The voyage is an ancient metaphor for life since our very existence depended upon our seafaring abilities - whether in fishing for food, migration of peoples, carriage of trade or conquest of new lands. The new film Kon Tiki reminds us of that eternal truth – with some reservations (See p.13). Health & Safety legislation is a relatively recent phenomenon brought about by justifiable public concern about the harm done to Humanity. It has evolved into many forms, and often conflicts with the profit ethos of business. A recent recommendation by the Pike River Royal Commission to increase the liability of company directors has resulted in a voluntary code - not mandatory legislation. (See p.5)

Meanwhile, the raft Aotearoa, borne by hidden currents of ideology, drifts slowly into the sunset on an ocean of apathy - rudderless with regard to common-sense and without moral compass. The corporate sharks are circling whilst the crew members are thrown overboard…

On a happier note, we can celebrate past high points: Sir Ed’s conquest of Everest in May 1953 - when once were leaders. (Leadership pp.14-15)
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Blaming the Just

As in all things we are forever honing our skills, supplementing our knowledge and abilities by tapping into the collective wisdom and technologies of our mentors, peers and the wider community. This is the nature of mankind and it is as inevitable to the human condition as sunrise is to nature.

Historically society has developed its tools instinctively as it reacts to the forces of nature, the incursions of other civilizations and the lessons learnt from its own failings.

Dealing with nature is a day-to-day continuum and war hones the skill to survive like no other. Learning from our own failings however is a different matter. Precedent, prejudice, and the subjectivity of the human psyche all play their part in hindering these lessons.

Throughout time all manner of punishment, retribution and vengeance have mushroomed from the leaders of the times seeking to “send a message” to the people to make sure it “never happens again”.

The death penalty, the Rack etc. go hand-in-hand with a blame culture that has its roots in biblical doctrines and the need for revenge, the crimes that it was punishing still occur however. Churches preach the Vengeance of the Lord using fear to gain acquiescence - but still wonder why human failings continue to occur. Perhaps they count on their recurrence thereby increasing the flock, but that is another conversation.

What is Blame Culture?

When an organization has the attitude of not taking risk or responsibility. This is common when fear of prosecution or criticism is present. (Blacks Law Dictionary)

There have been countless examples of Companies protecting their own failings by inciting a media frenzy based upon the unthinking person’s ingrained perceptions. This then gains a critical mass which makes truth its first victim. A Scapegoat is duly hung, drawn and quartered, a collective sigh is heard and we stumble on towards the inevitable repeat.

Criminalisation in the shipping industry is one such example. Why would - and how could - a previously competent well-proven professional be held culpable, when the systems that enabled him to be put in that place at that time are not? We have many examples of this - not only overseas but also here in NZ.

What is Just Culture?

2.1 Definition of Just Culture

According to Reason (1997), the components of a safety culture include: just, reporting, learning, informed and flexible cultures. Reason describes a Just Culture as an atmosphere of trust in which people are encouraged (even rewarded) for providing essential safety-related information, but in
which they are also clear about where the line must be drawn between acceptable and unacceptable behaviour.

A “Just Culture” refers to a way of safety thinking that promotes a questioning attitude, is resistant to complacency, is committed to excellence, and fosters both personal accountability and corporate self-regulation in safety matters.

A “Just” safety culture, then, is both attitudinal as well as structural, relating to both individuals and organizations. Personal attitudes and corporate style can enable or facilitate the unsafe acts and conditions that are the precursors to accidents and incidents. It requires not only actively identifying safety issues, but responding with appropriate action.

(Reprinted by permission from the Global Aviation Information Network.)

The article can be found here: (http://flightsafety.org/files/just_culture.pdf). I would also point you towards an article by Dr. Sidney Dekker called: “Just Culture: who gets to draw the line?” found here: http://sunnyday.mit.edu/16.863/JustCultureCTW-1.pdf

The Airline industry with so much at stake, have embraced the “just culture” model that has resulted in a safety culture that is second to none. I would argue that if it is the intention of any competent, educated and thoughtful society, institution or company, to gain and grow from any incident a “Just Culture” must not only be encouraged it must be insisted upon.

The NZMPA thoroughly endorses and supports the Port Companies indeed anyone that embraces the system of a just culture. It is the only way that a civilization can advance positively. Pre-conceptions, personalities and pressures shouldn’t be allowed to cloud the transparency required to thoroughly learn from our past. As we all grapple with the issues of fatigue, commercial need and human frailty on an individual and daily basis I will leave you with this thought:

Civilization: the stage of human social development and organization which is considered most advanced: the process by which a society or place reaches an advanced stage of social development and organization. (Oxford Dictionary)
Government De-Regulation & Lessons from History

In an ideal world, Laws ought to protect the weak from exploitation and preserve good order. The Ten Commandments reinforced morality - without which society cannot function. Had Moses descended bearing aloft the Ten (Voluntary) Commandments, carved not on stone but on wax, he would have been made welcome at the orgy. De-regulation is the mantra of Wall Street, constrained after the Crash of 1929 created the Great Depression. The ideology of de-regulation promoted by Milton Freidman (Reagonomics & Rogernomics) is alive and kicking: its sole intent is to widen the wealth disparity. New Zealand has suffered greatly from this emasculation of regulatory bodies. We are uniquely blessed with natural resources and a well-educated population of fair-minded citizens: together, we can create a better, fairer and happier society – though it requires leadership, vision and integrity.

