

Working Together

# Safe Voyage<sup>®</sup>

**SMS BASICS**

Loyalty - A Core Value or Fatal Flaw?

**ASK THE TRAINER**

Effective Safety Meetings

**SAFETY DECK**

"Ask Shippy"

**LEGAL BITTS**

Attorney-Client Privilege

**ART OF TOWING**

Managing Risk

**BRIDGING THE GAPS**

MTVA Hybrid Training Tug

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## Honor the Mariner



*“No problem can be solved  
from the same consciousness  
that created it.”*

*~ Albert Einstein*

The number one Guiding Principle in the Coast Guard’s Prevention Through People (PTP) initiative is “Honor the Mariner”. In this issue of Safe Voyage, we would like to Honor the Mariner by saying thank you for everything you do.

Thank you for:

- Being away from your family and friends for long stretches at a time;
- Moving product from one point to another safely and with the least amount of impact to our environment;
- Being willing to share your wisdom with others, especially when you are often overlooked as having the answers;
- Being honest, when it isn’t always in your best interest politically;
- Caring about each other and the industry you serve;
- Being patient with the “idea fairies”, thinking sometimes we know more than you when writing operational policies, procedures and programs;
- Continuing to do the best you can do, even though the administrative tasks become more and more complicated and burdensome everyday; and,
- Providing the most practical and effective solution to the problem you didn’t create.

Enjoy and Safe Voyage,

*Dean & Dione*

## Managing Risk

by Captain Jeff Slesinger

Director-Safety & Training  
Western Towboat Company



### The Challenge of Managing Risk - A Costly Mistake or A Priceless Experience?

You're at the controls of a harbor tug, on station, awaiting tonight's arrival of a container ship. At the pilot's direction, you are to position the tug alongside the ship, put up a working line and assist the ship to its berth. Normally this is a routine, low-stress job, one you've done many times. But the circumstances this evening are not normal. It's pitch black in heavy rain and blustery winds. Even though you will meet the ship in relatively protected waters, the wind has stirred up a choppy sea with a low underlying swell. Due to the berthing arrangement at the terminal, you will have to bring your tug alongside the windward side of the ship and be fully exposed to wind and sea. These are marginal conditions at best and will require all of your experience and skill.

From the perspective of the tug's wheelhouse, a strict risk assessment would conclude it would be prudent to wait for better conditions. But there are more factors at play than just the risk to your tug and crew. There's a terminal ashore that is filled with expectations. Custom brokers and shipping agents, longshoremen called out ready to work the ship, truckers lined up with empty chassis ready to deliver freight, and of course customers at the end of the line expecting an on-time delivery of goods. You, as well as the pilot of the ship, have a very real sense of the economic and business pressures driving the ship toward its berth.

**“I know this can be done, but can I do it?”** Your deckhand standing by in the wheelhouse says nothing but looks your way with questioning eyes---are you really going to do this? You raise a similar question in your mind—“I know this can be done, but can I do it?” You decide to take the challenge and begin your approach to the ship. Although your face is stoic, the first bead of sweat trickles down your forehead, your foot nervously taps the floor, your hands become clammy and you feel the first sign of a hollow pit forming in your stomach. These physical signals confirm what your mind already deduced—you, your crew, and your vessel are entering into a high risk environment.

Some non-mariners might question why any reasonable person would undertake this heavy responsibility and hazardous risk. But here's the seafarer's dirty little secret...we live for these moments! Whether master, mate, deckhand or engineer, we are drawn to the challenge that the perils of the sea present. It may be the towboat captain pushing a 40-barge tow in fast water through a bridge; it may be a mate navigating a narrow waterway on his own for the first time; it may be a deckhand awash on the back deck securing lines or it may be an engineer creating his own makeshift part to repair the main engine. The professional mariner does not seek to create these challenging circumstances but he welcomes the test of his experience and skill when they occur.

Risk and challenge go hand in hand in many seagoing circumstances. Failure in these situations carries a heavy price—ranging from as little as a bruised ego to costly loss of life or property. However, this same arena of risk is ripe with learning opportunities as well as occasions to hone existing skills. As an individual, how can you glean the value of the experience without paying the price of costly mistake? How can you walk the line between a professional mariner prudently managing risk or being reckless?



The first step is to take a cold, hard look at your own level of experience and skill. Sometimes the learning moment is recognition of your own limitations and having the self-discipline to say “I’m not ready for this”. If your mind and gut tell you that you’re up to challenge then the second step is to come up with a method to abort the task. If you’re the operator in the example of the tug coming alongside the ship, this is the maneuver you know will take you away from the ship. If you’re the deckhand it could be where you will step if you see the tug coming up hard on the ship while you’re on deck. These are the techniques that enable you to withdraw yourself from the risk arena.

The next step is to establish a series of critical decision points. These are points in a task sequence that require critical action at a specific time or position. At these points an action missed or ill-timed will intensify the difficulty of the work at hand. The last critical decision point is a point of no return. When you pass that point, your abort plan will no longer be effective and you must fully commit to carry out your task. As an operator coming alongside a ship this may be the point at which you’re in the ship’s suction zone and only a tug’s width off the ship. For the deckhand it may be when he’s on the tug’s foredeck, tying the ship’s heaving line to the tug’s messenger line.

