The Hue & Cry
RIP Gordon Coates of London Pilots - a reminder of the dangers inherent in our job. 'Crossing the bar' is an apt metaphor for dying: like the 8 men on Kaipara bar – a reminder of HMS Orpheus in 1863 when 189 died. Lessons from History?

History is much abused: RNZ Navy’s 75th Birthday was smokescreen for an arms fair hosted by the world’s biggest producer of WMD, Lockheed-Martin (illegally funded by Kiwisaver). RNZ Navy’s 75th was codenamed Operation Neptune – in remembrance of the loss of HMS Neptune on 19th Dec. 1941: 764 men died (of whom 150 were Kiwis); only one man survived. (p.28) Despite NZ’s constitutional opposition to nuclear weapons, the USS Sampson was permitted entry. On a friendlier note, USS Sampson helped provide naval support for Kaikoura, cut-off by the 14th November 7.8R earthquake. Coincidentally, the syzygy moon was the biggest since 1948: the full moon augments both earthquakes and debate: tides in the affairs of men…?

Fidel Castro died aged 90, Trump was elected, John Key resigned - as did Italy’s PM, Japanese PM visited Pearl Harbor for its 75th. The times they are a ‘changin’.

NZMPA Conference leads the revolution in the pilotage profession. In order to stay relevant in the technological age, we have to evolve. Change mainly comes from within ourselves. As we enter the Season of Peace & Goodwill, rejoice that we have more that unites us than divides us. In celebration of our Pacific Brotherhood, the Conference gala dinner was perfect.

Advanced Marine Pilotage training
This five day course will update pilots on a range of topics in navigation and bridge management based on the SAS cockpit management, and updated with the latest research on ergonomics and master-pilot relationship. It will address issues of concern to pilots such as the application of new technologies, legal aspects of pilotage, and the development of RISK management strategies. This course contributes to the pilot’s CPD requirements as per MaritimeNZ’s regulations (MR-90.115). The course may be recognised as an upgrade course to renew an expired STCW95 CoC as Master.

Five days:
1-5 May 2017, 6-10 November 2017
Fee: Enquire on application

Dynamic Positioning (DP) training
Accredited by the Nautical Institute, NZMS’s Dynamic Positioning training is recommended for deck officers working on any type of vessel equipped with a DP system, including cruise ships, and is required for vessels that are classed as DP vessels.

DP Induction – Five Days: 24-28 April 2017
DP Simulator – Five Days:
1-5 May 2017
Fee: Enquire on application

STCW Refresher training
From 1 January 2017, Seafarers who hold STCW certificates of competence must provide evidence every five years that they have maintained the required standards of mandatory ancillary safety training, to undertake the required tasks, duties and responsibilities. These 3-days STCW refresher courses are offered at least monthly, please contact reception for dates to suit your needs. This training includes Refresher Fire Prevention and Fire Fighting, Refresher PST, Refresher Advanced Fire Fighting and Refresher PSC.

Generic ECDIS training
This MaritimeNZ approved training programme is based on IMO model course 1.27 and STCW Reg 11/1 and table A-1/1. Successful participants of this course will also receive a type-specific familiarisation certificate for the Transas 4000 ECDIS system.

Five days:
13-17 March 2017, 14-18 August 2017 and 30 October – 3 November 2017
Fee: Enquire on application

Podded Propulsion training
Delivered in the NZMS Transas 5000 full mission bridge simulator, this two-day instruction course will instruct the attendee on the unique manoeuvring techniques and characteristics of Azipod propulsion systems. The training will include both operational and technical aspects of this propulsion system and discuss resource management issues.

Two days:
8 - 9 May 2017
27 - 28 November 2017
Fee: Enquire on application

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The 2016 Biennial Conference is Auckland is now behind us, but leaves us with much to think about. A multitude of experts presented on a variety of topics, but with a focus on the theme of "Promoting Industry Understanding of Human Factors and Just Culture". For those who were fortunate enough to attend, they will appreciate we have reached a crossroad in the safety management of pilotage operations.

A new understanding of the significance in Human Factors in our operations have been highlighted over the last year, as a result of Ravi Nijjer’s Second Generation BRM courses, and engagement with trainers and managers from Air New Zealand. It is clear that humans will continue to make mistakes even in an operation with the highest training budget, so Error Management is the most effective way to avoid the slips and lapses that lead to undesirable consequences. Whilst this is more easily dealt with in aviation, where one pilot checks the other, and cross-referencing and thinking aloud result in a Shared Mental Model. In maritime this is unquestionably a major challenge. Whilst the majority of the cruise operations are on track to ensure a team approach, single-handed and essentially unchallenged pilotage is common-place for us on a daily basis. For this reason I feel that the best way to reduce the possibility of bad outcomes following single-person errors, is stringent procedures including check lists, task appropriate training and proficiency examinations. Although it is an ongoing challenge to get engagement from many bridge teams, maintaining a high standard of MPX and an agreed Passage Plan will be the best way to encourage participation, supported by establishing the best rapport possible.

For the reasons above, the association’s initiative to reappraise our CPD practices and look at the possibility of a nationally standardised MPX form is a good place to start. However to support this, an improvement in Safety Culture is essential in most of our ports. What was clear following Ravi’s nine recent courses, was that not only pilots, but also other mariners and participating managers could see the common-sense in what was discussed. The next step is to get commitment from management right up to the CEO, to not only support any change, but to actively engage in it. John Wright of WrightWay (UK) is keen to promote their HELM (Human Element Leadership and Management) training courses for management, which I see as the next step after Ravi’s courses. The proposal for managers to engage in teamwork training using bridge simulators could be very confronting compared to the usual management team-building retreats, but would not only give rise to a greater understanding of their own fallibility, but also of ours. Stepping up to this challenge is a day I look forward to.

On the day following the conference, there was a meeting of 23 participants from NZ, Australia and the Pacific Islands, hosted at the NZ Maritime School. This was to establish if there was sufficient interest in forming a regional pilots’ forum. I am pleased to say that the proposal for the formation of OMPF (Oceania Maritime Pilots Forum) was well supported, and this is now a work in progress. It is hoped that NZ and Australia in particular can support the island nations in both training and engagement opportunities. More information about this will hopefully be reported in the next issue.

In a similar way, it was proposed during the September IMPA Conference in Seoul, that a regional pilots forum for SE Asia be established. A meeting of pilots from Korea through to Australia was held, where keen interest was shown to increase engagement in the area. There was a suggestion of an inaugural meeting in Bali next year, so for those who may be interested in mixing some work and pleasure, let me know.

In closing may I wish all members a very merry Christmas and a relaxing summer. I also wish to thank the Pilot Transfer Working Group and Conference Committee for their contribution during the year, and also those who have quickly stepped forward to assist with the new projects to be undertaken over the next year.

Steve Banks
President NZMPA
NZMPA CONFERENCE

“The 2016 NZMPA Conference held in Auckland from 15th - 18th November was a most intensive brainstorming week, with a focus on cruise industry operating the largest and costliest ships, hi-tech bridges and highly trained bridge teams. But where and how does the pilot fit? How does a pilot add value and remain relevant? What are the legal implications? How best communicate & “share mental models”? Delegates came from Australasia, UK, Canada, USA, and Oceania – including PNG, Vanuatu, Kiribati, Fiji, Tonga, Hawaii, Tahiti, New Caledonia. A squadron from Air New Zealand joined forces with a high priesthood of safety & mindfulness gurus hovering around. Every presentation was catalyst for dynamic energies of professional minds engaging in healthy debate. The stated theme of “Promoting Industry Understanding of Human Factors and Just Culture” was fully honoured, but expanded beyond the physical and psychological into the realms of the metaphysical: Determinism vs. Free Will, the future of Capitalism, People & Profit, Milk of Human Kindness (...and milk made by bacteria - not cows!).

This conference shows how much pilots care about their profession and how our work impinges on the welfare of ships, public safety, port infrastructure - and pilots themselves - to ensure training is fit-for-purpose. Marine Pilotage has largely followed aviation in comprehending the importance of Human Factors. In a technically complex and increasingly autonomous world, the Human element must never be forgotten – since all systems were ultimately designed by those self-same fallible Humans.