Wellington barrister Hazel Armstrong, in a recent interview on National Radio (http://www.radionz.co.nz/national/programmes/ninetonoon/audio/2553431/health-and-safety-in-the-workplace) recounted the untold history leading up to the Tranz Rail Inquiry 13 years ago into the high incidence of rail-workers’ deaths on Kiwi-Rail since privatisation in 1993. Her book "Your life for the job" details how corporate lawyers successfully persuaded government ministers to secretly exempt rail workers from the 1991 Health & Safety Act. This removal of legal protection is a startling example of de-regulation, and all its unholy consequences. The Tranz Rail Inquiry should have been an object lesson into the perils of de-regulation i.e. the removal of government oversight of a high-risk industry, and yet to Armstrong's consternation, the Royal Commission into Pike River (RCPR) described the same perverse litany of de-regulation, of a government inspectorate eviscerated of professionals and replaced by "generic managers" whose only knowledge of any “mine” would be the possessive pronoun. Armstrong was at her passionate best in describing how government regulators left the setting of safety standards to the businesses - but lacked the mandate, manpower or expertise to enforce said standards. The final cop-out phrase at the end of the Rail Inquiry was that there were “systemic failures” i.e. no-one was to blame. In her book, she follows the paper trail and finds those ministers who were directly responsible but who evaded accountability (sound familiar?). Blame the system rather than those who set-up the system.

Armstrong's ire is justified when The RCPR simply repeated the tired old excuse that it was the system which was to blame rather than the ideology which created it. RCPR came up with 16 Recommendations to raise NZ standards onto a par with Australia. Recommendation No.2 was the appointment of a ministerial task force: said task force suggested that directors and senior executives hold a due diligence duty equivalent to their fiduciary duty to shareholders; that corporate liability should extend to manslaughter. Simon Bridges, Minister for Ministry of Business, Innovation and Employment (MBIE). said he “seriously considered” introducing corporate manslaughter legislation, but then backed-down citing the failure to secure convictions in UK and Australia.

The above RCPR (and task force) recommendations together informed the Guidelines created jointly by Institute of Directors (IoD) and MBIE. These admirable guidelines provide “advice on how directors can influence H&S performance…and encourage directors to have open communications”. Guidelines are advisory - not mandatory - though courts might regard them as best practice.

In an article in National Business Review Paul MacBeth reported on a speech by NZ Oil & Gas chairman Peter Griffiths in support of “criminal liability to people who do not follow safety guidelines” (i.e. “Blame Culture”). MacBeth noted that NZOG were part-owners of Pike River. Corporates have been lobbying governments globally to deregulate under the specious claims of market efficiency and cutting red-tape, but in reality removing government oversight, leaving a potential legal lacuna.

If we were truly to learn the lessons of history, we need to challenge corporate culture to rid ourselves of a dystopian kleptocratic ideology which puts profits before people, arrogantly ignores professional expertise and treats democratic process with contempt. Unchecked, this insidious ideology can infest the body politic: deals are done behind closed doors, corporate lobbyists exercise undue influence rendering democracy the best system money can buy. 150 years ago (Nov 19th 1863) Abraham Lincoln declared that “government of the people, by the people, for the people shall not perish from the Earth”. But look what happened to him…
Governments Confront Rising Threat to Ships from Signal Jamming

By Jonathan Saul; Editing by Anthony Barker (submitted by Jim Varney via one of his many contacts)

(Reuters) - Ships on the world's busiest waterways face growing threats to their satellite navigation systems, including jamming attacks, prompting Britain and South Korea to deploy back-up devices to avert potential disasters at sea. South Korea has already experienced waves of signal jamming since 2010 on ships and aircraft, its officials said. Vessels increasingly rely on systems that employ satellite signals to find a location or keep exact time, including the Global Positioning System (GPS). Experts say GPS is vulnerable to signal loss from solar weather effects or radio and satellite interference and can also be affected by intentional jamming by criminal gangs, nation states or potentially from militant groups.

"When a ship loses GPS, multiple systems go down altogether and there is nothing which tells the captain this is due to jamming. The danger of a grounding or a collision is then ever present," said David Last, strategic advisor to the General Lighthouse Authorities of the UK and Ireland (GLA). "GPS failure on a dark night with low visibility is simply terrifying for a crew," Last said.

