The Hue & Cry
As stated at the outset of my editorship, I am historically mindful. My hope is that this magazine might appeal to a wider audience of non-pilots to both broaden our readership and increase general awareness of our profession.

2014 is awash with significant anniversaries but wars and battles figure large alas! Little changed in the 600 years between Bannockburn in 1314 and Ypres 1914 – except that the carnage became industrialized. However, WWII saw equal numbers of non-combatant women and children killed as men in uniform. Since 1945, nuclear weapons have threatened the entire planet. The Human brain has evolved at a far slower rate than technology thus the primal brain bludgeons through the superficial veneer of civilized modernity. Tensions created by ideological confrontation over Crimea could spiral out of control. The ancient art of Diplomacy has long since been trampled by ‘alpha male’ politicians afraid of ‘losing face’: unable to think beyond blind ideology, they imperil the whole of Humanity. Philosophical and neurological insights into the Human Condition (glimpsed by our profession’s recent adoption of BRM) have universal application: the essence of BRM is self-awareness thence acknowledgement of our common Humanity. Vote for Sapolsky’s monkey!

Horrified by the bestial behavior of his fellow soldiers during WWII, William Golding in 1954 wrote “Lord of the Flies” a fictional account of how communities in extremis can quickly descend into barbarism. Golding’s book was the starting point for the recent study “No Mercy” reviewed for us by Bluff Pilot Josh Osborne (p. 4)

Staying with group cultures, workplace safety analyst Hamish Brown (of Auckland-based Concordia) argues that Safety is best served when the right attitudes become integral, rather than superficially compliant (p.11)

STOP PRESS! Lew Henderson will be our man in Panama attending the IMPA Congress in April. Our own AGM & Conference will once again be in Wellington from 7th-8th November.
Panama Canal Centenary

"A man, a plan, a canal: Panama"

Ingenuity, courage & sacrifice compounded by greed, political intrigue, corruption & disease.

The Isthmus of Panama has been a focal point for exploitation ever since Spanish settlement in 1513. Four centuries later, the Panama Canal opened on 15th August 1914 within days of Britain declaring war on Germany. The fact that the Kiel Canal was also completed then is no coincidence, since both isthmuses and canals focus military power to control avenues of mercantilism. Like Panama, the Kiel Canal cut through the disputed Schleswig-Holstein acquired by Bismarck’s ‘realpolitik’ in 1864.

Geography is a determinant factor of Human activity. Often compared with the strategic location of Istanbul (formerly Constantinople, the Eastern Capital of the Roman Empire for more than a thousand years, before that Byzantium) the Isthmus of Panama connects two continents thus a transmigration route 4,000 years before Columbus (Christopher Colón) visited in 1502 still searching for the route to the wealth of the Indies. Spain colonised the isthmus from 1513 until 1821 but had determined by 1530 that building a canal was too difficult. The treasures from the Pacific basin were portaged to the Atlantic coast and trans-shipped to Spain to finance its Empire.

Spain’s wealth on the back of exploitation of subjugated races was the envy of England: Spanish treasure fleets were constantly under attack from privateers i.e. pirates under state protection. Drake and Raleigh were the scourges of Spain, knighted by Elizabeth Tudor in exchange for her share of the spoils, whose collective consciences were salved by their anti-Catholic fervour. As England’s ambitions rose post-Armada, Spain’s declined: England’s wealth increased with foreign trade, while Scottish merchants looked on with envy. Matthew Parker wrote in his 2007 “Panama Fever”:

Continued on Page 13
On the eve of the IMPA Congress in Panama and the widening of the canal, we have an announcement that the Chinese have entered into an arrangement with Nicaragua to build a longer, bigger and wider canal through its lake system to the north of Panama in direct competition to Panama. They have negotiated a 100-year tenure and construction is expected to take around 10 years. The flow of Chinese made products will then be even quicker and in greater numbers to the eastern seaboard of the USA and Europe. There have also been a large number of new generation 15,000 T.E.U. container ships ordered for COSCO to help this continuum. Necessary in fueling this insatiable Chinese appetite to capitalize off the greed of his fellow man is the acquisition of the raw products required from abroad. No country can resist the persuasive power of the Chinese Yuan as it is thrown in large quantities at them: rare earths, timber, iron ore, and of course our very own Iron Sands have felt its magnetism.

To provide the services to move these large quantities of raw material Pilots are at the forefront. For these services to be seamless Pilot training programs also have to have sufficient rigor to ensure that the Pilots aren’t put in a position that would endanger life and plant. Maritime New Zealand, as the regulator, is charged with the duty of making sure the regulatory framework reflects this requirement. Rule 90 on Pilotage details the requirements and, as most of you know, this system has stood the test of time and evolved with it to make sure that this happens. Before a Pilotage provider can operate they have to submit a training program to the Harbourmaster who, if in agreement with it, will send it on to Maritime New Zealand for their deliberation and final validation. The commercial interests seeking to maximize the return to their shareholders then begin to shriek if things are found not to go the way they had hoped. I think however the shrillness of that shriek is directly proportional to the level of expert advice that has been taken leading up to the application. I take my hat off to the strength of character required to resist these pressures and know that our coast and us guardians of it in the Pilotage industry are the better for it.

