

Working Together

Safe Voyage[®]

SMS BASICS

Safer with Less Paper

ASK THE TRAINER

Safety Maturity and Training

SAFETY DECK

Blood Borne Pathogens

LEGAL BITTS

USCG and EPA VGP Compliance

ART OF TOWING

Power of Culture

WHAT'S NEW

VGP Training Program

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Letter from the Editors

Wisdom and Maturity

There is a certain level in one's life where you feel like you have "arrived" or finally "get it". It is life changing from that point forward.

For us it was reaching 50 and dedicating, between the two of us, over 30 years in the maritime industry. The 50 years plus provided us many lessons learned, either through our own error in judgment or providing a helping hand to others who had a miss-step. The 30 years in the industry transformed us from feeling proud of helping to create an 18 manual safety management system program to feeling humbled while spending these last years working closely with both the mariner and shoreside manager to get back to basics and eliminate the unnecessary.



"You Are Not Mature Until You
Expect the Unexpected."

~ unknown

It is a process of life – in the beginning you amass, in the end you give back. You realize with maturity what is important and what isn't. It is having the wisdom and confidence from experience to know what to keep and what to eliminate. Safety is not about how many different programs we can create or taking something that is perfectly functional and changing it up with a new label. Safety is very basic and very simple. It really comes down to 1 tenet and that is to care. To care about a job well done, to care about your well being and the well being of others, to care about the water that is the source of our livelihood and the industry overall. By caring and making decisions that are in the highest benefit of all, we can put our egos aside and make the right decisions, whether it is to spend the extra money on a quality part, provide an opportunity for seasoned master mariners to mentor the next generation, or taking the necessary steps to vet well when placing a person in a position of authority.

We have some very good articles in this issue about culture, leadership and safety maturity. The underlying theme is that you can not gain wisdom without experience. You can not claim knowledge and expertise without doing the hard time.

Enjoy and Safe Voyage,

Dean & Dione

The Art of Towing

Power of Culture

by Captain Jeff Slesinger

Director–Safety & Training
Western Towboat Company



Managed wisely, it can move whole companies in directions that make them safer and more productive.

Some years ago I boarded one of our Company’s tugs to help with a towing job on Seattle’s West Waterway. It was damp and cool, a typical winter morning on Seattle’s waterfront. The temperature was hovering above freezing with a 20 knot wind from the north. Light drizzle added just enough moisture to the air to wick cold air deep into one’s bones, hands and feet.

The job was straightforward---take an empty gravel scow alongside and shift it down river to a Canadian tug waiting in Elliott Bay. It was a 45 minute job; I had done it as a captain, mate or deckhand hundreds of times. On that day I put on my mate/deckhand hat to handle lines. We slid alongside the barge, put up three lines and departed the berth with the barge alongside. The empty barge’s high side-shell and 8’ steel fence blocked the view of the tug operator so I was needed on the barge as lookout. I stationed myself on the bow of the barge with a hand-held VHF.

“ things did not look promising for Captain Jeff”

The trip downriver was cold but uneventful. The damp cold air had numbed my hands and I began to work my fingers back and forth, getting some blood circulating to warm them up. I would need functional hands in order to pull up the Canadian tug’s wire bridles. Once clear of the mouth of the West Waterway, we slowed and brought the barge up to the stern of the Canadian tug. Our tug operator skillfully held the barge just off the Canadian tug’s stern while I pulled up the 1” wire bridles. After I bent the last bridle leg over the port bitts I waved to the Canadians as they moved slowly away from the barge, paying out tow wire in preparation for taking the barge in tow.