Earlier this year the GLA launched a radio-based back-up system called eLoran in the Dover Strait, one of the world's busiest shipping lanes. It plans a prototype roll-out of eLoran at another six locations along Britain's east coast by mid 2014. The eLoran system works on earth-based radio systems to provide alternative position and timing signals for navigation. Ships need to install receiver equipment. The GLA said vessels also had to contend with increasing numbers of obstacles such as oil rigs and wind farms. "Ships are larger these days and pass through hub routes with multiple choke points. They may be in oceans but there are still queues of ships moving through them," Last said. "Unless we have e-navigation supported by a resilient back-up system, the risks will grow."

JAMMING ATTACKS

GPS systems are vulnerable to jamming as disabling devices can be bought cheaply. Criminal gangs have been active on land around the English port of Dover, for instance, disabling trackers on high-value stolen cars. Signal-jamming can also be used by countries. NATO defence ministers will hold a first-ever session on cyber security at talks in Brussels next week. While its focus has been on protecting its own communication systems, the Western alliance has been looking at expanding its role in protecting vital infrastructure such as ports, electricity grids and pipelines, fearing they are vulnerable to attacks from militants or hackers.

Captain Tim Gallaudet of the U.S. Naval Observatory, citing a U.S. Navy sailor recently returned from a deployment in the Middle East Gulf, pointed to signal disruptions close to Iran: "When transiting near the Iranian territorial sea limit in the northern Arabian Gulf, his ship consistently experienced interference with the vessel's GPS receivers, almost certainly due to intentional jamming," Gallaudet told a forum last month. He did not say who was responsible for the jamming. "I have navigated in that region on three different U.S. Navy ships, and there are numerous oil platforms, areas of shoal water, and of course the Iranian territorial sea limit. So, the importance of assured PNT (positioning, navigation, and timing) capability in the region should be readily apparent."

Following jamming attacks by North Korea, which South Korean officials say began about three years ago, Seoul saw the need for a back-up system and it is working to deploy eLoran. During 2012 alone, 1,016 airplanes and 254 ships experienced GPS disruptions during 16 days of jamming by North Korea, Seoul officials said. Jiwon Seo at South Korea's Yonsei University, who is working with the government on its eLoran programme, said Seoul expected an initial prototype system in 2016. "eLoran is a very high-power terrestrial navigation system and it is virtually impossible to jam it," he said. "Once the Korean eLoran system is operational, any neighbour countries receiving enough signal strength can use the signals for navigation. If Russia, China, and Japan also deploy eLoran in the future, the eLoran service coverage can be expanded to the entire northeast Asia."

(Ed. 1. This reads like a promotion for eLoran; what of Decca Navigator? Decca Navigation systems worked successfully from the Normandy Landings of 1944 until switched off only in 2000. Loran were jealous rivals.)
(Ed. 2. One unlikely inventor of anti-jamming was Hedy Lamarr (http://en.wikipedia.org/wiki/Hedy_Lamarr)
GISBORNE

As the winter sets in, in comes the surge as well in Gisborne. May and June are by and large the worst months for us in terms of Infragravity but we still carry on! The only difference being that the ships do rock and roll a lot which makes the job even more challenging.

Last week I did a presentation on Infragravity to a few of our commercial stakeholders who wonder why the ships are thrown out of the port in spite of the fantastic weather? Hopefully I have scared them enough with the presentation that they won’t ask that question for the next six months at least.

The AMPI/NZMPA workshop in Auckland was quite good and I thoroughly enjoyed and learnt a lot. Having said that it was also a good opportunity to meet some of my old colleagues from Auckland and the heavyweights from NZMPA as well. A particular request from one of the top cheeses of kneeling down and paying my respects particularly fascinated me! I was told that this tradition existed for every new bee for the past hundreds and hundreds of years. Nice one. On a happy front, the deal for our new Tug ‘Waimata’ will be signed by the time this article goes to the press and the star of our fleet should be here by Aug 2014. (RD)

TIMARU

The magnificent summer past seems but a distant memory as the mercury struggles to reach double digits on a regular basis making polyprops and woollen beannies the clothing de jour for those early morning jobs.

We have had a relatively quiet period shipping wise. A cool store fire in the port meant there was a shortage of storage space resulting in some of our regular foreign charter vessels gracing other ports. A highlight was the maiden call of the Shansi, the first in a series of 8 multi-purpose S Class vessels being built for Swire Shipping to service the NZ-North Asia trade. I am sure these vessels will prove successful for their owners but the quality of build would indicate a shorter lifespan than the vessels being replaced. The view aft from the bridge was poor due to a poorly sited solid bulwark and the Master said he had to get the shipyard to excise a piece of the bridge front dodger so that he could see over it!