I wish Lew an enjoyable IMPA Congress in Panama and I would also like to extend my appreciation to Steve Banks yet again for his efforts on behalf of the association. He is planning to have the AGM and Conference on the 7th-8th of November this year in Wellington - so lock it in the diaries since numbers, networking and great speakers all add to the success of it.

I would also like to warmly welcome aboard the Auckland Maritime School who have taken advantage of the exposure to the industry that we offer through our magazine, Their Simulator is a welcome addition to the coast and having them onboard enables us to help advertise its potential to the rest of the industry here and around the world.

The equinox and winter are near so I wish you all safe ladders, good visibility and remember: Good Luck is the child of Preparation.
Review – “No Mercy: True Stories of Disaster, Survival and Brutality”
By Eleanor Learmonth and Jenny Tabakoff

Do you enjoy uplifting tales of love and compassion à la Nicholas Sparks or the Chicken Soup series? Me neither, so I wasn’t disappointed with our editor’s request to review “No Mercy”, which takes us down the ladder of social decay and anarchy amid (mainly) maritime disasters, with some aviation, arctic and mining failures to vary the scenery.

No Mercy takes William Golding’s Lord of the Flies as its starting point: WWII veteran Golding was reacting to R.M. Ballantyne’s Coral Island which Golding deemed an overly optimistic portrayal of cooperation among three marooned juveniles. The accounts essentially repeat the same tragic paradox: resources become scarce, survivors retreat into an individual mindset which, once entrenched, quickly dooms the entire group, i.e. self interest backfires, and “absolute selfishness backfires catastrophically”. Golding’s book was serendipitously validated by the 1954 Robber’s Cave Experiment, which provided Muzafer Sherif the psychological basis for Realistic Group Conflict Theory.

While there’s plenty of vicarious carnage dressed as thoughtful examination, the authors do take a brief detour to look at a few successful cases of survival through cooperation to identify the commonalities. And despite seeming like common sense, when most of the prescriptions are taken together (remove alcohol, establish routine, never sacrifice the weak to save the strong, share resources and workloads equally, minimize factional discord, etc.), the chances of survival increase dramatically. My favorite example was the contrast between the Auckland Islands wrecks Invercauld (25 crew, 12 months, 22 fatalities) and Grafton (5 crew, 19 months, 0 fatalities). It’s worth noting that the surrounding environment is not always critical to success or failure. The Grafton’s crew, Flight 571 (Andes Mountains), and Shackleton’s party all had excellent survival rates amid appalling conditions, while the Bounty mutineers failed in an idyllic setting.

And what do these examinations portend for the future? As mariners, it’s not inconceivable that we find ourselves adrift in a survival craft or a disabled vessel, or barricaded in the ‘citadel’ of a hijacked ship. Have we shed our ancient baggage—become immune to the darker angels of our nature? The disgraceful response of the Costa Concordia’s master and other modern examples suggest that we have not. And while technology has shrunk the world, our ability and confidence to venture into remote and extreme locations has increased apace. Until recently, space travel has been carefully regulated—astronauts rigorously screened and trained to deal with group conflict. But we are entering the final frontier of tourism—anyone with enough money will soon be able to venture into space. Little surprise then to find that the authors anticipate that fate will continue conducting its devious experiments and wreaking havoc with our best-laid plans.

On the whole, I found No Mercy interesting and well paced, if a bit heavy on the bloodletting. Clearly the cases presented support Golding’s overarching precept that the primary thing from which the group needs protection is…itself. Or as the authors conclude: “As a template for social decay, how accurate is the Lord of the Flies principle? The answer is inescapable—exceptionally accurate”.

Josh Osborne
OTAGO
The Port Otago pilots escape committee had a success in January when Matt Ashworth tunneled his way to Saudi Arabia in order to take up an appointment with Saudi Aramco, thus at once leaving us short on pilots, tug-masters and creating a vacancy in the port hacks department of the Pilot magazine. Working on the principle that one volunteer is worth ten pressed men, our erstwhile editor forced me to volunteer my services to the cause. I didn’t think that was how it worked but he assures me that he has fully approved this particular *modus operandi*.
Matt’s departure only altered the establishment of the Marine Services Department for a short period of time, since at the end of January we welcomed our new Marine Manager, Craig Bramley into the squad. Hailing from the inferno that is Port Hedland, he has shown no immediate inclination to high tail it back north of Capricorn, so we in turn have high hopes he’ll be around for some time yet. He arrived in time to witness two attempted drownings in the Port Chalmers basin, thinly disguised as a comprehensive test of our *SeaSafe* pilot coats. The trials went well and the report will doubtless be made available to all members as soon as practicable, perhaps even in this edition of the Pilot. Lex Lane and myself were forced to volunteer, by our editor (is there a trend developing here?) who was running the exercise, into taking to the water but to the obvious chagrin of the assembled observers we bobbed safely to the surface in quick order. The cold shock was surprisingly less than expected and certainly less than that experienced by anyone re-locating to Otago from North West Australia!