CONFERENCE BULLETIN

For the sake of brevity, most of the papers delivered can be found in pdf format in the relevant section of NZMPA's website (http://nzmpa.org/wp/conference-2016/) This bulletin - based on my rough notes - is a key to direct readers to specific lectures (or simply skip to the Conclusions p.4)

Day 1 Tuesday 15th Nov

1. (Ravi Nijjer) History of BRM from 1988. Based on Finnish Captain Larjo, Navigation = Safety. Fundamental to properly investigate and analyse past events and learn (wise men learn from the mistakes of others). Note too that History can never be relied upon because of political calculus and vested interests. On the modern bridge, the pilot's “feral vigilance” shows how Human instincts can trump technology. Ravi concluded that aviation SMS has faltered and that NZ, with its small cohesive team of pilots (unlike Australia) could pick up the baton, giving SMS a Human Face (aka POSMS).

2. (Peter Listrup) Formerly with Star Cruises (KL) whose ships were floating casinos, but a nav mishap was "bad joss" and empty casino! To reduce error, system based on Larjo and training in simulators. When Princess Cruises lost $50m to accidents, Capt. David Christie consulted gurus and adopted Star Cruise template now in 2nd incarnation at Almere II, costing €80m funded by reduction in Insurance premiums. All Carnival Deck & Engineer officers undergo 1 week training each year to work as teams using BRM. Private Training is way beyond what traditional Nautical Colleges can offer. The point is that successful training of both hard and soft skills is key to continued success in business. Napier was a leader in best practice for successful visits of cruise ships. (See also Peter Listrup on 17th: "Optimisation of Pilotage on Cruise Ships").
3. **(Trond Kildal)** Thorough analysis of historic 2001 grounding of “Regal Princess” entering Cairns, led to a major overhaul, integrating best hydrographic data with best PPU and ship handling skills honed in Smartship simulator, now means that Cairns has re-opened for business to the cruise industry i.e. technology and training pay dividends.

4. **(Kees Buckens)** With Kees’ extensive experience both in the cruise industry and in training, he was ideally suited to the role of external auditor for pilot/bridge team performance in the Fiordland operation. Rule 90 requires regular Peer Review and Kees delivers independence.

5. **(Nigel Meek)** “A serving pilot in NZ’s busiest cruise ship port offers a perspective on relationships between people and technology on a passenger ship bridge. A once-over lightly look at the prevailing legislation in NZ. Reflections on personal experience as a passenger and a pilot.”

**Day 2 Wednesday 16th Nov**

**Outline:** Due to the hostile environment, the aviation industry set the standard for safety via engineering excellence, Human Factors, accident investigation, training, SMS & Safety Culture.

1. **(Ravi Nijjer)** History of Human Factors in Aviation dates back to WWII when more aircraft lost due to “pilot error” than enemy action: though pilots were plentiful, aircraft were expensive. (RAF reluctant to issue parachutes lest airmen not do their best to save disabled craft!). “Cambridge Cockpit Studies” – ergonomics (instrument display clarity), fatigue, stress, vigilance e.g. 20m max to watch a screen. They exposed the myth of the “right stuff”. Airline pilots have co-pilot, unlike Schettino. US *Space Gemini Project* confirmed that soft skills (Human) more important than hard (Technical). Knut Hammerskjold “Last Frontier” written 1975, but not acted upon until Tenerife disaster of 1977 (CRM). Aviation Industry (unlike Marine) says “Never waste an accident” i.e. there are always lessons to be learned. Only after the $50m grounding of *QEII* on Vineyard Shoal (1992) that ATSB suggests BRM training based on Aviation's CRM. Lately, a convergence in Accident Investigation, and Railways and Health following similar pattern. Ravi's BRM II (2011) integrates Pilot Ops SMS, Human Factors, Seamanship & Error Management - aka POSMS.

2. **(Peter Dann)** No definition of “Situational Awareness” because very complex dynamic of Past, Present & Future. Communication, perception, comprehension and projection are all cognitive functions and each Human brain is unique. “*Star Trek*” Bridge design & function was visionary.

3. **(Tony Mikkelsen)** *Trelleborg* PPU helps “Reduce Human Error & Enhance Situational Awareness”. The loss of Clyde tug “Flying Phantom” has many lessons incl. v/l prediction; real-time wx data; local knowledge; b-ENC safety contour lines; SOP & Checklists within PPU; better coms between ships. Training is essential for safe use of PPU. Could PPU have prevented “Flying Phantom” Yes.

4. **(Mark Hughes)** “Tombstone Safety” = learning lessons in blood i.e reactive. How become pro-active? History of Canadian air accidents and lessons learned. Judge Moshansky inquiry into “Dryden” incident (1989) showed how system was riddled with holes. De-regulation of industry was major cause. Moshansky pioneered pro-active defence (HFACS). James Reason’s Swiss cheese model was designed pro-active, not reactively as in Marine Industry. Then came SMS which ignored the Human Factor! Over-focus on compliance misses the bigger goal of Risk Management. Think icebergs and *Heinrich Triangle*: what we think we know is the visible tip, but greater danger lies unseen. To discern the depths, a positive reporting is required of near misses and Hazardous incidents (just Culture): the threat of punishment (Blame Culture) kills this insight. Over-reliance on technology creates complacency and loss of hard skills. (Joke: Why is the co-pilot a dog? The pilot monitors, the aircraft flies itself; the dog is there to bite the pilot if he touches anything!). Pilots need to learn “active monitoring”.

5. **(Bob Henderson)** James Reason put cat-food into teapot...Definition of Slips, Lapses, Perception, Mistakes, Violations. Criminal Law is *Actus Reus & Mens Rea*: “an act does not make a person guilty unless (their) mind is also guilty”; hence...guilt...requires proof of fault, culpability or blameworthiness both in thought and action. However, all change post Chernobyl! Accountability is too linear and does not represent how minds work. Do we have Free Will? Brains need O2 and
rest: fatigue impairs function. Visual vs. Verbal - No-one can multi-task: we divide attention into smaller bites. (Doidge: “The Brain that changes itself”). Brains release rewards (endorphins) both overt (chocolate & sex) and covert dopamines (risk-taking shortcuts, no ill effects!). Likewise, adrenaline freezes cognition: “Don’t think! Act!”. In an emergency, start talking! NOTA = Notice, Understand, Think Ahead e.g. “I have control. I can see this. What do you see? Etc.” We gain Resilience from Knowledge, Training, Experience, Planning, Briefing. Avoid Overload by sharing intention (thinking aloud).


7. (Paul Clayton) History of HF in Air NZ. Written Exams on Theory. System of 7 checks: 2 Class, 4 Sim, 1 Active Flight. Hard & Soft skills tested, graded and reasons for grade. A failure in soft skills is a failure. Pilots are constantly monitored and given opportunity to improve.

8. (Tahlia Fisher) explained the phenomenon of “Go Round” which is the required response rather than bend to all other pressures to just get the job done. Very applicable to our industry!

Day 3 Thursday 17th November

1. (Tony Gibson) POAL CEO explained that Capitalism was ‘munted’ in 2007. POAL is going with robots. Synthetic milk is close. Both cows and Humans now redundant.

2. (Human Error) I have to admit: I cannot find my notes so am relying on dodgy memory…the conference proceeded as programmed – though TAIC (and MNZ) were tied-up in Wellington quakes.

3. (Hugh O’Neill) In response to a series of near-miss incidents in NZ whilst boarding and landing, NZMPA formed a working group to explore how to improve pilot safety. Most of the best ideas came from Taranaki and were published in the September issue of The Pilot. Knowing that all ports are different, we compiled a draft set of Good Practice Guidelines covering Pilots Ops BRM, Boat manoeuvres, danger of rucksacks, advantage of 2-hand grab, PPE and rescue of Pilot Overboard, Reporting defective ladders, head protection, wet-water drills etc. As pilots, not regulators, we only offer advice. The idea is that a booklet will be available to be used as a repository of ideas to consider. It will evolve. The best ideas are in our heads. Lets aim to leave the job better than we found it.

4. (Adam Roberts) Pilot ladder deficiencies – a walk on the wild side! Adam all too graphically showed that not everything is as it first appears. We have a moral (and legal duty) to refuse to use deficient ladders since acceptance by one pilot might cause the death of the next.

5. (Neil Farmer) AMPI has developed a robust and bespoke CPD model, which can only raise the standards of the profession: consistent, relevant, achievable and accountable.


7. (Dirk Degroote) Damen tugs history & future: RSD concept is twin-fin fwd & ASD: 68T direct can deliver 98T indirect! Unmanned drone tugs a possible future!

8. (James Mariner & Paul James) Inter-Islander & Track Pilot: Pros & Cons; Automation works, but only with careful Human monitoring. Automation is an aid, but all decisions by Bridge Team.

9. (John Barker) POAL vision: “To advance the MPX, using the latest processes and technologies to reflect the changing needs of international shipping” integrates environmental data to give accurate UKC, wind and current. Port Ops can be managed. PPU being used to fuller potential.