In the interests of due diligence and looking to the future, we have been examining how the Inner Harbour navaids could be improved and have decided that a new short range PEL leading light is the solution. This will readily indicate the Inner Channel parameters where precision is required piloting larger vessels. (TV)

WELLINGTON

Steve was unable to contribute this time due to being away from work for a while.

The Cruise Season has come to an end and it was a busy one for us this year, but the Capital put on some EXCELLENT weather for the passengers and they appreciated it!

Talking of coming to an end, Peter Stacey retired in May after 30+ years in Wellington. He was given a good send off as was expected. His knowledge, expertise and calmness will be missed as well as his good Yorkshire sense of humour.

Thus bringing us to the start of our newest pilot Chris Davies, who obtained his licence in May and seemed to have to wait an age for Maritime to issue……is it because he’s South African?

Talking of new, our new ASD tug Tapuhi arrived in May, entering the harbour under Pilot and escorted by Tiaki and Toia. This gives Wellington the most modern and most powerful tug fleet in the country. The power will be appreciated when we get the odd strong wind!

Our gain was Auckland’s loss when we managed to acquire Erik Ashton as our new trainee tug Master, who will shortly be going solo.

So from the middle of the country, safe piloting; your regular writer will be back next edition. (JR)
BLUFF
A symptom of age, June has snuck up on us again. Bluff remains the same but the personnel continue to change: Pier Paolo has left us for sunnier climes in the Mediterranean as Master on the MSC Musica. Dave Edge is taking more positives steps towards retirement - although the long arms of Bluff will no doubt call him back from sunny Timaru for a few more months yet. Dave arrived in Bluff on the 20th September 1982 at 3 o’clock in the afternoon and has stayed ever since. All the current and most of the past pilots in Bluff, including a number of you around the country, have benefited from his cool calm demeanour while drawing on his wealth of ship-handling experience. I am sure you will all join us in wishing him all the best after 31 years of service, we are sorry to be losing such an experienced pilot.
Josh continues to build his numbers and will soon sit his class C while the addition of two others will help ease the strain of finding tug-masters. Doran Waddingham from Lyttelton joins us at the end of June and we hope to have him up and running in short order if Maritime NZ ever stop shifting the goalposts and approve his personalised training manual.
We also welcome Friso Haantjes who joins us initially as a tug-master until a space opens on the pilot scheme.
Bluff’s star must be on the ascendant: 3 years ago we struggled to attract candidates, but in this latest round, we were inundated from all corners of the globe.
Shipping has been steady in the port despite the Tiwai Berth being less occupied. The introduction of the 260m MSC vessels has meant container volumes remain good with the Buxstar recently completing the largest exchange in a single visit of 900 teu. Not a huge number by some standards but for a single crane operation we are proud of the achievement. We are making more steps towards purchasing a new tug; the age-old battle between Voith and ASD brews. The Monowai is nearing 40 years old and still in great condition, but at 28 tons could be considered slightly light in today’s environment. The thought of 70 tons of power is exciting but slightly daunting to those of us used to 30. I had the opportunity to attend one of Ravi Nijjer’s AMPT courses recently in Brisbane at Smartship - another well-run and professional enterprise. I urge those who have not had the pleasure, to avail themselves while the chance still exists. From rough and tough Bluff we wish you all the best for the months ahead.

LYTTELTON
In the last few months we have had visits from Swire Shipping and Austral Asia Lines, both companies coming to Lyttelton to deliver steel. For Swires it is a case of coming back after forsaking Lyttelton for Nelson years ago and Austral Asia are a new customer, both bucking the trend of heading under a container crane by coming instead to the inner harbour to discharge cargo in the conventional way.
In the media the news on Solid Energy is never good but for the port the coal trade is still ticking over with about a ship a week departing on high water. These are the most time-consuming departures with a good pull needed to get the bulkies into the channel. These and other deep-draft movements give us a few moments to dwell on the benefits that a more powerful tug forward would bring.
Bluff’s gain will be our loss when Doran Waddingham heads south in a few weeks time after almost ten years at Lyttelton, mainly piloting but also spending a short time as Marine Manager. We have been fortunate to have a settled group of pilots for some time but look forward to training a new pilot. Our best wishes go to Doran and Jane in their new endeavors at Bluff.
Paddy and Doran recently attended the Auckland simulator and soon Joanne and John will be heading north so we will all have berthed vessels in our rebuilt port on the simulator; it is now a matter of waiting to do it in real life. This will be our third winter since the earthquakes and there is still no sign of any further pay-outs from the insurance companies to start the replacement of our damaged structures. The reclamation continues to the east, as the ground is created this is sealed to provide storage for cars.
On behalf of the Pilots who were Union Company Cadets, I would like to thank Haggis for his Facebook posting of photos from a bygone era. To quote a well-known TV comedian: “Such fun”.  