Shipping has been reasonably busy with the cruise season in full swing, despite a few too many cancellations due to the inclement weather experienced down here from just before Christmas. The log trade has continued apace with calls at both Beach Street in Port Chalmers, Leith Wharf in Dunedin and part-loading at both with shifts between the two. There have been no great changes in the container trade over the period including continued use of the divination system for estimating departure times. Service vessels for the offshore drill ship continue to arrive and depart on a regular basis, if somewhat furtively, as they prefer a low profile.
As we go to press, it appears that we have taken on a replacement for the recently departed Matt. If indeed so, we will doubtless relay the details next issue. (CH)

GISBORNE
Feels like autumn is almost here with the early morning temperatures floating around the 10 deg mark although the sun does warm it up during the day. Can’t complain at all, it’s been a wonderful summer all through.
We are getting busier by the day and this month seems to be the busiest we have ever had – not sure if the accountants have
got anything to do with this but there are ships piled up one after the other. Hopefully we finish the current financial year on a good note. At this stage looks like we will crack the 2.2 million JAS for the current year and grass continues to remain greener in the next financial basis forecast figures.

The very small cruise ship season for us went well this year and the last vessel will be Oosterdam on the 23rd March. It’s amazing to see how quickly our little town fills up with the extra 1500 odd passengers. Port development and expansion plans are on the cards this year but I can’t divulge more as yet…it’s a secret sshhh!!! The tug Waimata’s progress is well underway with sea trials planned for end April and we should have her doing doughnuts in the harbour in the 1st week of June.

On a personal front, contrary to the rumours that have been spread around, I continue to clock up the numbers in my pilot training under the watchful eyes of Captain Charles Jamieson and enjoying my other role as the HSE facilitator for the entire Eastland Port’s Logistics business. Until next time, safe Piloting to all. (RD)

**BAY of ISLANDS**

A pretty busy summer with cruise ships arriving thick and fast over February and March. Luckily so far we have had a great season weather-wise which reduces the grumbles about tendering. George and Hugh from Marsden point also luckily have pilots’ licenses for the Bay and have been a great help whenever we have double-up days. Last ship is booked for the 15th April; the seasons get longer each year. We fitted AIS and upgraded the chart plotters and sounder on our pilot/work boat which has been a huge improvement. The gear was all 10 years old so the upgrade has been very welcome. Apart from the usual engine problems, everything is ticking along well. (JL)

**TIMARU**

The recent southerly weather-bomb, which severely impacted on Christchurch, Lyttelton and Banks Peninsula largely bypassed South Canterbury. It did however produce a 5m beam swell in our Main Channel which curtailed shipping for a day or so. Our wave-riding buoy decided to go “walkies” at the same time, luckily finding a foothold on the other side of the channel and still happily transmitting away. We hope this is not a precursor for the winter to come!

The weather gods also conspired to interrupt our short cruise-ship season with two of the three Seabourne Odyssey calls being affected. The ship canceled the first visit 30 minutes before pilot boarding on the strength of the weather forecast supplied by his routing company. Needless to say it was a beautiful still morning in Timaru though the wind did get up later in the day as the local forecast indicated. The local business community was not impressed in missing out on some bonus income. Then, incredibly, on the last call, fog descended as the pilots were boarding and entry was delayed for some hours so Timaru’s reputation for fair weather has probably been dented somewhat.

The cruise industry seems to be coming more risk averse and it would be interesting in light of Ravi’s latest comments on a Canadian accident investigation to hear from colleagues with major cruise ship seasons how they are now experiencing integration into bridge teams. The Canadian case highlighted BRM deficiencies by the pilot and bridge team but how on earth do you cover everything off on a short port approach, as is the case in most NZ ports? It seems like a case of you are damned if you do and damned if you don’t! (TV)

**BLUFF**

Welcome to the New Year: all those pundits who said we were in for a fantastic summer are liars, I don’t think it’s an exaggeration on my behalf to say the wind didn’t drop below 20 knots from 1st Jan until the middle of February…and the sun? Forget about it: miserable!

The port has been steady and now that we are up and running with a full complement of pilots on various grades some of us have been able to take some leave with Bob taking a busman’s holiday of sorts and cruising from Brazil to Europe with MSC cruises.

By the time this goes to print Doran will
have completed the move South and for the first time in the ports history I think, more pilots will live away from Bluff than in town. Something the city council seems to resent as they have made it almost impossible to travel from Invercargill to Bluff at the speed limit by constantly digging-up the entire length of the road. I trust you've all had a better summer then us here in rough and tough Bluff. (SG)

TAURANGA
Greetings from the Bay of Plenty. We have finally signed the contract to buy 2 new tugs: they will be built at the Cheoy Lee yard in China - a short ferry ride from Hong Kong. The yard was based in Hong Kong for about 130 years before making way for Hong Kong Disneyland. Our new tugs are a Robert Allan design - 2500w giving 75 tons bollard pull. The yard has completed over 70 Robert Allan tugs including an order for twenty 85T tugs for Panama. The bad news that we have to wait till February 2015 for the first one to turn up, then May 2015 for the second. Shipping here has been relatively incident free over the last few months although we had one vessel lose all power in the entrance channel. The master’s comment to the pilot "Oh Mister pilot, this is just like a computer: we just have to re-boot just like a computer and we will be fine". Is this the latest method of fixing things these days? Too bad if he has to "re-boot" when approaching something solid!!