I headed back to the port side of the barge to release our tug. My fingers were still stiff but functional as I cast off the 3-line make up we had used to control the barge. I was ready to board the tug and head back to the warmth of the galley. In order to board the tug I had to descend about 9’ down a ladder inset in the barge side-shell. This type of inset ladder is referred to as “pigeon holes” or “crawlers”. Each ladder rung is welded into a round or rectangular insert in the side of the barge. One must insert one’s foot or hand into the space and step or grab onto the ladder rung. Wearing foulweather gear, rubber boots and a work vest it’s a little like crawling down the side of the barge by Braille. You can’t see your feet and visually guide them into the insets—you feel around with the toe of your boot until it feels like it’s going inside the barge side-shell. This process of feeling your way down the side-shell can take a little time. By the time I had descended to a level

slightly above our tug's fender tires, the Canadian tug had paid out its towline, took a strain and began to pull dead slow. The light barge responded by accelerating to about 3 knots and veering slightly away from our tug.

Free of its previous line attachment, our tug drifted back and away from the barge. The tug operator quickly responded by kicking the tug ahead in order to pace the barge and close the gap between tug and barge. He made a nice gentle approach; I began to step from pigeon hole to tug just as the tug's tires kissed the barge. I placed one foot, then the other on the tug's big fender tires while I still grasped the ladder rungs on the barge. Unfortunately, at this moment the tug and barge began to separate. The barge was empty and even the lightest initial bump from the tug pushed it slightly away. There I was—feet on one side and arms on the other of a widening chasm between tug and barge. This did not look promising for Captain Jeff.

Our tug operator saw this developing and responded immediately. Nevertheless it took a few seconds to arrest the tug's motion away from the barge and bring it back over. There was no doubt that in those few seconds the vessels would drift too far apart for my arm and leg arrangement. I had to make an instantaneous decision—either push hard with my arms to get my center of gravity over the tug's tires and be able to stand upright; or momentarily hang by my arms as I swung first one and then the other leg back over to the barge. Choice B appeared to have a better chance of keeping me out of the water so I quickly began to transfer my feet back to the barge. My feet didn't find the pigeon holes right away so most of my weight hung momentarily on my arms while my feet prospected for a pigeon hole inset in the barge. My cold hands locked like vice grips onto the ladder rungs—nothing like the possibility of falling in the water and being crushed to send a surge of adrenaline through one's body.



The tug came back alongside the barge and this time I “waited for the stick”. Once I was sure the two vessels were together I scrambled aboard the tug. After safely boarding the tug I immediately started berating myself for acting so stupidly. “What were you thinking” I asked myself. “You preach safety all the time, you live and breathe safety procedure and policy; you know the most fundamental rule of transferring from vessel to vessel—WAIT FOR THE ‘STICK’. For !!!! sake--you were the one who wrote that procedure in the training manual! What kind of example were you setting; what voice were you listening to in your head”. Clearly, something other than a rational voice was dictating my behavior. Once off the tug I started to question what made me behave that way.

That was when I began to appreciate the power of culture. My behavior as a deckhand wasn't rooted in being a Safety Director or Captain. Had I been in either one of those roles and seen a deckhand acting the way I did I would have reminded him to “wait for the stick”. No, my behavior as a deckhand was based on the repeated and learned behaviors that were emphasized by the safety culture I had been exposed to when

I was a deckhand. I'm not the ancient mariner but I did start out before some of my peers were even born. Back in that day the culture was "get 'er done"; a deckhand was measured by how much personal risk he would be willing to take for the common good of the vessel and crew. No one wanted anyone to get hurt but it was left up to the individual to guard his own safety. It was the era of individual safety procedures.- that is you would take action on deck based on self evaluation of your skill and experience level and how much personal risk you were willing to take. There were few if any common safety or training standards. It was "get the job done quickly and efficiently and don't let yourself get hurt".

My actions as a deckhand had been programmed into my brain and body by countless repetitions of acts within the context of a dated culture. Those actions had been positively reinforced by my peers and leaders who were part of a dated safety culture. It didn't matter that my head was in a new safety culture that knew better -my body acted as it had been programmed--by a culture that was in effect the last time I was a deckhand—30 years ago.

**“-my body acted as it had been
programmed--by a culture that
was in effect the last time I was a
deckhand—30 years ago”**

Culture is a powerful tool that governs our behavior. Leadership, positive reinforcement and repetition define a culture. Leaders define the boundaries of what behavior is acceptable or not. Positive feedback from leaders reinforces and condones the acceptable behaviors. Repetition of the acceptable behavior embeds the action in the culture.