**“how can you walk the line between a professional mariner prudently managing risk or being reckless?”**

These concepts- an abort plan, critical decision points and a point of no return-- are three simple tools that define boundaries around the task based on the level of risk. Prior to reaching the point of no return, there is both space and time to assess the situation as it unfolds and even make and recover from mistakes. This is a learning zone that carries low price consequences—your abort plan is effective and you can extricate yourself from the task without

injuring personnel or damaging property. Once past the point of no return you know you are “going for it”. The knowledge that you no longer can abort the task may heighten your anxiety level, but it also frees you to fully commit. In other words there’s no backing out, you might as well give it your best shot. This too is a learning zone but one that may carry a higher cost for mistakes.

Armed with these tools you bring our harbor tug over to the vicinity of the container ship. As the dark mass of the ship begins to come into view you round up to a course that roughly parallels the ship. You’re about 150’ off the ship, abeam of her bridge wing and pacing the ship. You recognize you’re approaching a critical

decision point—when to begin your final approach to come alongside the ship. You hold here, running alongside the ship, getting a feel for how much rudder is required to get the tug’s bow to drift toward the ship and to check it up. You realize that you’re just on the outer edge of the ship’s suction zone at the stern.

**“You mentally run over your abort plan—helm away from the ship and power out. You’re ready to pass this critical decision point.”**

The visibility is so poor that it’s difficult to hold a steady course. Looking out the wheelhouse window is no help, because all the visual cues you usually rely on—horizon, the line of the ship’s sideshell, the wake coming off its bow or stern—are now invisible. Your course is a series of shallow S’s as you struggle to find a heading that keeps you stationary in reference to the ship. The ship’s pilot is also an experienced tugboatman and has been in this situation before. Without prompting, his voice comes

over the radio and offers that the ship’s course is 185° true and steady. There’s your reference—your course versus his. You tuck that learning nugget away in your mind’s personal filing system. Once settled down you check with the deckhand to make sure the deck lines are ready. You confirm that your fore and aft position relative to the ship is well ahead of the ship’s stern. You mentally run over your abort plan—helm away from the ship and power out. You’re ready to pass this critical decision point.

You give a little rudder toward the ship and begin gradually closing the distance. As you draw within a tug’s width of the ship’s sideshell you shift your rudder to check up the tug’s drift toward the ship. You anticipate the ship’s suction well, but you misjudge the effect of the wind and sea and the additional set toward the ship. There’s still room for your stern to swing a bit...you apply more rudder angle but in doing so you slow the tug down and it begins to fall back towards the ship’s counter. You’re in the grips of the ship’s suction, unavoidably closing on the ship and past your point of no return. Whether you like it or not the tug is going to end up alongside the ship. Your only remaining choice is to choose the best available point of contact.

Immediately you reassess the situation and realize your only option is to make an attempt to move far enough forward on the ship’s sideshell to have the tug wholly or partially come alongside the flat and not go under the ship’s counter. You apply full throttle and move up the few extra feet that allows you to land the tug’s forward shoulder on the ship’s flat. Just as you come alongside, the underlying swell rolls the tug toward the ship. The tug’s fender tires hiss as they are compressed by the heavy contact with the ship. Water trapped between the tug’s hull and ship shoots up between the tires, dousing the deckhand as he stands by on deck to pass the messenger line. The tug’s working line is passed, you give yourself a few seconds to settle down, and then pass the word to the pilot-- “We’re ready to work”

**“ pass the word to the Pilot -- We’re ready to work.”**

The contact with the ship may have been harder than you would have liked, but no damage done. The tug is in position, ready to work, and you will walk away with some valuable nuggets of knowledge.

Risk and challenge are part of a professional mariner’s job. We would have it no other way. Managed prudently, a mariner can enter this hazardous arena and not only avoid costly mistakes, but come out with priceless knowledge and experience.

# Loyalty – A Core Value or Fatal Flaw?

by Dione Lee  
President - QSE Solutions



Very often, “loyalty” is called out as one of the core values within an organization. Most of us growing up in the 60’s and 70’s are familiar with one of the golden rules - “never forget the person who brought you to the dance”. This has been a critical motivator in decision making for many over the years. Perhaps “loyalty” shouldn’t be enshrined as a core value, but recognized as perhaps a potential fatal flaw in the health and wellness of an organization.

To look at this more closely, let’s examine loyalty: When you are “loyal” what are you saying? Are you saying that you will not question the motives of the person or organization you are loyal to; that you will stand behind decisions, even bad ones, no matter what the consequence or the risk; that you will let your boss take the credit for your ideas because they promise to take you with them as they move up the corporate ladder; that you will hire someone less competent because they are your friend or family member?