10. (Euan Crawford) NZMPA founder remarked humorously that he was owed $50 (repaid next day!)

Day 4 – Friday 18th November

Ravi opened the final day: Relationship between Safety Culture & Just Culture.

1. (John Wright) This David Attenborough-like [teddy bear] challenged us all into 6 hypothetical Ports’ Boards of Directors, to implement SMARTT ideas (Specific, Measurable, Achievable, Realistic, Track-able, Time-based). John’s experience of major disasters in the Offshore North Sea provided insights into both the best and the worst. He singled out Chevron for suppressing management hierarchies to empower those at the coalface. This leads to success on every
measure. John’s seismic presentation might have been mistaken for a small after-shock. Presentations were correspondingly brilliant!

2. **(Hamish Brown)** of Concordia was the following tsunami of ideas: we care when one London pilot dies, or 29 miners in a coal mine, 1,138 in a Bangladeshi sweat shop, but what about the 5,700 every 24 hours who die in work-related accidents? Hamish’s revelation is that Safety Culture can be analysed and forecast just like the weather; imagine if the weatherman blandly predicted a nice day tomorrow based on the fact that today was fine. The simplest way to measure a company’s culture was how much space was devoted to H&S in the Annual Report. Until H&S features more than finance, then business matters more than people. The wonderful news however, is that profits soar by 30% once a company fully understands that people are indeed their greatest asset.

3. **(An Eloquence of Lawyers)** explored the respective legal and moral duties of Employer and Employee. Because of criminalization (driven by media’s demand for instant scapegoats) then be careful what you say and to whom. Remain silent until own lawyer (not the company’s). No such thing as “Off the record”. Own Lawyer is legally bound to respect confidentiality. Speak freely to TAIC but you can say ”No Comment” to MNZ since the regulator has duty to prosecute. When report an incident to relevant authority? ASAP by telephone. In a crisis, employers need to Control: Prioritise Family, Information then Social Media. Consider appointing Media Liaison.

4. **(Nick Cutmore)** Sec. Gen of IMPA since 1999. Nick explained how IMO works i.e. flag states are often just fronts for corporates. IMPA uses quiet diplomacy and cakes. Finally, a History Lesson on IMPA HQ aboard HQS Wellington: a Grimsby Class convoy escort built in 1934 for service in NZ waters arrived in Auckland in 1935 (arguably the birth-date of RNZ Navy?). She escorted Atlantic convoys throughout WWII and rescued 450 MN seamen, and shared in the kill of a German U-Boat. It is heartening that she is still performing the former duty with great gallantry.

CONCLUSIONS

1. “Change is the law of life. And those who look only to the past or present are certain to miss the future”. In order to remain relevant, we must keep pace with change.

2. Despite all the technology and training on a cruise ship bridge, the pilot’s “feral vigilance” is an instinct within our brain’s deep wiring to unconsciously detect change in the environment faster than we realise. Pilots’ brains are well-attuned to their own port.

3. Corporates like Air NZ and Carnival Cruises are superb at building teams. The pilot can serve the team, but perhaps the greatest value he can have is to challenge the phenomenon of ‘Group Think’ – a feature of several marine and aviation accidents.

4. Corporate Power can usurp Government Agencies via lobbies and TPP (despite President-Elect Trump’s opposition). Be very wary of Trump’s ‘deals’.

5. All the best evidence points towards making employees first and foremost the focus. Evidence abounds that unleashing all that potential is a win-win. Just as on a ship, loyalty is a 2-way transaction: look after the crew and the crew look after you.

6. Pilots take a long time to make, but can be very fragile. But pilots too have a duty to look after themselves and their colleagues: no-one wishes to see anyone hurt or killed in the line of duty. If a pilot ladder is dodgy, act upon it. Likewise, wearing back-packs on ladders is dumb. Never let an accident go to waste: if it’s your own near-miss, learn & share: there is nothing wrong in being Human.

7. John Wright’s definition of a near-miss was a roll of dice i.e. double-six makes a near miss an event. We have to record near misses to understand what part luck plays…

8. The character Gordon Gecko’s famous dictum that “Greed is Good” portrayed Wall Street’s Predatory Capitalism, predicting the inevitable 2007 global financial collapse. Happily Gordon now makes excellent helmets…there is always room for redemption.
I have had meetings with several organisations often with Steve involved.
A general breakdown of those meetings is

Maritime Forum - meets quarterly
A group of representatives from various Maritime groups - Chaired by Annabele Young from the Shipping Federation including unions, agents, Keith Ingram (professional Skipper, MTA, Nav Schools, NZQA, Outdoor recreation, Tourism, surveyors, and a few more.
Topics - Sea Cert, MOSS, MNZ cooperation, fees, IMO, government, immigration, various topics.
Also met with Labour and Green politicians, and several reps from MNZ

MNZ - Simon Gooder (Industry contact) - several coffee meetings
General topics including Sea Cert, P & H Code
MNZ - Sharyn Forsyth + var officials - 2 meetings
Topic was SeaCert and Pilot revalidation.

MNZ - Keith Manch (plus others usually Kenny Crawford, Stephanie Winsom, Sharyn Forsyth)
This is a planned 3 or 4 monthly catch-up.
Topics have been - Taharoa, Sea Cert, revalidation, Pilot CPD, Akaroa, multiple Pilot Licenses, Pilot training and generic standards, IMO involvement.

MNZ - International Engagement Forum - meets 6 monthly
Topics include MNZ and Govt activity at IMO, STCW, Ballast Water, MLC, STCW F, other international topics.

Merchant Navy Day Commemoration - attendance at ceremony
World Maritime Day and Industry Forum
Topics - coastal shipping, training, changes in international shipping, large ships calling

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Report on Pilot Web Reports

(Vice-President Lew Henderson – NZMPA Industry Liaison Officer)

From 25/3/10 to 12/11/16 there have been 50 separate reports.
All have been from Pilots (with two from a trainee pilot).
20 different Pilots have sent reports
The most is 10 from a single pilot followed by 5, 4 and a few with 3.
7 Pilots made only one report. 1 report was unidentifiable.
21 reports came from 1 port, 5 from the next highest.
8 Ports were represented by reports.
34 involved Pilot Ladders, 7 main engine failure or failure to start, 1 thruster problem, 2 steering issues, 6 involved radar and or ECDIS
9 involved tankers, 19 container ships, 7 were bulkies, others were various or unidentifiable
There appeared no direct link from type of vessel to type of problem

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Only 2 were identified as NZ operated ships. The flags or operators of the rest were not identified.

Of the pilot ladder reports the main problems were

- Manropes incorrectly rigged, wrong diameter, damaged, not through stanchions
- Combination ladders poorly rigged or secured - including 5 with problems with hull magnets
- Damage to ladder steps or treads, including loose side ropes and chocks
- Poor securing at deck level (1 not secured at all - held by crew!!)
- 2 involved injury - 1 fall and 1 head impact

21 told everyone, 14 sent the message to their own port only, 10 sent it to selected ports, 2 sent it to themselves only, 3 made reports with no notification

10 sent the message to MNZ

There was no specific link to who had sent it to MNZ or for any specific reason. This option was only introduced later in the development.

Only 1 sent to MNZ has resulted in a reaction to the executive. MNZ may have replied to specific ports on other reports.

**Some general observations**

The use of the report feature has only been in place for 8 months

Less than 1/3rd of our members have filed a report.

It is unlikely that only those 20 pilots are the only ones to see something or make a report in house or direct to MNZ

One port has embraced the reporting with a vengeance - other ports with only one reporter. A couple with several.

Nothing happened in some ports - amazing.

The addition of a feature to report to MNZ has not deterred reporters although most are still not choosing to copy MNZ in.

The fields need adjusting to collect more specific data

However the reports on pilot ladders were well commented

**Overall**

This is a great initiative by our organisation. These results will be tabled to MNZ with no identifying details. The main problems of Pilot Ladders and main engines will be noted.

I will get with Troy and redesign the fields and start a new database from this meeting and report at the next AGM. Any ideas or comments would be appreciated.

Encouraging other members and ports to get involved is our next main task.

Safe Piloting

Lew

VP NZMPA
HOLCIM SHIPS

Our enterprising President had the idea to add the adventures of PEC Masters to this column, and asked me to represent Holcim.

We do a variety of ports instead a variety of ships. In a typical 4 week swing we do 12-14 port calls, at 7 regular ports and sometimes a few others. The Masters have PECs for most of these ports.