On the deck of a tugboat the tone of that culture is set by leaders at the corporate, management, wheelhouse and deck levels. "Waiting for the stick" will only happen when top management conveys the message "it is more important to 'wait for the stick' than save a few seconds or minutes by hurrying across the chasm between tug and barge". That concept must be reinforced by captains and mates who, amidst the flurry of propeller wash, and engines spooling up, create an air of deliberate calm communicating to the deckhand to be efficient but patient and "wait for the stick". And finally this cycle of leadership and positive reinforcement must be repeated many times so it becomes "the way we do things" not just "the way we think we should do things". It is only then that the concept of safety truly becomes a safe practice.

With the elements of leadership, positive reinforcement and repetition in place a safety culture can continue to evolve, flourish and become more effective. One of the keys to creating a living safety culture is to empower all its members with the ability to enforce the culture's standards.

Recently, I was subjected to the empowerment of a deckhand. I had my Safety Director hat on and was conducting an internal audit of one of our company's vessels. Part of the audit included observing the crew making up an ocean tow. I began the audit in the wheelhouse but as we began to haul in the barge's chain



pigtail I wanted to get down on deck for a closer view. As I had been in the wheelhouse I didn't have on any safety gear.

When I began to descend the ladder to the aft deck I caught the eye of one of our deckhands. He was geared up appropriately—hard hat, safety glasses and work vest. He tapped his hard hat, pointed to his safety glasses and fist bumped his work vest. His message to me was clear: “This is what we wear when we work on deck and you, Mr. Safety man, are no exception”. I nodded back---message received—and headed into the fiddley to don the gear.

I appreciated his message and the fact he was looking out for my safety as well as his. I also marveled at how our company safety culture had evolved since I made that errant step between tug and barge some years ago. I had written the policy that required the safety gear but it was a deckhand who translated that policy into action and it was he who served as guardian of our safety culture.

Culture is one of the most powerful tools in the safety tool box. Ignored, it is a huge obstacle to change. Managed wisely, it can move whole companies in directions that make them safer and more productive. Changing cultures within a company can be a long step. But better to take that step than the one between a tug and barge drifting apart.

“His message to me was clear: “This is what we wear when we work on deck and you, Mr. Safety man, are no exception.””

Captain Jeff Slesinger is Director of Safety & Training for Western Towboat Company.

Can We Reduce Paper and Be Safer?

by Dione Lee
President - QSE Solutions



Today more than ever, the mariner has become an administrator of paper, whether it is electronic or hardcopy. The enormity of the task has become a common complaint onboard the vessels. The question that I pose in my SMS workshops for shoreside management is “Can we reduce paper and be safer?” If we assume that morale impacts safety than, wouldn’t it be a boost to mariner morale to get rid of this burden where you can? Perhaps as one of your targets and objectives for your SMS you can include reduce the SMS manual(s) by 50%? Can this be done? – Absolutely and here’s how.

1. Go through the manuals and take out all the unnecessary words that have crept in over the years from cutting and pasting.
2. Eliminate redundancy and streamline where necessary. If you have prescribed to multiple management system standards, chances are you are saying the same thing over and over again. Try to say it only once. Redundancy is good for reminders, but it has the reverse effect if it balloons an operational procedure manual to the size of “War and Peace”.
3. Check for contradictions. Is your message consistent throughout your tiered documents including forms and training materials.
4. Once you have it down to a manageable size, then give it to the operator to look at in bite size chunks for their feedback. If the Captain is looking at it, make sure they take credit for a Masters Review.

“Eliminate redundancy and streamline where necessary.”

You will be amazed at the results of putting as much effort into eliminating the words as creating them and the employees will thank you for it.

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.

EPA and U.S. Coast Guard Step Up Efforts to Protect U.S. Waters

Memorandum of understanding outlines enhanced coordination of enforcement and compliance activities.