*“Courage was not the absence of fear  
but the triumph over it.”*

Nelson Mandela

Does loyalty diminish autonomy and the opportunity to cite a deficiency? Out of “loyalty” you may turn a blind eye, and inadvertently endorse and reward incompetence. Out of fear of being disloyal, the hard questions may not be asked. How can there be a true check and balance without compromising loyalty? How can there be continual improve-

ment without check and balance? Without objective checks and balances, systems eventually break down and incidents occur.

Can a culture have unity, cohesion and mutual willingness to work together without loyalty? Yes, I believe it can. To do this: agree upon a common vision; establish goals with clear expectations; and, clearly define performance standards that are objective.

Loyalty can shift and wane, but if everyone is pointed in the same direction toward the same goal then loyalty isn’t the driving force. Not only will your workforce thrive, but your incident rate will improve because of the transparency fostered without hidden agendas, and everyone will be working for the greatest good.

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*Dione has over 20 years experience working with the maritime industry, partnering with individuals and organizations to implement quality, safety, environmental and competency management systems. She has developed and fine tuned a unique approach for bringing positive and sustainable change within organizational operating environments. To learn more visit us at [www.qsesolutions.com](http://www.qsesolutions.com).*

## Attorney-Client Privilege

The attorney-client privilege is the oldest of the privileges for confidential communications known. It protects disclosures that a client makes to his or her attorney, in confidence, for the purpose of securing legal advice or assistance. The main purpose behind the attorney-client privilege is to promote freedom of consultation of legal advisers by clients. More specifically, the root purpose of the attorney-client privilege is to encourage full and frank communication between attorneys and their clients without fear that confidential information will be disclosed to others so that fully informed legal advice may be obtained and, thereby, promote broader public interests in the observance of the law. Protecting confidential communications between an attorney and a client not only facilitates the full development of facts essential to proper representation of a client but also encourages the general public to seek early legal assistance. However, the attorney-client privilege is not intended to permit an attorney to conduct his or her client's business affairs in secret. 81 Am. Jur. 2d Witnesses § 325-326





## Leadership Traits

by Barbara Stallone

Partner–HR Umbrella

What does leadership truly mean? The Encarta English Dictionary defines leadership “as the ability to guide, direct, or influence people”. If you ask employees what trait they admire most in their leaders they will generally say “honesty”. Honest leaders gain the trust and confidence of their employees. If you take it a step further, being in management means that you have been given the opportunity and confidence to do the right thing; how you do that defines your leadership skills. By treating the employees with dignity, respect and honesty, your leadership becomes the ethical values of the organization.

One leadership trait that sets good leaders apart from others is the ability to see the big picture, and be the visionary of the organization. Other leadership traits that set good leaders apart from others include:

- Having no “favorites” in the workplace,
- Being dependable and following through with what you promise,
- Set a good example for people to follow on and off the job,
- Treating employees with individual respect,
- Understanding we are all human and make mistakes,
- Having the courage to apologize when you have made a mistake or poor decision,
- Displaying empathy for employee problems and issues,
- Being accessible,
- Coming to the workplace with a good attitude,
- Having the ability to trust others (as Ronald Reagan said: “Trust but Verify”),
- Allowing time in your work day to resolve conflict,
- Being able to provide open and honest feedback to those employees you are responsible for leading, and
- Finding a balance between your work and personal lives to rejuvenate your leadership skills.

Some leaders lose their leadership skills by failing to remember that they can make mistakes, and that they still need to listen to their coworkers to make informed decisions. Leaders can’t operate in a bubble. Be careful to not lose touch with reality and think that your decisions are superior to any other. When making “hard decisions” you might want to ask yourself if your decision is fair to all, and if it is good for the short term as well as the long term.

Leaders must be open minded and willing to reach out to others from diverse backgrounds. Everyone’s input is important, from the lowest level employee to the highest. Everyone wants to be heard, not that everything is necessarily actionable.

As a leader it becomes your responsibility to ensure the workforce has an open culture in which employees exercise their brain power. If the employees are fearful of bringing forth those new ideas, your organization will have a hard time succeeding.

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*Barbara Stallone is a partner in The Human Resource Umbrella; an Anchorage based Human Resource Consulting Company. If you have questions you would like answered in future columns, she may be contacted at Barbara@HRUmbrella.com or 907-727-2111. The Human Resource Umbrella, LLC is a member of AGC.*

## Hawsepipers: *Why They're Needed Now More Than Ever*

By Captain Joel Milton

There is a powerful belief these days that you absolutely must have an advanced higher (formal) education to be of any real value in the workplace, unless you are functionally serving only as a draft animal doing the “unskilled” grunt work that no one else wants to do. The justification for this is usually made along the lines of “today’s complex work environment” demands more technical training and skills. To be sure, virtually all of our systems appear to be caught up in the death-grip of ever-increasing complexity that just keeps feeding off itself: we struggle to solve problems caused by today’s over-complexity by, you guessed it, adding even more of it tomorrow, ad infinitum. Even worse, the pace of this continual transformation steadily increases as well and we’re expected to regularly “upgrade” our knowledge and skills in a vain attempt to keep up. We’re perpetually behind that curve, always outrun by the increasing rate of change, and there are human limits to our ability to keep up that aren’t being acknowledged, let alone allowed for.