OTAGO
April saw the end of the cruise ship season and the start of a few quieter months during winter. Hugh O and Craig attended the Advanced pilots course in Auckland and we have after many years managed to get a couple of pilots booked on the Manned model course at Port Ash.
Valdi and Hugh M will be going in September, we hope that this inaugural visit by Port Otago pilots is the start of a long association with manned model courses. Valdi and I have recently been up to the maritime school in Auckland to revalidate our GMDSS course as required under STCW Manila amendments to keep a valid Masters licence; still more short courses to come for those who want to keep their licence current.

Shipping-wise down here has seen more of the usual vessels calling. At the end of April we had the Messologi call on the MSC Capricorn run. She was still painted “Maersk” blue from her days as the Mayview Maersk: at 294m LOA, she was the second-longest container vessel we have had visit, the largest being the container vessel we have had the calling. At the end of April we had the container vessel Ultra Tradition at 30000grt was the deepest draft vessel to leave Picton for some time. She was fully loaded to a draft of 12m. Due to a relatively shallow patch near the exit point of the Northern Entrance the vessel was navigated to the east of Long Island.

The rail ferry Arahura used Shakespeare Bay berth to lay up and carry out a light ship survey recently.

John Davis was examined "on the water" by the writer and local harbour-master for his B license. All proved successful and we now await the process from MNZ.

A heavy lift vessel with rig on board is due in Admiralty Bay next month and the local pilots will be involved as "advisors" if Dick King has not got his licence by that time. The procedure for licences for Pelorus is proceeding.

No further local gossip regarding Clifford Bay. All has gone quiet perhaps the government is too busy with shore lines are deployed on a significant number of ships due to swell/surge conditions thus taking longer time to make fast.

Since the last issue we have had the container vessel ‘Messologi’ visit the port, all 294 metres of her which is the largest container vessel to visit Napier. After a full risk assessment - which involved clearing berths and imposing environmental limits - she arrived and departed in fine conditions.

On the pilots’ training front, the two most junior pilots are looking forward to their trip to Port Ash for their manned model course in the beginning of July which will be followed by three others’ spell on Smartship Simulator in Brisbane later in that month. All this will in time eventuate in Robbie Jensen getting his B, Ruslan Mitlash, his A, and Richard Mackie, his Unlimited Licence.

One of our Marimatech PPUs is on its way to Denmark for service. Whilst the units have been reliable through the cruise season we are aware of the dangers of over reliance of these units which again reminds us of the well-known fact that there can hardly be a substitute to the good old adage of “looking out of the window”.

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On the final note, pilots and tug-masters here are all looking forward to finally trial the turbo-fin that should now be fit for service after delivery of our Voith tug Te Mata. Reputedly, this piece of equipment should improve our indirect towing ability of the tug. It would be nice to see the theory coincide with practice.

Happy and safe piloting to everyone from (usually) sunny Napier. (TM & RUM)

AUCKLAND

We can finally announce after months of speculation, that we have a new Boss: he’s Allan D’Souza, former Master with “Great Eastern Shipping” who has come over from the Terminal where he was
previously the Berthage Manager. It’s good to have him on board and we welcome him into the team.

Wayne shifted out of his office the other week and for the time being is back to the original job that he started here with, as a full time Pilot covering a slot on the roster. The gap he fills was created by Mac commencing a one year “phased retirement” plan: he will job-share month-about with Geoff Roberts…who at 49, one might enviously consider too young for semi-retirement, but through his prudent fiscal management and clean living habits (one could probably argue that last bit) is now able to devote equal time to his twin passions of ship-handling… and fishing.

As a group of Pilots we can now all proudly boast the attainment of our ECDIS certificates. This in no small part was due to the tenacious efforts of John Barker who has been battling away for at least the last 18 months to make it happen. Our IT department have developed strict protocols for the type and use of company equipment, which resulted in a fair amount of discussion over our certification and training requirements as well as the type of laptops we were allowed. However it has all finally come together, and next week we will all attend a 2-day training module where we will all be issued with our individual PPU’s and get to trial them on the simulator, and then we’ll be good to go….more details in my next gripping installment.

We had an interesting ship visit recently which created a bit of speculation in the papers and on TV as to its purpose. It was the “Juan Wang 6” which was entered on our records as a fishing research vessel. I’m no expert on these things but a quick look at her massive satellite dishes and towering dome seemed to me to be pointing in entirely the wrong direction for any sort of piscine investigation. A quick Wiki search revealed she was used for the tracking of satellites and intercontinental ballistic missiles, which helped to explain the unconventional BRM procedures when I sailed her: on boarding the vessel I was assigned a splendid young chap who’s name could only have been the Chinese version of “Loctite”. He had been given two assignments; the first as translator, the second to not let me get more than 10 centimeters away from him at all times. In his role of translator he would have considered me a crushing disappointment with my inability to understand any of his languages, but as a wingman…he was superb. I know this because I checked him out, by executing a couple of slow loops around some of the mysterious equipment situated around the Bridge…and he stuck to me like “Ginger on Biggles”. It was also comforting to see a large human wall form around some of the said equipment, lest I knocked myself on some of the sharp corners (I guessed).