WASHINGTON — The U.S. Environmental Protection Agency (EPA) and U.S. Coast Guard (USCG) today signed a memorandum of understanding (MOU) to work together to protect people’s health and the environment. The MOU outlines steps the agencies will take to better coordinate efforts to prevent and enforce against illegal discharges of pollutants from vessels, such as cruise ships and oil tankers.

“Protecting America’s waters is one of EPA’s top priorities, and our compliance and enforcement work is critical to meeting this challenge,” said Cynthia Giles, assistant administrator for EPA’s Office of Enforcement and Compliance Assurance. “By building on our partnership with the Coast Guard, we are working to improve the health of our nation’s treasured rivers, bays, harbors and estuaries.”

Under the MOU, USCG has agreed to incorporate components of EPA’s vessel general permit program into its existing inspection protocols and procedures to help the United States address vessel pollution in U.S. waters. The MOU creates a framework for improving EPA and USCG cooperation on data tracking, training, monitoring, enforcement and industry outreach. The agencies have also agreed to improve existing data requirements so that information on potential violations observed during inspections can be sent to EPA for evaluation and follow-up.

The vessel permit program applies to more than 61,000 commercial ships based in the U.S. and more than 8,000 foreign ships operating in U.S. waters. The vessel permit covers 26 types of discharges such as deck run-off from rain, ballast water used to stabilize ships, and wastewater from showers, sinks and laundry machines. These discharges may result in negative impacts on the environment, including the spread of invasive species from ballast water that can harm sensitive ecosystems. The vessel permit program also specifies corrective actions, self inspections and self monitoring, record keeping and reporting requirements.

Read a copy of the MOU: <http://epa.gov/compliance/monitoring/programs/cwa/npdes.html>

More information on EPA’s vessel permit program: http://cfpub.epa.gov/npdes/home.cfm?program_id=350

More information on USCG activities: <http://www.uscg.mil/HQ/cg5>

The Human Element

Employees Don't Quit the Company - They Quit the Manager

by Barbara Stallone

Partner-HR Umbrella

As a business owner, you have a multitude of responsibilities but probably none are as important as treating your employees with dignity and respect, and putting the right person in the right position to manage your employees.

As a manager, understanding the difference between a manager and leader is of paramount importance, if you want to be successful. Remember, leadership is a behavior, you lead people and manage assets. The job of a manager is to lead.

Five common practices of successful leaders are:

- a demonstration of challenging the process,
- inspire by a shared vision,
- enable others to act,
- model the way, and
- encourage the heart.

Think about your behavior as manager. Do you exhibit any of the qualities described above? Are you the “micromanager” type who doesn't know how to delegate responsibility? Do you berate an employee who challenges why something is done a certain way; or do you appreciate the employee who thinks differently than you? Do you communicate the company vision to all or do the employees operate in a vacuum? Do you enable your team to provide outstanding customer service each and every day? Are you a role model for your employees? Do you value each and every person for what they bring to the organization?

If you want to hang on to the best employees, listen with open ears, and act in the highest benefit, to keep them through good times and bad.

The holiday party or bonus that was used to keep employees with a company no longer is the motivator it once was. Today, employees want immediate gratification when they do something exceedingly well. The least expensive reward any manager can give is “thank you”.

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.

Where Does the Coast Guard Come Up With Stuff

By Peter Squicciarini

Master Mariner, USCG Atlantic Area
Towing Vessel Marine Safety Specialist

How many times have you asked yourself this very question? In promoting safety for your crews and vessels it may be useful to know how the Coast Guard looks at, and “measures” certain aspects of Marine Safety. Those measurements reflect how well the Coast Guard and Industry are doing in preventing or reducing fatalities, injuries, and property damage. This data, information, and analysis, in part, shape the Coast Guard-Industry safety partnership. This can directly, or indirectly, target what the Inspector or Investigator is focusing on when performing his or her job. Working with you toward the common goal of safety is the intention. The Coast Guard wants to be a strong and valuable part of your “Safety Team”.