In the U.S. Merchant Marine, and elsewhere, this has had serious ramifications. The powers-that-be at the International Maritime Organization (IMO) have continuously ramped up the training and education requirements for virtually all licenses to impractical levels, apparently without much if any regard for the practical, economic and social impacts that come with it. Manning standards, in contrast, remain flat or are reduced to make the bean counters happy. This has made the traditional hawsepiper an endangered species on a long skid towards extinction. It has become extremely difficult, if not impossible, to pursue a career as an officer by your own efforts and resources alone. This, along with a long-standing disregard for the quality of life of working mariners, has caused serious shortages of younger seafarers. While there have been some uneven improvements in living and working conditions in recent years it still has not checked the decline. Inertia can be very tough to overcome.....



But this isn't about fairness and equal opportunity, although that should be a part of it too. It's really about the cold, hard fact that the Merchant Marine is greatly diminished without a large percentage of hawsepipers in the ranks to ensure that the educated technicians from the academies, who possess little practical experience upon graduation, are not left to their own devices and wind up having to learn everything the hard way. Translation: increased damage, injury and accident rates.

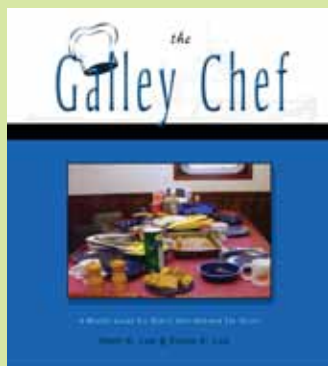
To ensure a significant number of hawsepipers can continue to exist, the current IMO-imposed system that forces everyone into expensive schools for all training must be changed. Either the industry has to find a way

to finance this training, enabling working mariners with families and bills to pay a practical way to attend, or the requirement for formal training for every subject must be rolled back. Ultimately, for better or worse, the sum of our knowledge is measured by a multiple-choice test. There is no good reason to require attendance at a school simply to pass a written test: it should be left up to the capabilities of the individual mariner. For as long as anyone can remember, self-study was always an acceptable means of gaining the required knowledge. Many mariners, including myself, used this time-honored way to learn and advance. If the tests were lacking, and it could always be argued that they were and still are, then the question pools should be regularly upgraded as needed. But taking the self-study option away altogether was a huge mistake. It's time to fix this mistake and reopen the hawespipe route to advancement before it's too late.

*Captain Joel Milton provides valuable and current information for maritime professionals on the Towmasters: the Master of Towing Vessels Assoc. Forum website.*

## Workboat Book

*"Healthy and Hearty Eats Onboard the Vessel"*



The Galley Chef was developed to provide mariners with the basic tools to safely create simple and nourishing meals onboard the vessel. Topics include: the importance of eating right and food quality; organization; storage; safe food handling and sanitation; personal hygiene; and, serving techniques. In addition, cooks from various workboats share some of their favorite recipes and ideas, including Premier Chef Captain Chris Starkenburg. Captain Starkenburg has and will delight crewmember palates with his delicious, yet easy recipes and meal planning suggestions for cooking onboard the vessel.

Whether you are an experienced cook or just starting off, you will enjoy reading, referencing and trying out the great recipes in this helpful book.



*To order your copy of The Galley Chef, go on-line to [www.qsepublishing.com](http://www.qsepublishing.com). You can pay by major credit card through Paypal and you don't need an account.*

## Sleep Apnea and the Professional Mariner

By Captain Doug Pine



As a professional mariner, you are, I am sure, quite familiar with the sounds of snoring coming from the cabins aboard the vessels upon which you serve. Unfortunately, at times, we must share a cabin with a snoring shipmate. I remember a time over ten years ago when the Assistant Engineer and I shared a cabin when I was a Mate on a tug. One morning he went off on me at breakfast: “Doug, I can’t get a moment’s sleep when you’re in there! You snore louder than anyone I have ever heard!”. This was no surprise, as I knew that I snored. The A/E complained about it until I got on a different boat that fortunately had a private berth for the Mate.

As time went by, I, like many of my peers, began noticing that my health was slowly but surely deteriorating. I had quit smoking cigarettes in 1999, fortunately. But I had developed hypertension (high blood pressure); I was obese, lazy, and pretty much sedentary. Then during a pre-employment physical in 2008, I learned that I had Type 2 Diabetes. It was like a bucket of cold water. I began changing my eating habits, started exercising, and hoping for change. Not much changed really, except I did start losing some weight. I was always tired though. I would come home from work, sit down in my easy chair to watch the news, and would be fast asleep within minutes. When I would wake, my family would laugh at me for snoring away loudly as I snoozed in my chair. I just didn’t have any energy after about 2:00 pm each day. On the weekends, I would mostly nap, trying to build up energy for the coming work week. I thought I was depressed, so my doctor put me on anti-depressant medication. So here I was, in my mid-forties, taking four different prescription medications each day, poking my finger to test my blood sugar several times

a day, and taking my blood pressure twice a day. In other words, I was the poster child for the American pharmaceutical industry’s mission statement. I was in good company, yet was not comforted by that fact. I hated taking the medicine, and being tied to testing each day. It is no small thing with the Coast Guard anymore, given the new medical standards they’ve implemented with NVIC 04-08. Beware, my shipmates, beware.

