphere. I am sure that all participants understood the main training points and – what's even more important – will remember them.

The length of the On-Board Training visit came as a bit of a surprise to me, but I soon noticed the huge difference between the On-Board Training visit and other inspections

or audits. Having more time makes it possible to approach crew members individually or to form smaller groups for the open exchange of observations and relevant information, discussion of good and bad ways of performing a given task, and working out how to implement necessary improvements.

It became clear to me that the trainer was very well prepared. Apart from his personal experience, he had excellent knowledge of the entire company system. He had a wide range of materials to support his activities: photo and video examples of various issues, all applicable regulations and a healthy dose of humour to make it all more "human".

From my perspective, I very much appreciate this kind of support: a fresh look from the outside to assist in identifying and rectifying problems that could potentially lead to an accident or to trouble during inspections. I wish this kind of training was provided to all ships on a more regular and frequent basis.

*Captain Konstantin Kubrin, MV Andreas*

## DONATION BY MV CITY OF HANOI

The crew of MV City of Hanoi under the command of Captain Tin Zaw Aye has donated USD 1,000 to our Myitar Yaung Chi orphanage. We would like to thank the ship's team for this generous gesture.



## LIMASSOL MARATHON

For the last eight years, the Limassol Marathon GSO has been organized in Limassol, Cyprus, providing all interested the opportunity to participate in various races.

The 8th Limassol Marathon GSO took place on Sunday, 16 March 2014 and the official patron of the marathon was the Cyprus Tourism Organization. Participation over the years has been increasing rapidly, and this year the number of participants in all the races reached 7000, making the Limassol Marathon one of the most popular in Europe.

This was the first time UNITEAM MARINE participated in this event.

Our team of 25 runners participated in the 5 km Corporate Race; it offered a unique opportunity for a company outing, using the power of running and fitness to enhance our corporate culture. Regardless of the final results, our team demonstrated its talent in yet another sport as they enjoyed this team building experience.

We greatly look forward for the 9th Limassol Marathon GSO in 2015!

*Rebecca Sereti, Alik Christodoulides*



## TUGS AND PILOTS – LEGAL ISSUES

All experienced seafarers are aware that the effective use of pilotage and towage services is crucial in avoiding accidents during ship berthing. It is therefore important to reflect briefly on the legal responsibilities of pilots, those engaged in towage services, and the ships that they assist.

### Pilotage

The relationship between the master and the pilot is fraught with potential difficulties and conflict. The pilot directs the navigation of the ship, but the master still retains overall command and control. The freedom that the master gives to the pilot varies from master to master but also depends upon the circumstances in which the pilotage takes place. The master of a large foreign-going ship entering a difficult channel will tend to adopt a more passive attitude to the pilot than a coastal master who knows the area intimately.

The way in which the law interprets this relationship, and the rights and responsibilities of each to the other and to third parties, obviously differs from country to country and the following is therefore offered as a general overview. In many legal systems, the customary rules and statutory enactments provide a confused and sometimes contradictory picture, which tends to the conclusion that a master, when considering how to operate with a pilot, should be guided more by common sense and self-preservation than by precise legal principles.

The pilot owes a professional duty of care to those whom he serves, which assumes a knowledge and awareness of local conditions. The pilot is therefore generally liable to the shipowner, and to third parties, for a failure to exercise such care. In practice, however, such a responsibility is largely illusory since the pilot, as an individual, has few assets with which to



satisfy any award of damages. Also the extent of his liability is often restricted at law or limited in amount, although he may also be subject to criminal sanctions under any relevant legislation as a result of his actions.

Where there is injury or damage to the property of a third party caused by the pilot's negligence, the third party will naturally look to the shipowner for compensation. Commonly, the pilot is seen as the servant or agent of the master/shipowner. His faults or errors are therefore taken to be those of the master/shipowner. There may be a possibility of a recourse action against the harbour authority, port commission or

canal company that employs the negligent pilot. If, however, the relevant body merely acts as a licensing authority, it will not be liable for pilot error. Pilot associations are also generally immune from liability for the actions of their members.

Given the lack of practical accountability of the pilot, it is tempting to ignore any detailed legal analysis of the relationship between the master and the pilot. This would be a mistake since the principles which have been articulated in various legal jurisdictions provide a well considered view on the way in which the relationship should operate most effectively.

*article continues on page 4...*



**TUGS AND PILOTS – LEGAL ISSUES** *contd.*

... In terms of engagement, the master is only legally bound to employ a pilot in an area of compulsory pilotage. However, the master may be found liable for not employing a pilot where it can be shown that such failure caused or contributed to an accident. Whilst the pilot may assume control of the navigation of the ship, this does not relieve the master of his command of the ship. The master therefore retains both the right and the responsibility to intervene in the actions of the pilot, for example, where he perceives the threat of an imminent danger to the ship or when the pilot is obviously incapacitated in some way.

There is therefore a divided authority, with both the master and the pilot continuing to have active roles that may potentially conflict. The pilot is the servant of the master and is responsible for giving advice on navigation, speed, course, stopping and reversing. The ship's master is responsible for the ship and the entire operation including difficulties, monitoring the pilot's actions and maintaining a proper lookout. The pilot in turn should expect a well-regulated and seaworthy ship with competent bridge personnel that provide him with proper assistance and information.

**Towage**

Towage has been defined as 'a service rendered by one vessel to aid the propulsion or to expedite the movement of another vessel'. Towage can take place in many different circumstances and can be part of salvage or wreck removal operation following a casualty. It can also occur when a ship is in distress in order to avoid a casualty occurring. In the vast majority of cases, however, towage is a routine operation, particularly within the confines of a port. This is referred to as customary towage.