Holcim Shipping is in a period of great change, going from distributing cement from Westport around the country with 2 coastal ships, to importing cement into Auckland and Timaru, then only distributing it with one ship from Timaru. The interesting bar ports of Westport and Onehunga will soon be history as there are no other cargo ships calling at these ports. On the other hand 3 of us have now added a Timaru PEC to our collection.

We will miss the challenge of the bars (??), but it will make scheduling the ship a lot easier, maybe it will be more reliable?

As I write this we are waiting in Westport for a chance to get over the bar, having been here 6 days already, survived 6-8 kts run in the Buller river. The survey-pilot boat/tug Bob Gower has just been fixed with a coupling flown in from Germany, and will attempt to survey the bar tomorrow. It looked like there was a set of a few knots across the bar and this will have shifted a lot of sand. So without survey, no departure. We left Westport for the last time twice already. Did I mention the schedule changes often?

When we get to Onehunga to discharge the very last Westport cement, MV Westport will be laid up, waiting to be sold. She did over 1100 trips into Onehunga, in a successful 40-year career on the NZ coast with thousands of bar crossings. Listening to the stories of the early days, it sounds like the crossings have become a lot safer now, with DGPS, electronic charts, Qastor and up-to-date surveys now available on board.

Today I went to the Westport museum and learned that in 1904 a merchant ship ended up on the beach, west of the tipheads. They hauled it across the beach, and through a hole made in the West breakwater, back into the Buller river. Resourceful people, those Westcoasters.

In the meantime our other vessel MV Milburn Carrier II, has started her new life working out of Timaru. With no tide and draft restrictions, she is now finally able to load to her marks.

This should also be my last column for Holcim, as I received the dreaded month notice already, but you never know, things can change…(Jan Eveleens)

PEC Masters & Mates - Interislander

A group of Interislander Masters, Mates and Shore Management were fortunate to participate in the last round of Ravi’s BRM courses in Wellington earlier this year, and I strongly believe that we all gained fresh ideas and methodologies, on how we could do things better and improve our understanding of human factors, shared mental models, and the promotion of Just Culture.

The President has invited and encouraged Masters and Mates who hold PECs to join as Associate Members of NZMPA. This would be an opportunity to enhance co-operation, CPD, and possibly open career opportunities for those young seagoing professionals who may wish to pursue Marine Pilotage as a career. It was great to hear that Bluebridge management took a proactive approach and signed up all their Masters to the NZMPA. Interislander recently approved 16 exempt Masters and Mates to join up as well.

Another initiative we are keen to support is for a PEC holders and stakeholders forum with regular workshops where seagoing and shore based marine staff could share ideas and work more closely to promote efficient, safe operations and navigation within harbour limits and coastal waters. An inaugural workshop held prior to the NZMPA conference.

For Cook Straight ferry operators, commercial competitiveness should not be a barrier to the benefits of adopting a collaborative and professional approach in our daily operations. The ultimate goal will be the enhancement of safety, building relationships, and keeping up with advancements in our industry. Even if it takes a
while to achieve any benefits, this is still a great first step in a positive direction. *(James Mariner)*

**INTERISLANDER**

If the past couple of weeks have taught us anything, it is that we humans are a resilient lot, and I am not referring to the happenings just here, but also to the ones on the other side of the Northern hemisphere in Japan. We trudge on. As seafarers, this is something that comes to us naturally. We are often thrown into various situations that require us to adapt, change and dig deep.

It is this very ability that ensured that our 3 ships were safe during the earthquake which shook our country on 14th Nov. Whether it was the presence of mind of the master and his crew on the Kaiarahi to abort their berthing in Picton as they approached the face of the wharf, or our colleagues on the Aratere and the Kaitaki that ensured they got away safely from their berths to seek shelter mid-harbour in Wellington as they were being tossed about, they did what they are trained to do – they answered the call of the sea.

One of our berths in Wellington – the rail ferry berth – has unfortunately suffered some serious damage, but all parties involved are working hard to resolve the issue. By the time this article is published, it should be back up and operational, providing the much required rail link between the North and South. Some of the infrastructure in Picton has been damaged as well – requiring some attention.

In the meantime the two K-boats have settled into a rhythm taking cargo and passengers between Wellington and Picton, bringing back a sense of normality to the chaos that surrounds. How the events of the past couple of weeks have affected our projected revenue through tourism, I suppose the optimist expects it to change; the realist adjusts the sails.

*(Paul James)*

**PORT OTAGO**

I have received some very fair critical comment that the Otago contribution to Ports of Call should reflect what goes on in Otago Harbour and restricted to just that. I tried that in the early days of my tenure as Otago correspondent and found it to be, quite frankly, very tedious. Anyone remotely interested in what is going on in Otago Harbour is, as I have said before, probably better off checking out the Port Otago website or otherwise searching the web for the answers to any questions posed.

That said, the critical comments should not be ignored, so this issue’s contribution is going to concentrate on the happenings in Otago Harbour over the past few months and proposed happenings for the next few as far as any journeyman pilot is able to ascertain.

The biggest change to the Marine Department is its amalgamation with Infrastructure under a new General Manager (Marine & Infrastructure). Sean Bolt is a prodigal son of Aotearoa having returned to these shores from deepest, darkest W.A. - Albany to be precise. Sean has previous piloting experience, which is a double-edged sword as far as us pilots are concerned. On the one hand, we are able to be understood when we bring up technical matters of a nautical nature but on the other, the scam we had running regarding insufficient UKC always occurring during the hours of darkness and international test matches will no longer fly.

As a welcoming present the new GM (Marine & Infrastructure) was presented with a new tug (see NZ Workboat Review 2017 page 36). Giftwrapped in a steel box called “Deltagracht”, the new Turkish bathtub is going to be used in conjunction with the dredge, barges and other plant to assist with the New Generation dredging programme, and at 30-tonne bollard pull, will be able to assist with shipping if either of the big girls chuck in a sick-note or otherwise have to go for docking or slipping. The new tug’s name is “Arihi”, which is the name of the granddaughter of Chief Kareta, known affectionately as Aunty Alice to locals; she died in 1956 aged 95. Rumours that the builders had merely misspelled the name Arie Nygh and that error is to be corrected next week are unfounded …sorry, Arie!

The cruise ship season has started, so both Otago pilots and the Otago-Fiordland hybrids are seamlessly integrating into cruise ship bridge teams without so much as a murmur, unlike inter alia the Louisiana pilots who seem to have issues in that direction [Seaways, September 2016 – “Sense & Nonsense on Cruise Ship Bridges”].

Oops, here we go …I’m off on one!

Otago and Fiordland pilots like, one suspects, most Australasian pilots, have no great issue integrating into cruise ship bridge teams, container ship bridge teams, fishing vessel bridge teams or any other bridge team that presents itself for pilotage at the little magenta diamond. Quite why such a fuss is made over BRM at the top end of the market is not entirely clear, but the often dismal quality of bridge team BRM at the bottom end of the market continues almost without comment and certainly with relatively little publicity. Perhaps media coverage and publicity is the nub of the matter; an article criticising Carnival Corporation’s methods of executing a bespoke quality management
system will always get more mileage in a top-end academically-slanted, professional magazine than an article bemoaning the almost complete lack of any semblance of a bridge team and associated BRM on a poverty-stricken, paint-peeling Pandemonium-flagged bulker.

Why do we seem to concentrate on the top end and strive to make it better but apparently fail to drag the arse end of the industry up from the bilges? Is it because, if we have a go at the big boys with the money, we are more assured of a response, therefore our comments seem more valid and we have the satisfaction of seeing them considered seriously and most likely subjected to some action or other? Is it because by striving to make the top end better, the bottom end will somehow improve of its own volition? I ask that last question in all seriousness because I believe there is anecdotal evidence at least, that it does. Is it however, just a fact of life that that the best will get better, as the rich get richer, and the worst will, by stagnation or minimal improvement, become relatively worse? Carnival Corporation has just built a whole new training complex in Almere. It’s doubtful that Carnival Corporation has just built a whole new training complex in Almere. It’s doubtful that Pandemonium Bulkships are going to follow anytime soon and probably could not even afford to send their bridge teams to Almere, were the facility open to them. Why can’t they afford it? Presumably because they carry low value cargoes to send their bridge teams to Almere, were the facility open to them. Why can’t they afford it? Presumably because they carry low value cargoes on a spot market at low, or at least unpredictable, freight rates. Maybe the low standard is just plain acceptable, when set against the higher price of commodities envisaged, should the cost of running the ships escalate and result in necessarily higher freight rates borne ultimately by the consumer.