At a routine visit to my dentist one day, I noticed a rack card that discussed snoring. It encouraged me to ask my dentist about possible treatment for snoring trouble. So I did. Asking that question eventually changed my life. My dentist told me that there are several treatment approaches available, but it all starts with a visit to a sleep specialist.

I made the appointment. When I went in, I thought it would be a quick in-and-out. Instead, it was an hour education about Obstructive Sleep Apnea (OSA). The most interesting moment for me that day was when the doctor asked: “Do you suffer from nightmares?” I replied that I did indeed, almost every night. “Hmm”, he said, “Interesting”.

The doctor urged me to schedule a sleep study on my way out of his office. He said it would probably save my life. That really piqued my curiosity. Save my life? As I read through the list he gave me of conditions that can be related to OSA, it occurred to me that I already had a few of them:

- Hypertension
- Diabetes
- Obesity
- Depression
- Fatigue

There are several more on that list, and all are potential killers.

Needless to say, I scheduled a sleep study. This involved going to a clinic over night and being hooked up to about thirty different sensors that measured my brain function, respiration, temperature, eye movement, pulse, blood oxygen levels, leg muscle movement, and a polygraph. Well, not the polygraph. But they might as well have, since polygraphs measure most of the same stuff. My session would also be video and audio recorded. The results of the study would be sent to a sleep specialist for interpretation and diagnosis. I tossed and turned a bit, not used to being wrapped in wires, and eventually fell asleep. I woke up the next morning grumpy and tired, and headed for work.

The clinic called back a week or so later and said that based on my initial study, they wanted me to come in for another one, this time using a machine to assist my breathing.

So back I went. While the technician was hooking me up to the now-familiar sensors, he showed me the mask and the Continuous Positive Air Pressure (CPAP) machine I would be breathing from and said he would be controlling it from his lair. He woke me the next morning and sent me on my way. I had gone in on a Friday night, so I headed for home. When I got home, I decided to do some heavy yard work - tree trimming, clearing, and chipping. I worked for eight hours straight, and then figured it was time for my afternoon nap. Here's where everything went sideways for me: I went in, turned on the TV, and reclined in my easy chair, expecting to fall asleep in moments. I waited, and waited some more, for sleep. It eluded me. I had more energy on that Saturday in July of 2008 than I had had since I was a twenty-something surfer on Maui.

First thing Monday, I called the doctor's office requesting my own CPAP machine. It took a month to finally get it ordered and set up. The longest month of my life, knowing that the cure was out

## Safe Voyage® Safety Meetings

Safe Voyage®

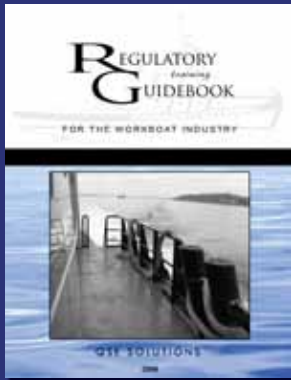
Safety Meeting  
TOOLS

The Safe Voyage® Safety Meetings were developed to meet regulatory training requirements by mariners for mariners. Each topic includes guidelines to facilitate discussion onboard the vessel and includes a place to add your company logo.

Over 24 Topics to Choose  
From Including:

- Situational Awareness
- Survival Suits
- Security Rounds
- Bridge Transits
- Back Safety
- Line Handling
- Vessel Access
- Fall Overboard Prevention
- PPE
- Hazard Communication
- Oil Transfer
- Confined Space Awareness

To order your customized version of Safe Voyage® Safety Meeting, contact us at [office@qsesolutions.com](mailto:office@qsesolutions.com)



“The number of applicable rules, standards and regulations which govern the workboat industry today is staggering. Vessel managers and working mariners rarely have the luxury of the time required to so comprehensively conduct the research which is included in this volume. QSE Solutions’ *Regulatory Training Guidebook* is a ‘must-have’ for anyone who is responsible for training, safety, or compliance in the workboat industry. This book will save you time and money.”

Capt. Jonathan E. Kjaerulff  
President  
Fremont Maritime Services / India  
Tango Marine Fire Training Program

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there, but not being able to get it..

The CPAP machine blows pressurized air into your airway when you sleep, preventing the soft tissues from collapsing and obstructing your airway and causing “apneas”, which are the times when you stop breathing at night and your brain eventually forces you awake just enough to draw a breath. It is these apneas that cause all the trouble. If you’re waking up a hundred times each night to prevent yourself from suffocating to death, you simply cannot get any good sleep, and your body will, over time, suffer terribly.