An agent of the ship, or the charterer, usually requests the services of a tug for port towage. Once engaged, however, the tug may take its orders from any pilot on board the towed ship and therefore the presence of tugs adds to the complexities of the relationship between the master and pilot referred to above. The pilot and the master should be fully aware of each tug's power and handling characteristics but the responsibility for engaging tug assistance, where required, rests with the ship's master, and the ship's master may be found negligent in not engaging a tug to assist where the circumstances warrant it and an accident occurs. Every shipowner should leave the question of tug assistance to the discretion of the master who must make a judgement based on the prevailing circumstances.

The rights and responsibilities of the tug and the towed ship, with regards to each other and in relation to third parties, are generally dealt with in the applicable towage contract. In most cases, the contract will be based on industry standard terms that lay down clearly the division of responsibility between the two entities. Specific port user agreements exist, but standard form contracts, such as the UK Standard Towage Conditions, the Netherlands Towage Conditions or the Scandinavian Conditions, are used in most cases. These all favour the tug, although in the USA, the Supreme Court has held that any clauses in a towage contract purporting to relieve the tug owner of liability for negligence are invalid as being against public policy. In Japan, the tug owner must exercise due diligence to make the tug seaworthy at the time she leaves the port and is liable for any damage to the tow caused by any failure to do so. Generally, in the absence of clear wording to the contrary, a court will apply as an implied term of the towage contract that the tug owner warrants to exercise due diligence to make the tug seaworthy at the commencement of the towage.

**Source: The Standard P&I Club, A Master's Guide to Berthing**



**PORTRAIT OF ON-BOARD TRAINER BERND HENTSCHEL**

**HOW DID YOU JOIN UNITEAM MARINE?**

I have been working with UNITEAM MARINE since the 1980s. At that time, UNITEAM MARINE had started to partner with HORN-LINE, for whom I had already worked as a chief engineer.



**WHAT ARE YOUR TASKS AS ON-BOARD TRAINER?**

I truly believe that good leadership and continuous self-improvement is the only way to achieve professional success. My main task as the OBT is to see how our colleagues are managing their jobs on board the ships and provide them maximum assistance in making their jobs safer, more efficient and satisfying. From my position I am able to support a large number of my younger colleagues and I am really glad to have this opportunity to share my own knowledge and experience during the visits.

**DO YOU WORK WITH THE ENGINE ROOM TEAM ON BOARD ONLY OR ALSO WITH THE DECK TEAM?**

Naturally the engine department is the area of my personal expertise. However, my activities are not strictly limited to the engine room. Apart from all sorts of engine room activities, I routinely work with other departments, especially in the matters of personnel and ship safety, crew living conditions, leadership and teamwork.

**HOW DO YOU TRAIN THE TEAM ON BOARD?**

In order to utilize the time available on board efficiently, I first have to know which areas of shipboard operations

actually require improvement. For this purpose a small assessment is always carried out at the beginning of the visit. It is not a formal process, supported by an official checklist or aimed at creating a report of deficiencies. Rather, it is something like an experience-based observation and more or less informal communication with the crew. It is also very often combined with actual training. If something is found not to be fully compliant with relevant requirements, the issue can in many cases be corrected on the spot by providing instructions, guidance or practical demonstration. Some issues however, are of a more general nature and often require a more systematic approach. Then, necessary training sessions are organized to present more comprehensive information to relevant groups of crew members.

**WHAT ASPECT OF YOUR JOB DO YOU LIKE MOST?**

The opportunity to share my knowledge and experience with a large number of colleagues by addressing and supporting them. I also enjoy seeing the positive changes that result from my efforts. The gratitude expressed by many crew members is something that brings the greatest satisfaction.

**WHAT HAS BEEN YOUR MOST EXCITING EXPERIENCE WHILE WORKING ON BOARD?**

It was stepping for the first time on the gangway of my first ship over 40 years ago. I felt like I was entering a new, unknown world.

**DO YOU HAVE ANY MOTTO/CREDO IN LIFE?**

Life is full of surprises: be prepared. Expect the unexpected.

**PHOTO & VIDEO COMPETITION 2014**



**"Happy Thingyan!" This creative work consisting of ropes was arranged by AB Min Thein Kyaw on board MV APL Arabia.**

**ONGOING COMPETITIONS**

**"Success through Teamwork – Experience on Board"**

Please send us your experiences on board reflecting our mission statement. We will publish one experience quarterly.

**Prize:** USD 200,- for every published article for the crew's entertainment fund.

**"Best Photograph & Video" for 2014!**

We are looking for interesting photographs and videos from all our ships during the course of the year. If you have any extraordinary, bizarre, funny or beautiful shots and movies, please send them to us.

**Prize:** USD 300,- for the selected best picture or video of the year.

**HUMOUR**

**Ghost drivers**

A woman is driving on the highway for the first time. Her husband calls and says: "Be careful, love, it's just been on the radio that someone is driving the wrong way on the highway". She replies: "Someone??? There are hundreds of idiots driving the wrong way!"

**IMPRINT**

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Uniteam Marine, Alex Sergienko, crew of Uniteam Marine

**UNITEAM MARINE NEWS** is designed to be of interest to our crew and to keep all Uniteam Marine employees informed of developments at our company. We appreciate your feedback and welcome any articles of interest or humour that you would like us to include in our publication.

Please send your feedback, articles, pictures & videos for the photo & video competition to Corporate Communications & Marketing at Uniteam Marine, Anja Frauboese, marketing@uniteammarine.com