Face it, owning a maritime service business, managing it, and working as a mariner is not an easy way to make a living, especially in the towing industry. As a mariner myself, I've stood too many cold, wet, dark and tiring underway watches keeping my ship and crew safe. We'd all agree that the most imperative and fundamental duty is to not kill or injure anybody and not tear up the boat, barge and cargo. If you do, that could be “career limiting”. Also, it's bad for business.

Still, working a vessel should be as safe as it can be. I would be surprised if your own Safety Management System didn't measure specific outcomes for risk management and loss reduction programs. Your Marine Underwriters expect you do that as part of you managing your risks and then taking actions to promote safety. Your record of incidents and accidents is a big factor in the company's calculation of your policy premiums which equate to real dollars. The adage “safety pays” speaks to your bottom line-one way or another. I have yet to see anyone in the maritime industry not hail “Safety First” as the foundation for doing everything. If you find an outfit that doesn't believe “Safety First” is the 24/7 creed, please let me know and I suggest you think twice about working for or doing business with them.



Safety and Compliance

Compliance is best said as “It's Not Just a Good Idea...It's The Law” -Albert Einstein (E=MC²). You don't need to be Einstein to realize this.

Safety can be summed up as “Blood Is a Big Expense”, a quote from the movie “The Godfather”.



Perhaps novel descriptions, but I think illustrative none the less. With this in mind, let's delve further.

One of the Coast Guard's most important missions is Marine Safety. If that fails, then the Search and Rescue, (SAR) mission takes over. Too late. Taking on water, fighting fires, looking for shipmates lost overboard, and maybe even treading water, make for a bad day at sea. Lives are on the line. Deaths, injuries, and destruction are bad for the bottom line too. Complacency resulting in fatalities, injuries, and damages was, to say the least, not acceptable in the business model. As a former Safety and Compliance Manager at a tug and barge company I, and everyone else

in the company, lived daily with the inherent risks of boats and crews sailing up and down the coast and in and out of busy ports. The knowledge that we were ever only one bad accident away from an event costly to our crews, vessels, and customers was a way of life. It's the price of being in the business and doing business. Being put out of business was also not lost on Management.

Marine Safety and Compliance are the sum of the parts including Inspection, Investigation, accident Prevention, complying with the Law, and, as a last resort, Enforcement. I must emphasize that Enforcement is an avenue only after every possible approach is fairly attempted. Enforcement is not taken lightly by the Coast Guard.

Keep in mind that information and data is only as good as reporting. Garbage in-garbage out. Under reporting has been a chronic problem. Nobody likes having to call the Coast Guard to report an incident but there are Federal standards and requirements to do so. You are probably familiar with the CG-2692 report that must be submitted to the Coast Guard if certain accident thresholds are exceeded. If you are a mariner or in Management, you are required to know and understand this, otherwise you open yourself up to further actions by the Coast Guard. A word to the wise.

So let's go back to the "preventing or reducing fatalities, injuries, and property damage" goals. Three standard safety measurements are:

- Crew Fatalities
- Crew Injuries
- Vessel Incidents

Towing Industry Marine Safety Measures. Snapshot 2009.

Looking at the Towing Industry will exemplify these three measurements. Towboat folks reading "Safe Voyage" may find the following information useful. Other marine segments involving vessels and mariners, such as fishing vessels and passenger vessels, have a very similar set of Coast Guard measurements applied. For brevity, the numbers and percentages are for certain discrete periods of time between 2000 and 2009. But these examples should give you a good idea of the Towing Vessel "Big 3" yardsticks as they stand through 2009.

Crew Fatalities

On average, between 2000-2009, there were 11 fatalities per year in the towing industry. There have been a few dips and spikes but fatalities are somewhat trending flat. Is this the best that we can do? Can we do better? Can we save a life? We all agree one fatality is one too many. Thus Coast Guard Prevention Programs look very closely at fatalities. Results include targeted outreach, inspection or examination focus, and investigation efforts. As example, Coast Guard Safety Alerts may be published, there will be stepped-up engagement of the industry and insurance underwriters, plus investigation of causal factors for Lessons Learned are all actions that can be taken.