The little beauty is small, and quiet. I use a mask that fits into my nostrils, and doesn’t cover my mouth. It even has a humidifier built in. It’s portable; I take it to work with me. It’s the easiest cure I’ve ever taken.

I’ve been using CPAP now for two years. During that time, I’ve lost forty pounds. I am not taking any prescription medications anymore. None. My blood pressure is normal. My blood sugar is normal. I am not depressed. My energy level is up. I exercise. At my last eye exam, I read one line better than I had ever done before. Oxygen is an essential element, and when you get the right amount, your body responds in positive ways. And, I no longer have the nightmares.

I wanted to share this story with my fellow mariners, especially those who work a six on/six off watch rotation. The two watch system has a potential of being a huge threat to a mariner’s health. Add sleep disorders to the mix, and it becomes potentially deadly. Look around you at work. How many of your peers suffer from hypertension, from diabetes, from obesity? How many of your shipmates snore? How many live sedentary lives? How many have died within a year or two of retirement? We all know them. That was me, not too long ago. My diagnosis of OSA, and the treatment with CPAP, has changed my life for the better, and more than likely has extended it by many years.

# White Bean Chili

by Captain Chris Starkenburg



## Directions:

1. Grill on BBQ 4-5 chicken breasts and set aside to cool, before cutting into pieces.
2. In a large heavy bottom soup pot over med-high heat, add diced bacon.
3. Cook bacon until crispy.
4. With a slotted spoon, remove bacon, but leave bacon fat in the pot.
5. Add celery, and onions, sauté for ten minutes, add garlic and red bell pepper. Reduce the heat to med-low and continue to cook for another 5 minutes.
6. Stir in all the spices and hot sauce.
7. Add all the remaining ingredients, including the bacon bits (save a few for garnish), save half of the basil and cilantro for later.
8. Simmer the chili for several hours.
9. About 45 minutes before serving, remove 2 cups of the chili (beans and all) and place in a blender. Pulse blend until smooth and pour back into soup pot. This will help thicken the chili without losing any flavor.
10. Add the remaining fresh basil and cilantro (save a few for garnish).
11. Place chili in a bowl and garnish with bacon bits, fresh cilantro, a pinch of chili flakes, and a lime wedge on the side.

If you want to slow cook in crock pot; cook the bacon in a separate pan and add all ingredients (including cooked bacon) into the crock pot. Cook for 6-7 hours on the low setting. Thicken and garnish the same as above.

4	Tbl. olive oil (omit if you use bacon)	1	Tbl. Tabasco sauce
4	strips cooked bacon, diced (optional)		kosher salt to taste
4	sticks celery, diced	2	Tbl. fresh basil, chopped fine
1	med. onion, chopped	1	Tbl. fresh cilantro, chopped fine
1	sm. red bell pepper, diced	1	lime, the zest and the juice
2	large Tbl. garlic, chopped	1	tomato, seeded and diced
1 ½	tsp. crushed red chili flakes	4	cups cooked white chicken breast meat, chopped (charbroil the breast for extra flavor)
1	tsp. white pepper	4	Tbl. chicken base (or 4-5 cups chicken broth and omit water below)
1	Tbl. chili powder	4-5	cups hot water
1	Tbl. ground cumin	7	cans (15.5 ounce) great northern white beans, drained and rinsed

## “Ask Shippy”



*A Fun Contribution and Collaboration towards Safety*

What happens when you add a passion for safety in the workplace, plus extensive experience in the field, plus a talent for illustration and humor, you get a really good comic strip: “Ask Shippy”.

Ron Costin and Brian Snelson, both Foss employees are the collaborators and creators of “Shippy”, a comic strip character who does his best to do everything safely but has difficulty because the other characters aren’t quite “onboard” yet with the new safety standards.

“Ask Shippy” was born to blend the seriousness of safety with the enjoyment of learning through laughter. “When you look at the cast of crew on board Shippy’s tug, there’s a little bit of each character within all of us. Old School, Bullet Proof, Just E Nuff, Heavy Lift, Risky, Tommy, Cookie, Skippy, Shoreside, Drip Pan and of course “Shippy.

In this comic strip you see that Shippy has just completed the Company’s orientation and training programs and is reporting onboard the vessel for his first voyage. He’s excited and wants to learn, his training is fresh in his mind and he wants to do the job correctly, but everywhere around him he notices that his co-workers take risks. So at the end of the day, Shippy writes in his journal about the tasks he’s done and lists what should have been done to complete the job safely.

Of course we certainly do not advocate that risky behavior is funny, rather we hope to turn a chuckle into a lasting impression towards doing things right.” explains, Ron.

Ron has been working in the maritime industry, primarily petroleum transportation, for over 30 years. His passion has been for the crews, their safety, and keeping the oil in the tank.

A published illustrator, Brian was inspired by Ron’s desire to communicate the company’s safety policies to its employees in a way that it would stick. Humor, they agreed, was the best way by far.

“If this can save a person from injury or tickle a funny bone while conveying a safety message, we’ve accomplished what we set out to do.”, states, Brian.