Container crane No. 7 is nearing completion and should be operational in April. Latest on Rena: eighteen divers have been working every working day preparing for the cutting of the accommodation in two pieces. The process is quite long-winded, as you would expect. Each diver works for only 25 minutes a day. Still no word on recovery of the bow section (sitting on the reef) or the stern section in 50-70 metres of water. The last week has seen perfect weather for cutting the block in 2 pieces and 1 piece recovered - although difficulty with lifting on to the barge in 1 piece. Still no news if the rest of the wreck will be left there (very much the pilots’ choice since pilots, tugs and barges certainly do not go too well together) or they will be ordered to remove everything.

Craig and Chris just completed a very successful PPU/Ecdis course in Auckland with the rest of us to follow in due course. Troy and Craig Still on B licences (>225m) and will go to A grade in August which will do doubt benefit them in their back pocket - and the rest of us too. (TH)

PICTON
There will be no doubt talk of all the cruise ship arrivals at the various ports in NZ but the cruise industry have finally found the hidden secrets of the Marlborough Sounds by sending numerous ships to us after cancellations at various ports. Looks like within a couple of years the area will be seen as a major port for a visit and the support of locals is proving a real catch for passengers.

My previous views of bringing the Stena Alegra out to replace the Aratere (dry dock in Singapore) I believe have been proven correct - if one had full access to passenger and freight figures. (JH)

LYTTELTON
Lyttelton experienced a so called one in a hundred year event recently, a term which seems to describe anything that is out of the ordinary and is most likely to occur again in a couple of years time. A large depression off the coast delivered wind and rain for a duration not usually experienced. Our Southerly winds can reach 40 to 50 knots at times but this is usually associated with a front passing through and things back off after a few hours. This time the wind stayed up for over a day, closing the port for shipping and stopping cargo operations in the terminal. The heavy rain caused several slips around the harbour, some shutting roads and others causing damage. One of our rear turning leads slid down the hill so for the time being we are lining up the front triangle with the mud slip below the road. Another slip took out a valve on an Aviation Gas tank and the contents spilled out into the retaining bund with a small amount escaping into the harbour.

A recent visitor to the dry dock was the Russian trawler Ugulan, a Japanese-built vessel constructed in 1988. She had been fishing in Antarctic waters where she
sustained ice damage to her propeller, bending a blade tip 90 degrees. Most of the trawlers that fish this area have a good collection of photos showing the various ice conditions experienced. It seems these trips are pushing the vessels to their limits and it is no surprise that there are so many incidents in these waters.

While other ports are buying new tugs, LPC has decided to buck the trend and do up our oldest tug: Purau is in dock for a month for engine work, a repaint and an attempt to fix problems with the controls. While she is out of service we have been using the Karetau from Otago. She is similar to our own Godley which was in service when some of us started piloting, taking us back to a time of less powerful tugs with no winch for the towline. It makes you realize how much tugs have developed over the years in both power and maneuverability. As usual the position of delivery Master goes to the newest Marine employee with a valid License so Jamie Welford took command for the voyage North. Jamie is mainly in the Pilots’ roster working his way through the trips to qualify for his Class B license. With 200m being the maximum length, this class doesn’t include many container vessels as most are now over this size. Luckily we have plenty of bulkies loading windblown logs, available due to another one in a hundred year event, for him to pilot.

**AUCKLAND**

It’s come around to that time of year again when we can all take a bit of a breather after another hectic Summer. The last month has been pretty full on with the peak of the cruise season combined with a multinational naval exercise as well as a few super yachts all demanding our undivided and immediate attention quite often simultaneously!

We’ve been lucky to be able to maintain a 4-man roster throughout, which has made things easier as we are still a Pilot short, whilst Elroy continues his training followed by Sam who commences training in June. Still on the subject of training, John and Matthew have been working closely with Kees Buckens to develop a BigShip training module, which we will all attend for two days later in the year. This course will also include the Tug Masters who will be alongside us doing their thing with the Tug simulators.

We are all now becoming quite proficient with our PPUs which we all carry with us. It would be fair to say not all have proved totally reliable, with a few chaps experiencing repeated screen freezes, but for the most part they’ve been ok. My own hasn’t skipped a beat since I’ve had it (probably tempted fate now!) but we will all now be getting the upgraded Qastor 2.5 software package which should sort out the bugs.

Whilst on the subject of upgrades, we are currently doing the research on a new Pilot Boat. The Akarana would have to be the hardest working boat on the Harbour and is due for semi-retirement, so we are getting our heads together to come up with an optimal solution regarding practicality, reliability and cost (of course our focus is more on the first 2 qualities whilst others in the organization will no doubt be focusing on the 3rd!). Still it’s encouraging that were all getting a chance to put in our 5 cents worth.

Finally, congratulations must go to our own “double hard Bastard” Iron Bob Bell who managed to complete the recent “Taupo Iron Man” in just over 13hrs. In a prodigious display of mental and physical stamina (considering his age) which can almost help me overlook the fact that in order to achieve this commendable feat he needed to shave his legs and wrap himself in Lycra!

**NAPIER**

The Ides of March are upon us and Napier has once again almost forgotten its entry into The Pilot. My apologies for missing the December entry, so we will have a quick catch-up first: Trev, Robbie and I had a successful visit to Smartship in October. We started off with emergency training, simulating actual incidents we have had in Napier and then moved on to cruise ship and Azipod familiarisation runs. One of the other main reasons for this visit was the simulation of the extension of our 1E berth which is currently one of the next planned berth expansions.
Although the extension of 1E will give us more berthing options, it has the effect of making our turning area smaller - in particular on the approach to our busiest berth, No. 5. The manoeuvre most affected will be our docking of the larger container vessels - especially the vessels over 250m. The simulations were particularly useful in helping us set new wind criteria limits for these vessels should the berth extension go ahead. The simulations were watched by CEO Garth Cowie and our Port Service Manager Bruce Lochhead who both found Smartship as interesting as the Pilots find it beneficial.