It might be useful for you to see how the causes of fatalities break out. You can check these measurements against your own Safety Management System information to look at focusing training and awareness.

- Falls into water -56%
- Asphyxiation-12%
- Line Handling-8%
- Falls-5%
- Crushed-5%
- Struck by moving object-5%
- Other-9%

A good way to die is to go overboard. Stay dry AND wear a Coast Guard approved PFD or work vest.

Crew Injuries

The Coast Guard rates injuries at 5 levels.

- Critical (Intensive care for over 48 hours)
- Severe (Hospitalized and if intensive care for under 48 hours)
- Serious (Not hospitalized for more than 48 hours)
- Moderate (Professional medical treatment)
- Minor (First aid)



With these ratings in mind, Injury by Severity between 2006-2009 occurs at the following percentages.

- Critical-2%
- Severe-5%
- Serious-21%
- Moderate-47%
- Minor-25% (under-reported via CG-2692 requirement)

Obviously the worse the injury the fewer there are, thankfully. But you and I both know that any of the 5 injury categories can get very expensive for the company very quickly. Again, you might check these metrics against your own Safety Management System information or look at providing more training and better reinforced awareness.

Coast Guard measures injuries by type of accident and this is available to the industry as a product of Coast Guard marine safety measurements.

Injury by accident type, between 2006-2009, occurs in order of frequency.

- Falls
- Strain or sprain
- Struck by moving object
- Line Handling
- Running into fixed object
- Crushing
- Fall into water
- Burn
- Other



This can be another yardstick, derivative of Coast Guard records, for you to look further at your Safety Management System and training. This can be done during internal audits of your safety system and reinforcement of a positive safety culture.

Vessel Casualties

The Coast Guard Prioritizes vessel casualty severity at 3 levels

- High (Fatalities and injuries, more an \$250K damage, more than 1000 gallons oil spilled)
- Medium (Damage \$50K to \$250K, 10-1000 gallons oil spilled)
- Low (Damage under \$50K, less than 10 gallons oil spilled)

On average, between 2000-2009, the proportions between the severities of accidents; high, medium, low, remained very similar as you might expect. There are more low severity casualties than medium severity than high severity events.

Roughly speaking there were about 1½ to 2 times more medium accidents than numbers of high casualties. But there were about 10 times more low casualties than the more severe ones. This is not unexpected. This big jump in orders of magnitude of risk is to be ignored only at your own peril. As mentioned before, under-reporting of low severity casualties and near misses skews data and the comparative risk factor is likely even worse. If we're going to get at why these accidents occur and have any hope of preventing future problems, reporting from the industry needs to be as complete as dictated by Federal law.

So why does this relative measurement of casualty severity provide any use? The fact that the low severity casualties, the “small” ones, are 10 times more likely to happen shows you and your crews that the “small” ones count. Those “small” accidents can turn into medium or high severity casualties in a heartbeat. I emphasized with my mariners the consequences of not paying attention to the “small” details. It’s called Situational Awareness. If they don’t stay on top of things, then they are really asking for trouble by a factor of maybe 10 times more risk.

Accident types, between 2006-2009, occur in order of frequency.

- Allision
- Material Failure
- Collision
- Grounding
- Sinking
- Flooding
- Fire
- Capsize

Coast Guard’s measurement and assessments can suggest to you where the threat is coming from and how likely you are at risk for each type of accident. Not too many boats capsize but tow vessels sure hit a lot of immovable objects (Oops-they just put that bridge there!). Allisions and collisions combined are the big threats in the towing industry. These types of accidents are most often the result of “human error” which ends up being the cause of about 75% of all accidents.