Together they designed the three panel joke format to be their delivery method. The subject matter is endless and the messages can be universally applied to any industry or situation where safety is an issue (trucking, aviation, and railroad).





## Effective Safety Meetings

by Captain Jill Russell



Safety meetings, when conducted properly, are an important tool in the vessel management team's toolbox. They can increase safety consciousness of the crew and help establish a proactive culture which encourages continuous improvement in safety and environmental protection.

However, when safety meetings are conducted improperly they can be viewed as a waste of time, or worse, as strictly "lip service" that has no real bearing on daily operations.

There are some general rules about effective safety meetings that you should adhere to:

- The meeting should **last no longer than 15 minutes**, and 10 minutes would be better. If you go over that time limit, you should have narrowed your topic.
- The **topic needs to be relevant to the operation** of the vessel. For example, don't have a meeting that covers cartridge respirators if you don't have any onboard (an unfortunate real world example that I recently experienced).
- **Have an objective beyond checking the box** that says "held monthly safety meeting". Address relevant near misses, accidents or incidents that could, or did, affect your vessel or crew.

Effective meetings are run like mini-training sessions. They are divided into Opening, Main and Closing sections.

### Opening Section - prepares the participants for the new information.

1. Gain Attention – Throw out some startling statistics, a sea story, read the summary paragraph of an NTSB report, etc. For example, "Did you know that last year our company had 10 crewmembers that had serious eye injuries because they either weren't wearing eye protection, or they were wearing the wrong kind of eye protection?"
2. Stimulate Recall – "Remember when Bob slid on the wet deck on the bow and we had to go into port early to get him to the hospital?"
3. Provide Motivation – "How many people here have kids back home?" "How many people here think their eyesight is worth more than \$12?" (the price of a good pair of safety glasses)
4. Present Learning Objectives – "In 10 minutes, you will be able to pick out the correct respirator cartridge for the job, and put the respirator on correctly."

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## Main Section - presents and engages crewmembers by applying the new information.

1. Present Information – The key here is to keep this short and sweet. Now is not the time to get long winded or sidetracked by sea stories.
2. Get and Maintain Interest – The best way to ensure they are paying attention is to use visual aids, such as the relevant piece of personal protective equipment you are discussing, or photos from relevant accident investigations.
3. Provide Guidance – Demonstrate the skill you are teaching, explaining each step as you go.
4. Elicit Performance – Have a crewmember demonstrate while you explain each step.
5. Provide Feedback – Correct mistakes immediately and ask questions to ensure understanding. Avoid putting just one crewmember on the spot by spreading the questions around.

## Closing Section - wraps-up the meeting and enhances transfer of new concepts and skills.

1. Assess Performance – Ideally, you would have everyone demonstrate the new skill or have them get checked off later.
2. Enhance Performance & Transfer – Throw out a scenario and ask your crewmembers how they would apply their new knowledge to that situation. For example, “You have to use the needle gun in the fidley. What PPE do you wear?”

By following these simple guidelines, you can: maximize the short time spent in the meeting; show your crewmembers that you believe in the topic that you are covering; increase safety consciousness of the crew; and, establish a proactive safety culture onboard your vessel.

A proactive safety culture will ultimately lead to fewer accidents and more folks going home in one piece. And that is a goal worthy of more than lip service.

*If you have a training question or challenge that you would like Jill to address, please submit to: [office@qsepublishing.com](mailto:office@qsepublishing.com).*

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*Captain Jill Russell has over 20 years experience in the maritime industry and is considered an expert in training and training techniques that work both ashore and onboard.*

## MTVA Hybrid Training Tug: Bringing Hands-On Training Back Aboard

By Captain Jordan May  
Co-director MTVA (Master of Towing Vessels Association)

### Deck to Engine Room to Wheelhouse

Start any conversation on the state of our maritime industry and one inevitably ends up discussing the recruitment of new mariners into the workforce. It is no secret that the US population from the baby boom is now reaching the age of retirement in many sectors of industry. The Towing Industry is no different and might actually be worse off than many other job sectors.

Earning a college degree or technical certification in many fields has become easier and more accessible through the advent of community college programs, online coursework, financial incentives and a fairly obvious career path to follow. The course to a maritime career however, appears to have evolved with more obstacles, more regulations, less clarity, and less access than any other in the US.

Large strides have been made with many excellent programs and courses developed in the last few years, through maritime academies and training schools. The graduates from these programs often have superior technical background and a broad understanding of the regulatory requirements necessary for the industry to function today. They generally develop into competent and professional mariners after spending a significant amount of time onboard a tug learning the practical skills needed to operate in the workplace.

“Operating a tug today requires a certain amount of technical training and classroom study to succeed in what has now become more of a profession than a trade.”

Operating a tug today requires a certain amount of technical training and classroom study to succeed in what has now become more of a profession than a trade. The issue that seems to come up is that the technical aspects (knowledge) are not balanced with the traditional skills (abilities) necessary to work onboard.