We also had two of our Tug Masters at Smartship with us, Todd and George who found it really beneficial; and for us pilots, it was good having the tugs driven correctly on the simulations. The Port Company knows how beneficial we found it and we are hoping we can have Tug Masters at the Simulator next time we go over to Smartship.

The Cruise ship season is almost over for us and we have had another first for Napier with the arrival of the Celebrity Solstice, the longest vessel ever to enter the port. I flew down to Wellington to pick her up and deliver our presentation to the Captain and his bridge team and thoroughly go through the intended passage plan and backing manoeuvre. This was the third time I had picked up a large cruise ship in the previous port and I found the Solstice team the most receptive so far. Of course, the busy season coincides with the cruise ship season. We have been flat-out juggling with container ships, log ships and our Swire Service amongst the cruise ships. We have certainly needed our extra sixth pilot although the benefit has been somewhat offset by Trev deciding to leap off his pushbike early December resulting in a broken ankle. Although a lot of outstanding office work has been handled by Trev we would rather have him on the water, so fingers and Tibias crossed we will have him back soon.

Our fatigue levels have been compounded by the fact that TAIC and MNZ have considered that our ‘pilot disembarkation area’ contravenes Rule 90 as it is inside our Pilotage area. We now have to pilot our vessels all the way past North Pania when going North. This has come about after a log ship took it upon themselves to ignore the pilots passage plan and cross Pania reef just south of the Pania North cardinal buoy. Rule 90 states we are allowed to disembark early if it is unsafe to do so outside the pilotage area. It appears fortuitous that we have purchased 6 new seats for our Pilot launch to make our newly extended disembarkations more comfy!

I hope everyone out there has a good and safe Easter. (JP)

**WELLINGTON**

The bad weather that struck the country during the first week of March resulted in a first for me in my 17 years with CentrePort, that being all six pilots on duty on the same day. Two cruise ships postponed their sailings by one and two days due to bad weather forecast for their next scheduled ports, so they sailed to other ports with one of our pilots aboard each. Another of our team was on desk duties due to an injury which has kept him off the ladder, and so our last three were called in to cover shipping. The usual solution of the MSM to cover the odd job wasn’t an option, as he was on leave.

Talking of MSMs, Charles has just completed his Advanced Pilots course in Brisbane, and this may put him near the top of the leader-board as one of our older pilots to complete the course. After reading a book a couple of years ago, called something along the lines of “why you should never retire”, Charles is obviously not going to be seen whittling wood on the porch of his holiday home in the immediate future.

I thought at the time of writing this I would be writing about being down to a 2-tug operation. Unfortunately, the prospective buyer of our two Voiths is having issues finding an acceptable, cost-effective way of getting the two Old Girls to the other side of the world. This however has worked to our advantage a few times, allowing us to bring Toia back into service for some barge work and to cover down time for one of our new ASD’s. Those of us that were trained up on Voiths have adjusted to the particular limitations the ASD’s have, and now love
the power available when conditions would have made things challenging with just 28 tonnes.

While talking Damen ASD’s, there seems to be a lot of talk going on around the country about 2411’s and 2-man operations. Whilst some ports operate with 2-man tugs, our team believes strongly that these aren’t the tugs to operate at this level. Although a port focused on cost-cutting before safety may wish to look at this option, Charles (and CentrePort) support the responsible and sensible approach, maintaining a 3-man crew which ensures an efficient and safe operation. This also allows us to keep on top of the maintenance of such a high-cost asset, and this approach is immediately evident when looking at the condition of our 43-year-old tug *Toia*.

With the pending departure of *Toia*, Charles will be in contention for another title - that of having the longest association with a tug. He was the first master on *Toia* in 1972, then worked with her throughout her life in Wellington and finally is overseeing her sale after 43 years.

Another positive we have seen here in recent months is a dedicated person investigating fatigue throughout the company operations. We are now documenting hours awake and asleep every day, plus naps which are commonplace when rostered on. I look forward to the initial findings.

Finally we have set a date for this year’s AGM and bi-annual conference. Please note in your diary 7th and 8th November. At this stage it will be at the same venue as 2012, The Museum of Wellington on Queen’s Wharf. (SB)

**Taranaki**

Taranaki has been in the throes of the busiest offshore exploration campaign that it has ever seen. This has been interspersed with Methanol and other tankers as the Methanex plant at Motonui ramps up to full production.

The purchase of the power station adjacent to the port has doubled our land footprint so, as this land becomes available for cargo, the resultant log and bulk trades will also pick up accordingly. We have also had an interesting incident aboard the *Poavosa Wisdom*: this vessel was loaded with grain from Australia and was fumigating it with Aluminum Phosphide. Upon its arrival the sacks of fumigant were being removed from the holds and being taken for’d to be stored in a drum in the fo’c’le. However they hadn’t completely finished releasing their fumigant as this takes approx 10 days, and as they were being dragged up the deck they came into contact with water that caused them to react. They were still put into the drum and the crew, thinking they were smoldering, attacked them with a fire hose. This of course created a greater reaction, which necessitated us calling the Fire Brigade and attendant services. We eventually evacuated the port as this stuff was highly toxic and the winds were quite light and variable. Five hours later, once it had been contained, the all-clear was sounded. The lessons of course were that insufficient notice had been given of the fact that they were fumigating, and what the actual fumigant was. This has required a large number of meetings and the promulgation of procedures to ensure that it doesn’t happen again.