It was an altogether fascinating experience, which I think would be selfish of me to repeat! (CC)

Piloting in the ECDIS Age

Captain Jeremy Brew, Senior Instructor at SmartShip, Australia

“I hate cruise ships.” A Pilot recently told me. “Why’s that?” I enquired. “Because they don’t need me!” he spat back.

What's more worrisome is the view I've heard from cruise company executives and senior captains, “Why do we need a pilot when we have highly manoeuvrable ships, well equipped bridges, highly trained officers and well run bridge systems.”

What we have here is a situation where Pilots are struggling to maintain their relevance on ships that regularly function in tin-pot ports all over the world where there is either no pilot or if there is, he's only there for the Johnny Walker and B&H. Not only that, but pilots are grappling with the problem of how to fit into bridge team systems that were designed to operate without them.
Piloting has always been about local knowledge. In fact in ages past, the details of a pilotage would be a closely guarded secret, thus ensuring job security and the continued relevance of the Pilot in a given port. There might even be a hint of this attitude in some pilots today, a hangover from our less enlightened times perhaps.

With the advent of integrated navigations systems (of which ECDIS is only a part) and more importantly the advent of training in these systems, vessels are increasingly planning berth-to-berth passage plans rather than pilot station to pilot station.

Pilots are being encouraged to share their plans and ports are being encouraged to standardise the routes pilots should follow. This can now be achieved by publishing passage plans on the internet or emailing ships in advance of their arrival. Standardising the pilotage had been problematic in some ports due to the individualistic nature of piloting. However, having said that, port safety management systems are starting to take care of that.

The issue would have come up earlier but for the fact that traditionally, a shipping company would simply plonk an ECDIS or some other piece of cutting edge technology on the bridge, along with a copy of the poorly translated user manual and tell them to get on with it. Today, that scenario is fast becoming thing of the past, especially in the cruise industry.

To be ECDIS compliant, and paper chart free, a vessel must have the following;

- The appropriate equipment (ECDIS)
- The up to date ENC’s for the area of operation
- A trained crew, both generally in ECDIS and specifically on the equipment installed on board.

If any one of those three elements is missing the ship is not ECDIS compliant and therefore may not leave the wharf. There is nothing a shipping company hates more than a ship doing nothing, so naturally ships officers are doing ECDIS courses in droves.

On top of that, Carnival - post-Concordia - is really ramping-up training and standards across it's fleet. Accepting that human error is inevitable and dealing with error management through a systems approach is high on the agenda. But it is by no means a single pronged attack: they are looking to improve the overall quality of every individual on the bridge through selection, training, and merit based promotion. Employ the right candidates, train them well and promote them on the basis of actual skill, knowledge, attitude and potential. Officers now have to undertake promotion courses, demonstrate technical knowledge and give presentations to management on topical subjects. No more waiting around for your ‘turn’ to be promoted.

Cruise companies especially are now training their bridge teams to be able to operate with or without a pilot. These systems in some cases were designed in such a way that the Pilot was not really catered for, at least not in a meaningful way. To give them credit, they are attempting to improve that situation but it remains a point of contention. As is the thorny issue of the Con: who has it, and what that actually means.

So back to the Pilot: his role and relevance needs to be looked at in the light of this growing use and competence in ECDIS, integrated bridge systems and BRM.
The first thing I should say, is that this is not something we can (or should) fight, and it would be foolish to simply fall back on legislation and let loose the cry “but pilotage is compulsory!” The simple fact is, cruise ship companies are improving their vessels, their equipment, their personnel - so Pilots have to keep up. Perhaps we should look at our own selection, training and promotion criteria and ask the hard questions. Are the people in our industry really suitable for the task? Are they equipped appropriately? Are they trained appropriately? Are they up to date with best practice and current issues outside their port of operation? Do they operate within an SMS that actually helps and supports them, especially when things go wrong?

ECDIS is rolling out and is compulsory for those deck officers who intend to use it. However, it is not compulsory for a pilot to do ECDIS training. We are seeing varying attitudes from pilot managers around whether or not pilots should do ECDIS training. Some embrace it wholeheartedly. Some say they'd love to send the team but they don't have the budget. Others say it isn't relevant for piloting and refuse to send their pilots for training.

So ask yourself this: is it not essential that a pilot has at least a modicum of knowledge when he's standing on the bridge of an ECDIS compliant ship? Does the subject have any overlap with the operation of PPU? The answers are of course, yes and yes.