It is important to reflect on the systems and traditional training methods, which have worked in the past to produce the skills and abilities as we move into the future. While much has changed over the years, the job still requires sailors to function on deck, in the engine room and wheelhouse, and there's only one place to learn that.



The goal of the MTVA is to use the traditional methods by which most of us learned to sail, while including and complimenting the technical aspects of classroom and simulator study required to operate today's high powered ASD tugs. Because of their versatility, the ASD tug appears to dominate the future for most new builds and for vessels to replace the previous generation of tugs nearing the end of their usable life span.

Near on the horizon is the requirement to minimize emissions and utilize hybrid power systems for propulsion of tugs. Our plan is to build on the latest in Diesel Electric / Lithium Ion propulsions systems being developed recently on several fronts.

The MTVA with its Core Team Members are working to build and operate an industry shared modern ASD training tug using hybrid propulsion. This vessel will be "a floating skill panel" to provide a critical non-partisan opportunity for veteran mariners to pass on the skills acquired over their career. It will also provide a means to develop new skills and methods for operating the most advanced and safest vessels of this class. This platform can provide an important asset to compliment and complete the maritime school programs by providing a full time, year round platform to develop competency required onboard.

By training students "under load", in the field, this vessel will provide a pathway of highly skilled, competent mariners for the deck, engine room, and wheelhouse departments for the towing industry.

If incorporating hybrid technology into ASD's represent our future, then onboard training of mariners to operate this equipment is vital to a competent workforce.

#### CORE TEAM MEMBERS

Concept and SMEs: Jordan May & MTVA member Captains, [Master of Towing Vessels Association](#)

Project Managers: Dione & Dean Lee, [QSE Solutions](#)

Designer: Jonathan Parrot, [Jensen Maritime Consultants](#)

Advanced Propulsion System: [Caterpillar](#); Brent Perry & Grant Brown, [Corvus Energy](#)

Training and Curriculum Developer: Gregg Trunnell, [PMI](#)

Hybrid Tug Engineering and Operations Advisors: Jerry Allen & Igor Loch, Jr., Foss

Operations and Logistics Advisors: Chris Peterson, [Crowley](#); Russ Johnson, [Dunlap Towing](#)

Advisors: Ron Burchett, Burchett Marine Inc; George Livingstone Jr, [San Francisco Bar Pilot](#); Ann Avary, [NW Marine Center of Excellence for Marine Manufacturing and Technology](#); Anne Wetmore, [US DOL, Office of Apprenticeship, WA State](#); Gary Stauffer, [YMTA](#); Berit Eriksson, [Andrew Furuseth School of Seamanship](#); and, Matthew Broomhead, [K-Sea Transportation](#).

WORKGROUP MEETING: NOVEMBER 18TH FROM 1:00 PM – 3:00 PM The first official meeting will be held during the [Pacific Marine Expo](#) on Thursday, November 18 from 1:00 PM – 3:00 PM (Media Room 1D01). There will also be a follow-up meeting scheduled on Saturday at the same time (Conference Room 2 - Concourse Level). If you are interested in becoming involved in this exciting project, please email Dione Lee: [dione@qsesolutions.com](mailto:dione@qsesolutions.com).

#### MTVA HYBRID TRAINING TUG BROCHURE

To download the MTVA Hybrid Training Tug brochure, click [here](#).

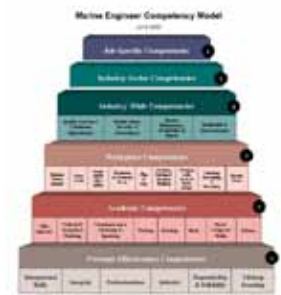
# What's New

## Maritime Workforce Advisory Council

At the beginning of 2009, a planning grant was awarded by the Washington State Workforce Training and Education Coordinating Board to form an industry-wide skill panel. After 18 months of work, the Maritime Workforce Advisory Council (MWAC) was formed. MWAC is a highly organized, non-partisan collaboration between business, education, labor, and the local workforce and economic development councils. The Council is an expansion of the successful pacific marine towing industry skill panel, Pacific Marine Towing Industry Partners (PMTIP), which formed in 2006.

During the planning phase, the MWAC decided to focus on the Marine Engineer because of the connectivity between all sectors. As a result, the following industry documents were developed:

- MWAC Operating Plan
- Marine Engineer Career Pathway
- Marine Engineer Competency Model
- Marine Engineer Ladder/Lattice



## Continual Improvement Workshop Series at PMI

Pacific Maritime Institute has partnered with QSE Solutions to offer a series of facilitated Continual Improvement Workshops. The first workshop in the series is “Successful Safety Management – A Practical Primer”.

Participants including industry personnel both ship and shore as well as regulatory agencies are encouraged to engage and share lessons learned on what works and what doesn’t with the goals of zero incidents and getting back to basics.



“Great Workshop that any level of company can use to get their key safety management personnel on track for implementing a new or existing system.”

Shaunda Gallup, Crowley

*If you would like to be notified of upcoming CI workshops, please contact Gregg Trunnell at [gtrunnell@mates.org](mailto:gtrunnell@mates.org)*