Anadarko have also added an interesting dimension as they have been working out of the port for the past 5 months. They have had mixed results with their campaign; however I feel they will be back at some point in the future. The equinox is nearly upon us also which is always an interesting time out West. (NA)
IS SAFETY CULTURE PURE FANTASY?

Safety ‘culture’ is becoming the new buzzword. Type ‘safety culture’ into your web browser and, at last count Google will reward you with 695 million results. Peter Drucker said ‘Culture eats strategy for breakfast’ in the late 1990’s and since then ‘culture’ has become mainstream. No wonder then that most people now understand that a bad safety culture will more than likely result in employees harming themselves or others.

There is plenty of evidence to support the idea that culture, and its attendant human factors, combine with hazards in the environmental to precipitate accidents. Now with the increased reliability of modern workplaces, human performance is becoming a key focus for accident prevention. More and more frequently there is talk about safety culture in the same breath as there is talk about the inclination of employees to comply with rules, or act safely. The inclination to comply is rightly linked to attitudes and behaviours, but they do not define culture.

As the ‘talk’ about safety culture increases, more and more ‘experts’ sign up to conventional wisdom that identifies safety culture as “the way things are done around here”, or being able to “quantify the attitudes and behaviours of the workforce towards safety”. The implication is that if we measure worker attitudes towards safety then we'll know what the culture is, and therefore be able to change those attitudes and behaviours.

Fantasy is the activity of imagining impossible or improbable things, and no matter how much we want to believe them to be true, it is still fantasy. The belief that knowing employee attitudes and behaviours relating to health and safety (how we do things around here) will reduce New Zealand’s chronic health and safety statistics is flawed.

It will not be until there is understanding about why employees have certain beliefs, attitudes, and assumptions that we’ll start to transform safety outcomes. MBIE’s new research initiative to “provide a benchmark of attitudes and behaviours relating to health and safety in the New Zealand workplace across the four priority sectors”, will need to get to the root cause of why those attitudes and behaviours exist, before it has any hope of benefiting New Zealand’s employees.

Knowing, for example, that employees are reluctant to report a near-miss, or prone to cover up an incident, does identify an attitude and behaviour, but is symptomatic of deeper issues. It is fantasy to think that treating the symptom will make the cause go away. Surely the first priority when thinking about safety culture is to measure and understand the causal effects.

Our experience shows that most employee attitudes and behaviours about safety are determined by how management approaches it. This is backed up by research which says 80% of an organisation’s culture is determined by senior management. We frequently hear that “the health and safety of employees is the most important aspect of a business”, and where this is true we see great results, but mostly it is lip service.

We know that if an enterprise's leadership culture was such that they really owned and demonstrated that safety was a strategic priority, then their considerable skills would make zero harm a reality in short order. The reason any passenger who randomly flew on a U.S. domestic jet every day would go approximately 19,000 years before dying in a fatal accident, is mostly about airline executives understanding that the safety of their passengers is a business issue. Once we get to that point about workplace safety in New Zealand, we'll start to make some rapid progress.

To move safety culture from the realms of fantasy, and for it to provide a catalyst for improvement will take the courage to uncover cause, rather than identify symptoms. For example:
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<thead>
<tr>
<th>Symptom</th>
<th>Cause (examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor health and safety capability at strategic level</td>
<td>• H&amp;S regarded by leadership as a compliance issue, (similar to GST, or PAYE) so responsibility driven down to less influential employees</td>
</tr>
</tbody>
</table>
| Employees reluctant to submit incident reports              | • No acknowledgement or feedback provided  
• Fear of being responsible for wrecking incident metrics, and negative reactions from peer group  
• Reporting requirements deemed onerous and petty  
• Fear of punitive action  
• Literacy issues and complicated forms  
• Perceptions nothing will change |
| Minimal employee participation                               | • Employees disengaged because they feel they lack ability to make a difference  
• Managers fear loss of control if employees are equal participants  
• Employees feel their participation is based on tokenism |

Taking action to address symptoms is a low level activity which may improve ‘culture’ at a superficial level. For example ‘Minimal employee participation’ could be considered to have been improved by increased numbers of employees participating, or by ostensibly protecting workers who raise issues, which simply tinkers at the edges. But the cause: a manager who fears loss of control will always find ways to keep control and minimise an employee’s input. The result perpetuates ‘us and them’ attitudes and ‘c’est la vie’ behaviours. Remedy the cause and suddenly attitudes and behaviours will change.

Dealing with the cause is the true and courageous work of culture transformation, without it fantasyland will prevail.