The basic premise upon which pilotage was based i.e. local knowledge, still holds true today and the digital version of that is the ENC or digital chart. However ENC's have a couple of weak points: (1) They are not produced locally: they are produced by under-resourced government organisations who make various decisions regarding the detail to include, the scale to be selected and how often they can updated or reissued. (2) There is a restriction on the allowable file size for ENC's, which was quite sizable when it was first conceived. Now it is woefully inadequate in computer terms. One advantage of the PPU is that it isn't constrained by such prescribed limits. As a pilot organisation you can produce your own charts, include as much detail as you want - include 10cm contours if you want - and have it updated as often as you want. This is your digital local knowledge: take control of it.

The last piece of local digital wizardry you can claim is accuracy and precision of positioning: when you step on board your cruise ship with your new found knowledge of ECDIS, having had a super accurate chart of your port produced, you need to host that chart on a PPU that has greater accuracy than that which is on board the ship. There's no point going to all that effort just to plug into the ships AIS socket, or worse still, hanging a Dick Smith GPS antenna off the bridge front window. When you select a PPU you need to ensure it is fitted with the best position sensor available. The minimum performance standards for GPS on ships today don't even measure up to that of the iPhone 4S. You need a sensor able to pick up GLONASS and GPS satellites and preferably RTK.

Now when you step on board a cruise ship you have an independent position source, a better position sensor and a far superior chart. Back that up with ECDIS training and your relevance on that bridge is without question.
Interest in the life and work of Thor Heyerdahl has been re-kindled by the recent film “Kon Tiki” produced in time for his centenary. Born in the little Norwegian town of Larvik, in 1914, young Thor just overlapped with Larvik’s other famous son, boat-builder Colin Archer (1832-1921) - whose parents were Scottish emigrants.

Unable to go home one night because of the snow, I went to see the film “Kon Tiki” which I had been eagerly looking forward to. I had only ever read one of his books “Aku Aku” about his government-funded year-long expedition to Easter Island in 1957 (by which time he was a celebrity). I found the book tedious in places as it dragged on forever about the mysteries of the erection of the giant stone heads. After about 6 months of puzzlement, the great explorer asked the natives how it was done and they put on a demonstration: hey presto, mystery solved! This to me smacks of a certain arrogance on his part since he had obviously dismissed anything the locals might have to say on the matter. Since Heyerdahl had made mention of a 2-day visit to Easter Island by Captain Cook, I was intrigued enough to see what Cook had to say about the statues in his famous journals. Sure enough, Cook - in one single paragraph - imagined the process exactly as Heyerdahl was to witness. Apart from their relative speeds of deduction, this then begs the question: did Heyerdahl not think to consult Cook’s journals written 170 years earlier?

Returning to the film: I found it very tedious, long-winded and full of the usual errors when it comes to the use of sextants for celestial navigation. At one point, the navigator clutching his sextant, asks what time is it? “Ten past two” comes the answer. “Are you sure?” say the navigator. “Yes! Ten past two” comes the response… Next we see the navigator whooping for joy as his fix indicates that they have started moving West at last. Why can’t film-makers portray this simple business of celestial navigation – unless of course I do them a disservice i.e. Kon Tiki’s navigator was that bad. At several points in the film, I thought we had reached the end as the camera soars through the stratosphere beyond into the galaxy… sadly to return us once more to the hairy crew on their hairy craft.

Heyerdahl’s film character fared very badly as I felt like extinguishing his Northern lights because of his lack of leadership, his fatuous disregard for uncomfortable truths, his conning his creditors and his crew (since he could not con his ship?). By the time the film eventually ran aground on the reefs, I could have kissed the ground myself in grateful thanks for having escaped the company of these Nordic dopes. (I suspected that the film-makers might be Swedish but no - they are Norwegian)

So what was the point of the 1947 Kon Tiki expedition? Heyerdahl set out from Callao (Peru) to prove that the Polynesians were descended from South Americans despite all the evidence to the contrary. This inconvenient evidence has continued to accrue but nothing like facts should intrude upon a great story. All such epic tales of man pitting himself against the elements appeals to a primitive seafaring instinct within all of us. However, there is recent evidence that he was not entirely wrong: the mitro-chondial (i.e. matri-linear) DNA of Easter Islanders does indeed show that they have some American ancestors. Furthermore, the sweet potato (food staple of Polynesia) originated in South America and indeed its Maori name *kumara* is clearly related to the Peruvian *kumar*. (Look out for Kon-Chippy raft manned by Peruvians selling fish and chips. As they might say in Peruvian Hollywood: “Don’t call us, we’ll Callao”).