Maybe the global consumer ultimately dictates the standard of shipping on our seas. If the global consumer insisted on higher quality commercial shipping s/he would have to bear the cost at the checkout counter and would drive the regulators to produce better quality shipping as indeed s/he did when s/he insisted on double-hulled tankers. Who is the global consumer? Amongst many others, I guess it’s you and me. (Craig Holmes)

**Nelson**

Wow! What a great conference that was. Congratulations to everyone involved in putting together such an awesome event and great to see such good attendance from most ports. I thought the theme and discussion topics were spot-on for relevance in today’s industry. The tucker wasn’t too bad either. It’s always good to see how other ports and countries conduct their operations and we’ve picked-up heaps of valuable info and contacts. Most of what we learned fits perfectly with the way we’d like to improve our own operation.

Interesting times too in Port Nelson at the moment: we took delivery of our new tug *Toia* in September. The unsettled spring weather, coupled with a very busy period of shipping has seen her gainfully employed. The seam-less way that she has slotted into service is a huge achievement for Colin Sellars, Dave Duncan and all the tug crews. The extra bollard pull has increased our margin of safety and reflects the increase in LOA and displacement that we are handling on a weekly basis.

It’s sad to see *Huria Matenga* laid up on the wall after such reliable, lengthy service but times move on. It’s also been a shock for the tug crews to go from a 40 year-old piece of engineering with control systems designed when ABBA topped the charts, to a state-of-the-art, touch-screen-controlled tug that even has a driving seat for the tug master.

Around the port, the new tanker facility is up and running on main wharf and yards of concrete are being poured into new 100T bollards at the North-end of main wharf to give a far more robust mooring arrangement for the 230m plus container ships we are handling with increasing frequency. The skyline has changed too as new storage and packing facilities are being constructed, and future improvements (hopefully rebuilds) are being mooted for Main Wharf North & McGlashen Quay. Interesting times. (Matt Conyers)

**Wellington**

I was lined up for an early morning job on November 14th, but my call came rather earlier than expected with the noise of maritime memorabilia crashing from shelves in my lounge as the earthquake rolled through.

Our Marine Managers were on scene in the port immediately and directed two vessels approaching the port to stand-off pending further instruction and a launch-inspection of depths in the channel & berths. The crisis management team established themselves in the sturdy Straddle House where, with whiteboards and coffee, they pieced together an initial picture of the impact on the port’s infrastructure. The cold grey dawn confirmed a bleak situation with significant damage to the southern end of Aotea Quay, the container terminal, the cruise terminal, the log yard and surrounding port properties. We now know how our Lyttelton colleagues felt…

To the disappointment of some, Centreport House was still standing, and apparently unscathed. However, underground things were not so good. (Continued on Page 17)
One of the many highlights of the NZMPA Conference was the Gala Dinner held at Mekanikos Restaurant overlooking the port. A photographer was on hand to witness the scenes for posterity - and possible blackmail. (See https://drive.google.com/drive/folders/0B9FZi4S8ZtboV1NYbW9aN1JRck0) Below are a few examples: readers may wish to enter their own captions...

Lest the scenes of merriment give the impression that the Conference was all skittles and fun, I can say that the tsunami of ideas and discussions left me quite overwhelmed – and in need of a small libation to aid their digestion.
Peter Listrup, Matt, and Steve Gilkison

Ewan Crawford and Ravi

Presidential: Steve Banks & Nigel Meek

The French Connection

How to salute President Trump?

“I do not look like Mussolini”
Renewing the Auld Alliance

“And how big are coco de mer in Hawaii?”

The “Bring Ravi Money” Gang

The Barmaid being Shanghai-ed

Team Napier and Hawaiian Phone Technique

The Cosmopolitan Table
Despite the significant upheaval to routines, again working from many disparate locations, during routine repairs and monitoring. Staff are following reports of asbestos found comes hot on the heels of being dislodged from our offices following the earthquake. For all the staff at Centreport, this disruption is a blow and everyone is doing their best and keeping spirits up.

Such ‘majors’ always bring out the best in people and our cohesive “one-team” approach is paying dividends. The horizon is still hazy and there are many challenges ahead, but we are making progress day by day. (Lew Henderson)

LYTTELTON

I don’t know if it is because of the Kaikoura earthquake or part of the Christmas rush but we have had a noticeable increase in the number of containers discharged in the Port over the last few weeks. Adverse weather in Australia and around the Coast has been causing vessel delays with a few arriving outside window and having to wait a few days for a free berth space. All of this extra activity occurs over the weekend when we are pretty busy anyway.

With Pacifica down to one vessel there has been a build up of their Coastal Cargo, so China Navigation have used a couple of their own vessels to help the Spirit of Canterbury. The Island Chief has been in to discharge cargo from Napier and the Chenan called in to load several hundred empties to take north.

The Cruise season hasn’t started for us, but we have had two visits from HMNZS Canterbury - the first with 450 people and the second with 164 people, 13 dogs, a cat and a Queen Bee from Kaikoura. For the first few days after the earthquake, there were rumours of a visit from an Interisland vessel but it wasn’t to be. With the port infrastructure repaired and the inland road open, the trucks are able to get through without using the coastal route. It will be interesting to see how the cost of re-instating the rail line compares to supporting coastal shipping to carry the freight. (Finlay Laird)

GISBORNE

What has been happening in Gisborne? In short – a lot: Paul Hines came onboard as Marine Manager mid-2015, after the untimely passing of Charlie Jamieson. Paul was joined by the writer shortly thereafter and we now share the Marine Manager/Pilot role. Peter Jackson remains as our back-up relief pilot out of Tauranga.

As far as the wider Marine Team structure is concerned we are working through transitioning the Team onto a week on/off roster system. Port volumes are growing and between the increasing shipping requirement and the need to carry out maintenance dredging all year we are working towards providing adequate resourcing through the two team structure.

Those growing shipping volumes are the catalyst for various initiatives within the Marine Operation and indeed the wider Port infrastructure. Gisborne currently operates at the pinnacle of berth and Port
anticipated harvest volume. Now on developing a second berth to handle that increases in the sustainable log harvest the focus is continuing to rise and projections of significant berth at near saturation point, log volumes going across a single berth. With the single utilisation with circa 2.5m tonnes of logs per annum going across a single berth. The passage planning process has been refined accordingly.

We have been bedding in the new build Damen ATD Waimata and the increase in available bollard pull with that unit has raised the obvious questions around environmental parameters which had been based around the previous (significantly lower) bollard pull availability in the Port – see previous paragraph.

We recently re-engined a pre-loved Norman Wright designed and built Pilot Boat which had originally been built in the early 90’s for the Queensland Police. The now named Rere Moana is a triple skin composite construction pilot boat hull however the coach house was designed for police operations. We made some modifications to the wheelhouse in terms of eyebrow windows & foredeck lighting and we also made slight modifications to the man overboard retrieval arrangements.

The 4 channel buoys are being replaced with larger units and we are taking the opportunity to synchronise the 4 channel buoy lights and the 2 breakwater lights. The Poverty Bay approach leads have been replaced by a day/night PEL arrangement. We also intend to refurbish/replace the inner harbour leads.

We have invested in some PPL technology – largely to gain greater confidence in situational awareness when turning the largest 200m LOA ships. The end goal of this investigation is to see if we can safely swing the 200m vessels by night. We’re hopeful of bedding in all the initiatives previously discussed before turning our attention to the impending Port SMS audit which will be carried out during Q2/17.

So in summary we’re reviewing, rejuvenating, rebuilding, and recruiting a few new members to the Team with the aim of preparing the business for anticipated growth. (Chris Kaye)

**NAPIER**

It only seems like last week that Ed was chasing us slackers for our last *Ports of Call* entries and once again, there are a few of us burning the midnight oil, desperately trying to meet the extended deadline and wondering I am sure if there is a possible extension to the already extended deadline!

How much goodwill is there at Christmas? I am here in Napier trying to keep my eyes open at the end of one of the busiest weeks I have piloted in 10 years. Likewise, in CentrePort our colleagues are still reeling from one of the shakiest periods in their history, and maybe wondering when their next ship will be turning up. Perhaps we should be thinking about how we may be able to help in some way.