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www.concordianz.com

"As Boss of this gang I'm in charge of Strategy: Fingers you head up Acquisitions; Tiny: Security; and Speedy: Transport. Leaving our intern Hugo, as Health & Safety Officer, to do the Risk Assessment."
Panama Canal Centenary  
(Continued from Page 2)

The ‘Darien Disaster’, the calamitous effort at the beginning of the 18th Century to establish a Scottish colony in Panama, has many parallels with de Lesseps’ French adventure nearly 200 years later. Each was financed by a host of small investors in their own countries and motivated by idealism, patriotism and naivety, as well as by the chance to make a fast buck. Both had leaders with more front than particular expertise. William Paterson was born in Dumfries...in 1668, and as a young man had travelled as part-missionary, part-buccaneer to the West Indies. Returning to England, he had made his fortune in business and had become a ‘projector’, a promoter of speculative money-making schemes.

Although Paterson had been a founder of the Bank of England, the failed Darien Scheme all but bankrupted Scotland (promised English finances were withheld). The 1707 Treaty of Union was the direct result in which Scottish merchants (Robert Burns’ “Parcel o’ Rogues”) sold their country to the London Parliament to help recoup their losses; three hundred years is a lengthy mortgage.

All empires come to an end and Simon Bolivar’s campaigns of liberation (1812-1820) throughout South America hastened the end of Spain’s primacy in South America. Panama’s independence was short-lived however when America pursued the Monroe Doctrine of 1823, which stated that “further efforts by European nations to colonize land or interfere with states in North or South America would be viewed as acts of aggression, requiring U.S. intervention”: the Yankees had set their sights on the rest of the Americas.

In 1879, Ferdinand de Lesseps, father of the Suez Canal (completed 1869) formed a company in France to build the Panama Canal. It is notable that de Lesseps’ Suez Canal Company wrecked the Egyptian economy: Egypt, once a vassal of the Ottoman Empire, transferred its thraldom to the British Empire in 1885 where it remained until the 1952 Revolution led by Nasser. Despite the fact that Egyptian labour and money had built the canal, Egypt itself gained no financial benefit whatsoever. De Lesseps tried to use the Suez financial model in Panama but this time, the costs were so great that they bankrupted both his company and brought down the French government due to the web of corruption. De Lesseps – despite his engineers’ opinions - had insisted on a sea-level Canal (like Suez) but geography of mountains, landslides and seasonally cascading rivers proved his enemies: furthermore the tidal range on the Pacific side was much greater than the Atlantic thus sea-locks were a necessity. Time and tide wait for no man.

The prevailing military dogma of the late 19th Century was first enunciated by the Napoleonic Jomini then further developed by Prussian Von Clausewitz. American naval theorist Alfred Thayer Mahan (1840-1914) in his 1890 work: “The Influence of Sea Power upon History” provided the blueprint for empire. In essence, Mahan posited that Britain’s rise to world supremacy was due to the projection of naval power from a global array of foreign bases; this analysis assumed Gospel status among all those rapidly industrializing powers i.e. Germany, France, Italy, Austria, Russia, America, Japan - all jealous of Britain’s imperial power and wealth. Mahan provided the intellectual justification for the scramble for empire i.e. the acquisition of colonies in Africa, Asia, Caribbean and Pacific. Someone should write The influence of Mahan upon History, because his doctrines acquired religious adherence and caused the militarization of entire economies thus accelerating the arms race that had only one logical outcome: the Great War of 1914 - and the century of war thereafter. His long shadow is still visible today with America’s 700 foreign bases spread throughout 194 countries. The essential ingredient of the Mahanic view (which must not be overlooked) is the presumption of racial superiority - a feature of the Fascist barbarism displayed by 1930’s Nazis and Japanese (and indeed Anglo-Saxon). Cometh the hour, cometh the man: Theodore Roosevelt was hugely influenced by Mahan and became his champion for America to build and own the Isthmus Canal and guard its approaches in Cuba and Hawaii. For both Mahan and Roosevelt, ends justified means.
Interestingly, Panama was only one contender for the Isthmian Canal: the other major contender was Nicaragua and it was only after intense secret lobbying by Philippe Bunau-Varilla of de Lesseps’ company and lobbyist William Nelson Cromwell (of Cromwell & Sullivan, coup brokers) that Panama was finally chosen in 1903, despite the toxic political baggage. By covert bullying and political chicanery, the US fomented a revolution in Panama to gain their independence from Colombia, and then signed a treaty with the French (no Panamanian consent was sought) to build the canal, then occupy and fortify the 10-mile wide Canal Zone. Unlike the French in Suez, the building of the Panama Canal was a military operation for which unlimited resources were deployed. Nevertheless, the ingenuity of the engineers, the unremitting effort of thousands of immigrant labourers (because they were black West Indians, they were horribly abused and died in their thousands) and the unstinting support of Roosevelt created one of the engineering wonders of the world. The Canal took 10 years to build, cost $375 million and 6,000 lives. It dictated the size of ships and ports for the next 100 years. The economy of scale now asserts that bigger ships are needed however expansion costs are running $1.6 Bn. beyond the original estimate of $3.2 Bn.

Like the Suez Canal, the Panama Canal is now finally controlled and run by locals: President Carter in 1977 signed a treaty with Panama’s leader, General Omar Torrijos which treaty the US honoured in 1999 when they ceded control. However, Torrijos was killed in July 1981 in suspicious circumstances 2 months after Reagan’s election. Reagan was a firm opponent of the Carter-Torrijos Treaty and had vowed, “to take the canal back”. Torrijos was immensely popular in Panama because of his socialist policies and his support for the like-minded Sandinista movement in Nicaragua. It has been alleged that Torrijos was in negotiations with Japanese interests with a view to building a larger sea-level canal, in direct opposition to the Reagan administration’s hostile opinions.