Thor Heyerdahl & Kon Tiki
Turn the Ship Around

An Interview with the Author, L. David Marquet

By Raul Candeloro on April 4, 2013 (Inc. SMALL GIANTS Community)

(Editor's Note: I abridged this interview found by chance; I thought the ideas held resonance for NZ Pilots)

Redefining leadership, David Marquet’s military experience serves as a powerful counterpoint to what we thought we knew about being a leader. David’s book Turn the Ship Around, published by Penguin Portfolio, means for turning around our views on getting the most out of employees.

Inc. Small Giants Community: Let’s begin by talking about yourself, so our readers can get to know you better. Can you briefly describe your life journey prior to writing Turn the Ship Around?

L. David Marquet: I went to the United States Naval Academy in Annapolis, Maryland and graduated in 1981. I was taught a very command-and-control approach to leadership. Leadership was all about getting things done using the people who worked for you. It wasn’t about developing the people into better people and it wasn’t about getting people to think. It was about getting people to comply.

As I moved up the ranks in the submarine force, I realized the high cost of this approach in terms of my own contribution. This experience weighed on me when I was ordered in to take command of the USS Santa Fe.

ISGC: About the book, with so many leadership books out there, what’s new in Turn the Ship Around?

Marquet: Most leadership books are not about leadership. They are about accomplishment, or achievement. Both are important, but they’re not leadership. Leadership means embedding the capacity for achievement in your people, so that they will succeed even when you are not there. Turn the Ship Around not only offers this fresh perspective, but also describes the specific mechanisms we used to achieve the dramatic success we saw. Finally, it’s a true story, not some fable. We know it works.

ISGC: Could you give us an example out of Turn the Ship Around that reflects your main ideas or concepts?

Marquet: All I wanted was to be a submarine commander and I wanted my submarine to be great. I thought we achieved greatness as leaders by giving great orders, great instructions, and great directions. Turns out that’s wrong. I gave an order early in my tour that didn’t make sense, yet the Officer of the Deck repeated it. He knew it didn’t make sense but he still ordered it! We train people to comply, not to think critically. So I had to throw out everything I knew about leadership because it was all about telling people what to do. I needed to get people to think. I had to give control to create leaders, rather than take control and attract followers.

ISGC: In a short sentence, what kind of person should be attracted to your book? What kind of advice should they be looking for? Or what kind of problem should they be looking to solve?

Marquet: Anyone who deals with people would be interested. It’s not a submarine story; it’s a people story that takes place on a submarine.

Here’s the problem: most people don’t love their jobs. Most people are not fully engaged and invested in their jobs. Subordinates are fed up with over-controlling bosses who sap all passion; bosses are unhappy with subordinates who don’t get involved. This book tells you the problem (leader-follower) and the solution (leader-leader).

ISGC: What’s the first thing you would like a reader to do after finishing Turn the Ship Around?

Tell others about it. I want to spread the word. It’s a manifesto for a new movement that is dedicated to humans treating other humans better, the leader-leader movement.
ISGC: What other books would you recommend for someone that wants more information about this?

Simon Sinek’s Start With Why is great in it’s clarity of message. Liz Wiseman’s Multipliers is perfect for the academic underpinnings of this approach.

ISGC: What is the biggest mistake you see small business owners making in the areas covered by Turn the Ship Around?

Marquet: They believe they must be invaluable. They want to be missed after they leave. Then they go to exit the business and find there is no enterprise value without them.

ISGC: What suggestions would you give them to improve? Where should they start?

Marquet: It’s ok to start as indispensable, but you want to make consistent progress toward being dispensable. After all, you don’t want to be the worker; you want to be the owner who has created other leaders who can go on to their own successes in support of your business or on their own.

ISGC: What about managers and team leaders? In general, what do you think they should STOP doing if they want to improve their results?

Marquet: Greatness cannot be ordered. Greatness will not emerge in a compliance environment. So, if you want greatness, then stop telling people what to do and get them thinking. The trick is: how do you let people make their own decisions, but still achieve unity of effort? Also, stop talking. Instead create mechanisms that cause the behaviors you want to occur to arise naturally. Example: you want your people to act more like a team. Will a speech about teamwork do it? No. That has zero impact over the long run. Instead, discover the behaviors that would result in actual teamwork happening.

ISGC: Anything they should start doing more?

Marquet: Give control.

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**On Leadership**

• Where there is no vision, the people perish. —Proverbs 29:18

• I must follow the people. Am I not their leader? —Benjamin Disraeli

• You manage things; you lead people. —Rear Admiral Grace Murray Hopper

• The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant. —Max DePree

• Leadership is the capacity to translate vision into reality. —Warren Bennis

• Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others. —Jack Welch

• Leadership and Learning are indispensable to each other. — John F. Kennedy

• If the blind lead the blind, both shall fall in the ditch. — Jesus

• To lead people, walk beside them ... As for the best leaders, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear; and the next, the people hate ... When the best leader’s work is done the people say, 'We did it ourselves!'” — Lai Tzu
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