Conclusion

How are the things discussed above “News You Can Use”? The Coast Guard has measured and kept track of the bad things that can happen to good mariners. Specific causes of fatalities, relative to frequency, give you a picture of where your fatal threats lie. Specific types and severity of injuries and accidents gives you a big picture in order to consider where to put your safety management investments, time, and risk reduction efforts.

The Coast Guard has been the keeper of the data and information for these 3 important marine safety measurements. Use these to the benefit of your safety programs. The work has already been done. If you ask, the Coast Guard can assist you in these regards. But like GI Joe’s Public Service Announcement says- “knowing is half the battle”. Your Coast Guard Marine Safety and Prevention men and women can, and want to, help you.

The views expressed in this article are not to be construed as reflecting the views of the Commandant or the U.S. Coast Guard.

Peter Squicciarini is the Coast Guard’s Atlantic Area Uninspected Towing Vessel Marine Safety Specialist and a Licensed Master Mariner. He can be contacted at peter.d.squicciarini@uscg.mil

Since the average mariner is 54, try some weights, feel the burn and reap the benefit.

For more information on strength training, check out some of the helpful links below:

<http://www.mayoclinic.com/health/strength-training/HQ01710>

<http://www.shapefit.com/strength-training.html>

<http://www.latimes.com/health/la-he-adv-strength-training-20110213,0,6613489.story>

<http://men.webmd.com/guide/strength-training-program-men>

quality

regulatory

safety

environmental

change

competency

WE HELP YOU CONNECT THE DOTS

 **QSE Solutions**
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www.qsesolutions.com

Blackened Halibut

by Captain Chris Starkenburg



Directions:

1. Lightly brush filets with olive oil.
2. Sprinkle both sides with generous amount of Blackfish Seasoning.
3. Preheat a cast iron skillet on medium high heat.
4. When skillet is hot, slowly place filet in skillet one at a time.
5. Let sit for 1-3 minutes, then carefully flip and repeat on the other side. You are looking for a nice dark crust.
6. Remove fish when it is a little opaque (clear) in the middle.
7. Place a small piece of butter on top and remove from heat.

Note: This process is very smokey so you may want to do this outside if you have a BBQ burner.

Ingredients

6-8 Ounces of boneless Halibut
 Olive Oil
 Blackfish Seasoning
 Butter

Blackfish Seasoning

by Captain Chris Starkenburg

Combine all ingredients in mixing bowl; you can mix by hand or with electric mixer until well blended.

3	Tablespoons sweet paprika	1½	teaspoons chili powder
2-3	teaspoons kosher salt or salt substitute	1	teaspoon ground white pepper
1½	teaspoons onion powder	1	teaspoon ground black pepper
2	teaspoons granulated garlic (not garlic salt)	1½	teaspoons whole thyme
1½	teaspoons cayenne pepper	1½	teaspoons whole oregano leaves, rubbed between hands
½	teaspoon crushed red chili peppers	2½	teaspoons dried parsley, rubbed between hands

A note from Ron and Brain, the creators of "Ask Shippy":

Hopefully we've all had a successful year both at home and at work. As we move forward, things will continue to change at a rapid pace and more than ever, we have to adapt a positive attitude towards these changes.

The coming year will certainly bring many challenges which will require us to meet new requirements and/or simply examine our existing practices.

Keep in mind that the ultimate goal will always remain "to work safely!"



Shippy and the Crew Wish You a Happy New Year!!



By Ron Costin and Brian Snelson



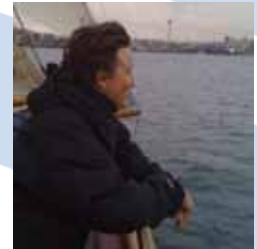
Share your comments with us, submit comments to shippy@askshippy.com

"Ask Shippy" is a feature in Foss' newsletter Tow Bitts.

Ask the Trainer

Safety Maturity and Training

by Captain Jill Russell



Good day Captain Jill,

I enjoyed reading your article in the Safe Voyage Fall edition. I work for a company whose number one objective is to work safely. We utilize the stop the job concept which has worked well and we have been awarded a prestigious certificate for safety.