Panama has many interesting features, not least of which is its banking industry which thrives on secrecy thus ideal for money-laundering the immense profits made by drug cartels and arms traders. After the death of the dangerously socialist Torrijos, the CIA puppet General Noriega was inserted head of state. Noriega was notoriously corrupt and accepted money from both the CIA and the drug cartels. However, it would seem that even he had some self-respect and resented being bullied. President Bush (his former CIA handler) ordered the invasion of Panama (Operation Just Cause using 28,000 men) on Christmas Eve 1989 to arrest Noriega on drug charges. By some estimates 5,000 innocent Panamanians died and substantial parts of the city were destroyed. (Compare this with the furore over the Russian occupation of Crimea). Sworn-in secretly by the Americans as Panama’s new leaders were money-laundering bankers thus “business as usual”. The US administration was then distracted by their 1990 war against Iraq (Operation Desert Storm which cost a cool $60 Billion, mostly paid for by the Saudis). This distraction allowed the observance of part of the Carter-Torrijos Treaty, which closed the “School of the Americas” in 1984. This school was founded in 1946 and was used to train Latin-American militaries in the ways of torture, rape and psychological warfare. It was re-located at Fort Benning (Georgia) and re-named in 2001, Western Hemisphere Institute of Security Cooperation (WHINSEC). (Barbara Trent’s “Panama Deception”)

Because few politicians learn the lessons of History, it tends to repeat itself: Nicaragua is currently being courted by Chinese tycoon Wang Jing with a view to building an isthmian canal via Lake Managua - big enough to take VLCCs and aircraft carriers; meanwhile Russia is looking for foreign naval bases. Roosevelt’s Mahanic reason for an isthmian canal was the rapid deployment of naval forces. By the end of WWII, this need was redundant since the US dominated all oceans with major bases throughout the Pacific. However, to Pentagon geo-strategists, the value of Panama became its huge military presence from which to menace Central and South America, especially in light of the massive oil reserves beneath Colombia and Venezuela. No doubt the Pentagon will be contemplating the potential massive Chinese and Russian presence in their backyard. One can only surmise that if the US had treated other sovereign nations with a measure of un-Mahanic respect, such alliances need not occur. What’s your poison: Cuba Libre or Vodka Sour?
Charting your course

The New Zealand Maritime School’s professional development programmes 2014

NaviCom Dynamics Advanced Portable Pilot Unit training programme
Developed by Ports of Auckland; and now proudly offered by the NZ Maritime School for all current and trainee pilots. Training is co-delivered by a senior POAL pilot and NZMS instructors, using a full mission bridge simulator (NaviCom 2.5 model).

<table>
<thead>
<tr>
<th>Two Days</th>
<th>3-4 November 2014</th>
<th>Fee: $1,150 per person including GST</th>
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</table>

Podded propulsion training
Specific ship-handling training in the use of podded propulsion. Delivered in the School’s full mission ship simulator equipped with both a Liliaa and AquaMaster pod controls, and using three large ship cruise ship models (MSC Lyrice – LOA:246m; MS ARA – LOA:224m; MS Quantum of the Seas – LOA:297m/beam:41m).

<table>
<thead>
<tr>
<th>Two Days</th>
<th>14-15 April 2014 and 27-28 October 2014</th>
<th>Fee: $1,350 per person including GST</th>
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</thead>
</table>

Advanced pilot training
This five day course will be delivered twice in 2014. Confirmed speakers for 28 April are Matthew Flynn LLB (Partner, McElroys and NZ chair of MLAANZ) and Charles Tortise (MaritimeNZ). Matthew Flynn is an experienced litigation lawyer specialising in maritime law. He will address the pilot’s personal liability issues. Charles Tortise is the recently appointed manager of licensing and certification at MaritimeNZ.

<table>
<thead>
<tr>
<th>Five Days</th>
<th>28 April 2014 and 24 November 2014</th>
<th>Fee: $3,282 per person including GST</th>
</tr>
</thead>
</table>

Security Awareness
Per 1 January 2014, STGW requires that all personnel working on board sapeging vessels will have completed Security Awareness training. New Zealand Maritime School will be delivering this MaritimeNZ approved 1-day training programme monthly from February 2014.

<table>
<thead>
<tr>
<th>One Day</th>
<th>18 March 2014, 8 April 2014, 6 May 2014, 8 July 2014, 2 September 2014, 4 November 2014</th>
<th>Fee: $410 per person including GST</th>
</tr>
</thead>
</table>

Mandatory generic ECDIS training
This MaritimeNZ approved training programme is based on the IMO model course 128.

<table>
<thead>
<tr>
<th>Five Days</th>
<th>12 May 2014, 11 August 2014, 13 October 2014, 17 November 2014</th>
<th>Fee: $1,150 per person including GST</th>
</tr>
</thead>
</table>

For further information contact Kees.Buckens@manukau.ac.nz or 09 379 4997 ext 6706
New Zealand Maritime School, Level 3, 2 Commerce Street, Auckland.
nzmaritime.com • 0800 744 722
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