This leads me on nicely to the next topic ‘Fatigue’. What is fatigue? Fatigue is a term used to cover the collective effect of many factors that reduce our ability to safely conduct our job and adversely affects our health and wellbeing. The collective effect of an increase in the number of large (and larger!) vessels and the combined ‘noise’ that comes with the planning and scheduling of these vessels in a small place like Napier - coupled with a plethora of other touchy subjects - are causing a few of us to wobble on the perch. The effort to remain vertical under these circumstances is becoming a problem that I believe is affecting not just us, but other ports as well. We are currently in discussion around the table with management in the form of a Pilots Fatigue Working Committee as part of our ‘Collective’ negotiations. Without saying too much at this stage, we believe we have a way forward for us and the port, that will hopefully safeguard our health & safety and benefit Napier by allowing us to operate in a healthier and safer working environment.

Our floating plant completed their negotiations with amongst other things the inclusion of a maintenance engineer to help with routine maintenance when the duty engineers are flat out and to help cover for sickness etc. New Simrad Navigation gear and monitors have also just been fitted to the *Te Mata*; this should be the precursor to all the floating plant eventually having their RayMarine gear replaced by Simrad.

The NZMPA Conference and AGM has passed with rave reviews once again, I believe I was one of the few unfortunates that had to stay behind and keep the wheels of commerce turning. Well done Auckland and the NZMPA committee for hosting and organizing such an informative event. Trev, Ruslan and Sven were able to attend for the whole event and Richard managed to get up there for a
Napier. Hopefully we will have more to report in OMC for the production of a high density ENC for Lieto from Smartship and Trelleborg, LINZ and to the extent we are in discussion with Antonio Di New Year from Team Napier

Merry Christmas & Happy, Prosperous and Safe over the horizon!

here', there is always a bigger one just waiting that was the biggest vessel we have ever handled through! Unfortunately whenever we say 'Phew were hopefully under our limits all the way horizon, knowing that our team has done its best in whatever shape or form was required to ensure their transition of our patch, in conditions that were hopefully under our limits all the way through! Unfortunately whenever we say 'Pھew that was the biggest vessel we have ever handled here', there is always a bigger one just waiting over the horizon!

Merry Christmas & Happy, Prosperous and Safe New Year from Team Napier (John Pagler)

AUCKLAND

It’s been a pretty hectic few months for us with the NZMPA Conference and also the Navy 75th anniversary ensuring we had ‘all hands to the pumps’. In fact it was the only time I can recall that we had 12 Pilots all turned out for ‘Operation Neptune.’

I had to feel sorry for our colleagues across the Harbour, as Mother Nature seemed Hell-bent on raining down full fury on to what was a very meticulous and capably planned event.

The weather was getting increasingly worse for the whole week so it was decided to bring in the visiting vessels a day early. Then of course the Earthquake struck, with the resultant diversion of ships heading straight down to Kaikoura to help out. Which really threw a spinner in the works of the anti-USN protest fleet, who had seemingly pre-booked other people to milk their goats and stoke their pottery kilns for the original day; and then of course couldn’t commit to coming out a day early. Although it didn’t seem to deter one hardy individual, who after having gone to all the trouble of painting “U.S. SHIP NOT WELCOME” along both sides of his boat displayed his lack of situational awareness and knowledge of current events in equal measure, by pounding his way out into the harbour, whilst the “USS Sampson” sat 337 nautical miles away to the South, being very welcomed by the residents of Kaikoura.

The other significant event to occur during this exercise was marking the absolute final retirement of Mac Post who had been trying to retire for years…even going to the lengths of shifting to Blenheim in an effort to show his resolve on the matter! This of course meant nothing to us, as we dragged him back for 4 more days to help us out during the Fleet Review.

As it turned out, I don’t think he was too upset for long. Geoff Roberts had a quiet chat with the Master of the Esmeralda when he anchored her in the stream for the review line-up, and told him it would be Mac’s final job after 42 years of Piloting, to put her back alongside Cook’s Wharf.

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The Captain did us all proud…Mac was a little taken aback, after conducting his final job, by being approached by an officer who asked him for his iPhone. Mac duly handed it over, whereupon the chap started filming him with it. Then the Captain reappeared with a considerable sized bag of gifts - and possible liquid assets - which he presented, whilst a band of impeccably uniformed sailors appeared on the poop.

Then, just as Mac was making his last trip down the gangway, the band broke-out with Auld Lang Syne. (At this stage I think a gust of wind must have put something in his eyes). It was the perfect send-off for a legend.

On behalf of all my colleagues here in Auckland we’d like to wish you all the very best for the New Year, and another very safe year of Piloting.

(Craig Colven)
I must thank our editor for extending the deadline, with the conference, cruise ships, moving house and a few other things. The Pilot had slipped my mind. But not to worry, you will not have to forgo your quarterly dose of all that is Bluff. A fabulous conference and workshops in Auckland, I commend the work done by everyone in making it happen, as a result for us it seems that we may be off to Smartship to look at a few cruise ship simulations as Bluff seems to have hit the big time and has finally landed on the cruise scheduled, whether it last past a season only the weather gods will know.

A big take-away from Auckland was the use of helmets, while it seems that opinion is still divided amongst those that will be required to wear them, opinion seems very much agreed by those who will do the requiring. We are looking at a number of options and personally I favour a bump cap style whilst the H&S guys would prefer a motorcycle helmet. I remain positive that sense will prevail and we will agree to something in the middle. I don't like the thought of sticking my head into what is essentially an all-encompassing egg: the reduction of peripheral vision and sensory deprivation may be overstated in my mind, and no doubt others will have their own views, but that should (not?) trump an individual's feelings.

One of the outcomes of the conference is the plan to establish a framework of Continuous Professional Development. I am very enthusiastic about this and feel it has many positive elements. Namely encouraging port companies to join a single system of updating pilots skills as they continue on in their careers. Talking to a number of you it is very obvious that each port has its own levels of what it considers satisfactory in respect to Rule 90. I feel most ports cut to close to the bone and for one reason or another do as little as possible in the interest of economics. A perfectly reasonable approach for the accountants to take until something happens which more regular simulator, classroom or practical time may have picked up, corrected and eliminated. I welcome the thought of more structure in our ongoing training.

Shipping numbers continue to improve in the Deep South and it appears the dairy farmers have started buying fertilizer again so things are looking good. Merry Christmas from all the team here in rough & tough Bluff. 

(Steve Gilkison)

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**John Wright: “The WrightWay”**

**NZMPA Conference - Delegate Workshops**

*Introduction & Commentary by John Wright (Discussion Facilitator)*

The conference delegates split into groups and answered the following questions:

- *“What are the most serious safety & business challenges you face on your ships, in your ports & harbours, or in your operation?”*

  *And also:*

- *“What can you, your ship & shore teams, the ports and/or your customers do together to correct that situation?”*

- Five “Boards” chose the following topics

  1. Reporting Culture
  2. Sub-Standard Ships
  3. Employee Engagement
  4. Commercial Pressure
  5. Tug Operations

When each spokesperson offered their responses to these questions to their conference colleagues, Ms. Jillian Carson-Jackson, VP of the Nautical Institute, kindly recorded their answers and mind mapped the process (see below). I subsequently went through all of the team’s written responses and amended and added to the text accordingly. The text contains the views of the attending delegates only and my thoughts do not appear here.
Readers should bear in mind these are the perceptions of the attendees and their perceptions are their realities. So, if this document is read by anyone who did not attend, you should bear this in mind. That said, I was personally very impressed with the quality of the challenges identified and the thoughtful solutions offered.

I have added my comments as and when I felt it added anything of value to the process and my views are clearly shown below in italics.

I would very much welcome all of your views on how this process could and should be taken forward from here, as it would be a real shame if this ‘gold dust’ were to be wasted. My wish would be for New Zealand to set new standards in the development of a safety culture that contributes to the pursuit of marine industry world-class business and health and safety excellence and which sets a ‘gold standard’ for the rest of the world to follow.

Safety Culture

General Discussion Points:

• Look at what systems and processes may already exist.
• Keep your workforce at the core.
• In respect of safety, the easy stuff is addressed and the difficult is often ignored, due to it being ‘too hard’ or ‘too expensive’.
• Harnessing the support of Maritime New Zealand and Worksafe NZ, the former being the regulator in New Zealand and the latter being the organisation that deals with incidents up to the gangway. For example, in container terminals, etc. [http://www.worksafe.govt.nz/worksafe](http://www.worksafe.govt.nz/worksafe)

1 Reporting Culture

Challenges

• Lack of reporting: One cause noted is the perceived negative response to a report, as people may feel they are criticized.
• Lack of feedback to workforce on investigations.
• Poor investigations caused by the wrong people doing the investigating.
• The need to enhance and promote a reporting culture because we are missing the opportunity to learn from each other.
• Near miss and accident reporting is inadequate.
• Identified as an area that is currently inadequate and which could improve safety; business risk; operational efficiency; personal morale and company culture.
• Lack of 360 degree reporting and feedback with all parties involved.
• Poor communication.
Solutions

• Get those people mentioned in the report involved in the investigation before finalising the report.
• Get staff involved by having them vote for the best investigation report.
• Company to request the workforce to offer solutions on how to ensure the quality of accident/incident investigations.
• Company to report back to staff with solutions on how to ensure the quality of accident/incident investigations.
• We need an open reporting culture to report our fallible actions so that people feel comfortable to report incidents and near misses.
• Challenge the existing culture and then think about how we share the information.
• Use the number and quality of these reports as a leading indicator of safety success.
• Review recorded incidents and audit the records.
• Share incidents and near misses and the lessons learnt from them through the NZMPA magazine.
• Utilise the Pilot Information Management System (PIMS) – Rory Main
• We need training mechanisms in place and we need to create champions.
• Needs leadership from the Board of Directors and from senior managers.
• Need to identify champions from the Board of Directors and senior managers to translate the high-level language into a language that means something.
• Get the ‘geeks’ to help make a simple reporting and capturing system that presents information in a useful way.
• Develop a leading indicator process from the information.
• Keep reporting as a regular agenda item on the Board of Directors for them to assess near miss reports and hazard review findings and ask themselves, “What do we need to do?” “Is action happening?” “What actions are being taken at lower levels?”
• Design a system that is robust, communicated to all in a ‘closed loop’ way and led from the top. Have a discussion on what ‘lead from the top’ actually means.
• Ensure lessons learnt are communicated to everyone.
• Provide aims; objectives; time lines; analyses & feedback.
• Training is required. Identify who needs the training.
• Just Culture: Identify what a ‘Just Culture’ is, ensure the reporting system fits in with it and then communicate the mechanism effectively.
• Cover the legal and regulatory aspects.
• Include outside agencies in the process – Harbour Masters and Regulators.
• Small port issues: Need to look outside the ports and get outside assistance from other specialists.
• Improve communications.
• Ensure people on the ‘coal face’ hear what is actually happening. This is an important need.

JW Comments:

1. I suggest you use the phrase ‘Learning Event’ instead of ‘Near Miss’. This is more than pure semantics, as the former infers there is something useful to learn, with the latter being perceived as rather negative, with a possible inference that there is someone to ‘blame’.
2. Introduce a workforce owned pocket-sized incident reporting book and/or software system that is ‘owned’ by the workforce.
3. Once good quality incidents and learning events are being received, cost them by their worst probable outcome. This focuses everyone’s minds on the cost benefits achievable through safety excellence.
4. Health & Safety should be first on the agenda of Board meetings and should be given equal status to all other agenda items. This is realistic and achievable.

5. The key to success in successful and meaningful reporting is the total ownership of the process by the workforce, because if given half a chance they will simplify, improve and make things far more efficient and simpler = safer. It also depends upon the overt support of the Board of Directors and the practical help and support offered by middle managers and front line supervision. Long-term success hinges on all directors, managers and front line supervisors having the necessary non-technical skills to maintain a flat hierarchy and a fully empowered, involved and motivated workforce. This takes time and effort but the culture change pays off by injuring less people, damaging less equipment and improving business performance. Some of the areas that improve are absenteeism & sickness rates, employee turnover, training costs, productivity, motivation, communication, enthusiasm and thus of course productivity.

6. To maintain momentum and sustain the culture change, all leaders and managers from the Board of Directors to front line supervision would benefit hugely from non-technical skills training (Team Resource Management). This will equip them with the human performance tools to continuously empower their workforce and help and support them to do the actual fixing of problems for themselves.

2 Sub-Standard Ships

Challenges
- Sub-standard ships: Stop sub-standard ships from coming into ports because they have a high impact on the economy.

Solutions
- Collect evidence to verify standards of shipping.
- Present evidence, which revolves around a reporting system.
- Capture correct and sufficient data.
- Conduct risk assessments and link them to costs. Value the compounding impact of an incident on the port and the effect that an accident would have on the workforce, eg, a pilot death.
- Affect change at local level through the Harbour Masters (in NZ they are part of the regional council). Influence through legislation, or by creating byelaws.
- Address on the inspection front. Use indicators to determine whether an inspection is called for.
- Create ‘chronic unease’. Rely on professionalism and allow the pilots to call in a ship inspection (like a PSC). Not quite sure of the mechanism to do this. However, there are indicators like poor pilot ladders and/or fire extinguishers on a ship that create 'unease' and these could be indicators of much bigger issues that point to it being a substandard ship.
- May trigger involvement with Maritime New Zealand and that could help spur movement towards: “Let’s not let substandard ships in”.
- Use of the Equasis web site to help with determining status & standard of the ship.
- Actions could include sending a ship to anchor for a pre-inspection before bringing into port.
- Use as part of the risk assessment process for PSC.

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- Current issue: Ports in NZ are already getting notifications of possible sub-standard ships arriving.
- Need to verify how to share all the information. A process is needed to ensure all involved are aware (Harbour Masters, pilots, stevedores, tugs, etc.) Push forward as more of a national process.
3 Employee engagement in the workforce

Challenges
- The lack of engagement with and buy-in from the workforce.
- How to get the safety culture going?
- Workforce vulnerability to poor safety processes.
- A lack of full understanding and implementation of safety.
- The new Health & Safety at Work Act 2015 in New Zealand.
- There is a dis-connect between the Board of Directors and the workforce. They need to 'know our business'.
- There is no clear line of communication on H&S matters to the Board of Directors.
- Standards are not always met on the Board of Directors, namely that each Board member does not necessarily have sufficient familiarity with the industry.

Solutions
- Board members to attend H&S meetings.
- Company takes notice of and acknowledges incident reports and events.
- Motivate people by allowing them to gain ownership of the process.
- Acknowledge success.
- Develop a benchmark by conducting a health and safety survey at the start. 360 degree surveys to include all levels from the Board of Directors downwards.
- Staff training needed right across the organization (360 degree).
- Develop a reporting process.
- Change Boards of Director’s culture to one whereby they can show they are leading the charge.
- It is noted that it is best when the CEO opens each training or workshop session. Highlight the importance of this.
- Board members to be visible. They must get out of their ‘ivory towers’, lead by example and be seen to be more involved with day to day operations (modeling behaviour).
- Board of Directors to set KPIs that set out what is to be achieved (For example a percentage reduction in accidents). Note: Let the employees set the KPIs.
- Exert shareholder pressure; from lobbying by associations, media and social media.
- Develop a set of KPIs and provide training for Board members to ensure and verify that they know the business.
- Could be achieved through legislation introduced by Maritime New Zealand.
- Link to reduced insurance premiums (example: ACC premiums).
- Develop a process to ensure that workers can see the value of any required changes and be able to demonstrate the safety and cost benefits of those changes. Then allow the workforce to present any change requirements to the Board of Directors in a manner that the Board can understand.
- Boards to be chosen by shareholders / stakeholders in the company to ensure they know the industry.
- “See the value” → “Show the value” by having pilots give information to their Boards that demonstrate the cost benefits of having an empowered workforce.

JW Comment:

My earlier comments apply to this subject in equal measure. In addition, it has been my observation that if Boards of Directors major in sincerely caring for the health, safety and welfare of its
workforce as its **genuine** number one priority, they will **never** do anything more productive for their business and I can supply a considerable amount of evidence supporting this view. The empowerment shuts any gaps between the workforce and their managers and efficiently harnesses a much higher percentage of all the available ‘horsepower’ the workforce provides.

4 **Commercial Pressures**

**Challenges**

- Commercial pressures to get larger ships into the port, where facilities and infrastructure are inadequate from a safety point of view. This happens despite the evidence of it not being achievable safely, where ships are not controllable under certain wind conditions and where there is political interference.

**Solutions**

- Develop facilities infrastructure and procedures.
- Conduct risk assessments.
- Conduct cost benefit analyses and involve the wider stakeholders of the Harbour Master, pilots, port workers, regional council, tourist operators, iwi (local indigenous people), etc.
- Look at the options of dredging, providing more or different tugs, etc.
- Develop shore-side equipment, lengthen wharves, widen channels.
- Introduce flexible use of facilities and the multi-use of wharves.
- Develop commercial priorities and focus on developing procedures for dealing with the vessels.
- Incorporate safety measures and use 360 degree input to keep the focus on safety and training needs.
- Audit to validate the adequacy of safety measures for big ships.

**JW Comment:**

*Conducting risk assessments, using people with the correct levels of experience, should contribute significantly to ship suitability assessments.*

5 **Tug Operations**

**Challenges**

- Tugs being asked to do activity beyond their capability.

**Solutions**

- Verify the actual issues.
- Ensure tugs work within their capability.
- Introduce procedures.
- Improve communications.
- Get all involved to develop the solutions.
- Conduct the necessary and relevant training.
- Monitor and then review implementation to ensure success.

**JW Comment:**

*As per the previous issue, conducting risk assessments, using people with the correct levels of experience, should contribute significantly to tug suitability assessments.*

John Wright (WrightWay)

Overseen by Stephen Banks (President of the NZMPA)
SAIL TRAINING, WAR & PEACE, BRM & REVOLUTION

Hugh O'Neill

The finest sail training ships ever built were German. Post-WWI, all German shipping was taken by the Allies. Germany then operated the Danish-built Niobe from 1922-32 until a Baltic squall took 69 crew. Undeterred, [Nazi] Germany built new 3-masted barques – Gorch Foch, Horst Wessel, Albert Leo Schlagter. After WWII, these ships were taken as war prizes - Tovarisch (Russia), USS Eagle (USA) and Sagres (Portugal). Adolf Hitler was a military man whose Nazi ideology required the negation of self in the service of the state i.e. an unthinking obedience to authority, hence the Hitler Youth movement - compulsory for 13-18 year olds. Sail training might appear a natural fit with Nazi ideology: Gorch Foch Horst Wessel and Leo Schlagter - martyrs for the Fatherland – were named to inspire youth to heroic patriotism. Sail training develops leaders who create strong teams with unity of purpose. Officers in sail training have a sense of vocation and service to their young crews. The camaraderie, challenge and adventure make a winning formula, whilst the empowerment of crew resonates with BRM philosophy: key to a benign hierarchy is to educate and listen. Authority is essential, as are kindness and empathy.

In countless stories about those last days of sail, the outstanding theme is of men uniting in a common adventure - irrespective of nationality or class. It was these values of forging friendships, which underpinned the 1955 foundation of the Sail Training Association (STA) to organize an international race of tall ships, to build friendships between young people irrespective of the East/West political divide of the Cold War. So successful was the formula, with ships gathering every summer thereafter, that in 2005, STA was a Nobel Peace Prize nominee.

The Chilean Navy schooner "Esmeralda" was part of RNZ Navy's 75th Birthday. In the US-backed military coup of 1973, the ship was used as a torture chamber: among the 112 men, women and children tortured to death was English priest, Fr. Michael Woodward. The ship’s figurehead is a condor: coincidentally, “Operation Condor” was the name of the brutal US-backed military coups throughout Latin America. The Pinochet regime was the creation of Nixon, Kissinger and the CIA, whilst Pinochet himself was warmly embraced by the iron lady, Mrs. Thatcher. The “white lady” (Esmeralda) is a “whited sepulchre”. Never has the concept of sail training been so corrupted, nor is the Chilean Navy reconciled to this dark legacy. Speaking Truth to Power is essential to BRM. Truth was notably absent in the losses of both HMS Orpheus (1863) and HMS Neptune (1941): in both cases, the subsequent inquiries actively concealed gross ineptitude, blame shifting and supreme arrogance (The Neptune Association website).

Deceit, disinformation and propaganda are all weapons in the military/industrial/political toolbox: Lockheed-Martin covertly hosts arms fairs shielded by spurious Naval Celebrations e.g. RAN's Centenary in Sydney. NZ Barquentine Spirit of New Zealand joined a small gathering of international of Tall Ships from Europe; we hosted a cocktail party for businessmen who were all in the arms industry. Concealing the business of war behind the peaceful intent of international sail training is testament to that deceit. The same deception underlay the NZ Navy's 75th - plus US ships ignoring NZ’s nuke-free policy. Orwell said: "In a time of universal deceit - telling the truth is a revolutionary act."

In many ways, BRM is a revolutionary concept driven by respect, trust and understanding of the Human Condition. It flattens out hierarchies allowing truth to speak to power. Talking of revolutionaries, Fidel Castro died aged 90 (60 years to the day that he and Che Guevara set sail from Mexico). The survivor of 630 assassination attempts by the CIA, Fidel asked: "With what moral authority can [the US] speak of human rights...the rulers of a nation in which the millionaire and beggar coexist; where the Indian is exterminated; the black man is discriminated against; the woman is prostituted; ...Latin Americans are scorned, exploited, and humiliated... Where the CIA organizes plans of global subversion and espionage, and the Pentagon creates neutron bombs capable of preserving material assets and wiping out human beings”. The history of US military aggression towards Cuba goes back to the 1898 invasion by the US Marines, culminating in the 1903 ‘acquisition’ of Guanatamo Bay, now home to CIA torturers guarding prisoners in an illegal limbo. The US Marines motto is “Semper Fidelis” (always faithful) perhaps in anticipation of Fidel Castro? At Christmas, we sing "Adeste Fideles" (Oh come, all ye faithful). Despite his many faults Fidel was semper fidelis to the Cuban Revolucion. (And Castro means fort/castle).
Smartship Australia at a glance

Smartship is a state-of-the-art facility that provides world-class maritime training and simulation services.

Amongst many services, Smartship facilities can be used for testing ship handling skills and behavioural patterns for recruitment or for enabling pilotage organisations to check pilot proficiency across a number of environmental conditions.

Port development services also continue to be a major element of Smartship’s operations.

Pilot Training and Professional Development

- **Advanced Marine Pilot Training:**
  The AMPT course is approved by AMSA as an "approved pilotage training course" for coastal pilot licensing purposes and is equivalent to the Deck Revalidation Course (Part A).

- **Ship Handling and Bridge Team Work:**
  This new offering from Smartship for 2016 has been developed in accord with IMO model course 1.22 (Ship Simulator and Bridge Team Work).

- **Bridge Resource Management:**
  Captain Ravi Nijjer will conduct this AMSA approved 4 day course at Smartship. The present BRM course is referred to as 2nd generation course and was fully developed in late 2010.

- **ECDIS Course:**
  Smartship has designed this course to meet the increasing demand for instrumental pilotage training. Trainees who complete the course will receive both generic and type specific certificates, with the type specific offering the integrated navigation system NACOS Platinum.

- **Port and Ship Specific Emergency Training:**
  The 3 day course exposes pilots to abnormal scenarios using the Full Mission Bridge with feedback used to update company emergency procedures.

We offer

- Five simulators – operated independently or integrated in any arrangement
  - Two full mission bridges
  - Tug simulator
  - Two part task bridges

- **Port and ship models**
  - More than 70 port models plus in-house model building
  - 100 ship and tug models readily available

Pilot training and professional development

- ECDIS including Platinum
- Ship handling and bridge team work
- Port and ship specific emergency training
- Bridge resource management
- Advanced Marine Pilot training

Tug training

- Tug handling
- Contingency training

Port development simulations

- Infrastructure modelling
- Testing operational limits

Pilot assessment

- Proficiency checks
- Recruitment evaluations.

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Smartship Australia is operated by Maritime Safety Queensland, a branch of the Department of Transport and Main Roads.
Whatever the outlook, whatever the conditions, whatever your position, we have the solution for you.

The GyroPilot Plus is an optional add-on unit for the GyroPilot PPU, providing the user with a highly accurate position that is independent from the ship’s own AIS position information. The GyroPilot Plus connects wirelessly to the GyroPilot, meaning it can be placed out on the bridge wing for a clear view of the sky. Its SBAS-corrected position data is fed seamlessly through the GyroPilot to the pilot’s ECDIS, so that it is available alongside the AIS data stream and ROT/HOT information already provided by the GyroPilot. Alternatively, the GyroPilot Plus can be used on its own as a highly accurate and lightweight standalone positioning unit.

ChannelPilot MK3 offers a truly superb alternative to other high-end PPU, offering a combination of independent mGNSS positioning and highly accurate rate-of-turn with semi-independent heading data. ChannelPilot also offers excellent independent AIS target reception. It is an outstanding aid to narrow channel navigation as well as supporting restricted manoeuvres in some circumstances. With appropriate software, ChannelPilot offers many safety benefits, including assistance in poor visibility conditions.

With the new SaaS Select offering, for a fixed annual fee, marine pilots get a GyroPilot or ChannelPilot to use on an ongoing basis. This comes complete with full warranty support and an upgrade to the latest unit upon renewal. The benefits of SaaS Select include low cost outlay with affordable yearly payments over three years and comprehensive support through the agreement term.