However, even with all of the training and video's etc. we see people continuing to slip back into their old ways. Is there a way to present training that would show the direct ramifications of not doing a certain job properly and the real possibility of serious injury? It seems that the classroom and video presentations are good but not long lasting in their effect on our people. The one time it really sticks is when they have had a close call or an actual incident that is so scary that it is imprinted in their minds and they do not repeat it. If there is a way to present this without actually having an incident it would help me immensely. In the end the effect would be long lasting.

So with that said I await your response. Many thanks for your articles and look forward to many more.

*Best regards,
Captain T.*

Throughout the maritime industry, safety has become, rightfully, a major focus in all aspects of operations. Safety Managers, Trainers and onboard leadership preach, plead and implore crewmembers to act in a safe manner, yet somehow, crewmembers still have accidents. We can't understand when even after some of the best education and awareness programs are implemented, accidents still happen. How can we improve an organization's safety culture?

Safety Culture vs. Safety Maturity

The term 'safety culture' really came into being after the 1986 Chernobyl incident, and subsequent investigations revealed that nuclear plant safety was not considered an overriding priority in the operations of the plant¹. Since then, numerous studies, articles and papers have been dedicated to identifying why some organizations have strong safety cultures, while others struggle to change their worker's habits.

¹ International Nuclear Safety Advisory Group (1988) Summary Report on the Post-Accident Review Meeting on the Chernobyl Accident

Soon after the Chernobyl incident, the National Safety Council² published 14 elements that it considers inherent in organizations that have a thriving safety culture:

- Recognize, evaluate, and control hazards;
- Design and engineer safe workplaces;
- Manage safety performance;
- Manage regulatory compliance;
- Address occupational health;
- Collect safety-related information;
- Incorporate and involve employees at all levels;
- Motivate employees and positively modify their behavior and attitudes;
- Train employees and orient them with new procedures and equipment;
- Communicate safety-related information;
- Manage and control external exposures;
- Manage external environments;
- Integrate safety into hiring and placement processes; and
- Measure the performance of safety-related activities.

The National Safety Council (NSC) goes on to define safety culture as the organization's inherent beliefs and values with regards to safety. I would add to that definition that safety culture is merely a snapshot in time of that organization's beliefs and values and is as dynamic as the company's operations.

I further propose that an individual worker's 'safety maturity' is the true measurement of how a company is doing. In other words, does a crewmember wear their personal protective equipment when nobody is looking?



Captain T. wrote in his email, "The one time [safety training] really sticks is when they have had a close call or an actual incident that is so scary that it is imprinted in their minds and they do not repeat it."

After an incident, especially one that involves injury, most crewmembers ramp up their efforts to work safely. But time marches on, the incident becomes a fuzzy memory, and nobody has been injured in a month or so. The perception of risk starts to go down as the duration between injuries goes up. The snapshot of the company's safety culture devolved from high alert immediately after the incident, to low alert in the months following.

But, crewmembers who have attained safety maturity, regardless of the safety culture snapshot, are not swayed by the passing of time or the length between reported injuries. They reach for their hardhat and

² National Safety Council. 14 Elements of a Successful Safety and Health Program. Itasca, IL, 1998.

PFD as subconsciously as you put on your seatbelt.

Reaching safety maturity does not happen overnight. It happens for individuals who:

1. Perceive themselves susceptible to an incident or unsafe condition;
2. Perceive that the occurrence of an incident or unsafe condition would have at least moderate severity on some component of their life;
3. Perceive that there are benefits in taking action;
4. Recognize and attempt to remove the barriers to taking action (barriers such as cost, convenience, embarrassment);
5. Are provided with proper services or equipment to take action (engineering controls or PPE).

The crewmember's perception of risk seems to have the biggest initial impact on an individual making conscious decisions to work safer. But if nobody is getting injured, does this mean that there is no risk?

Accident vs. Near Miss

In 1931, Herbert Heinrich conducted a now famous accident study³. He showed that for every industrial accident resulting in a serious injury or death, there were approximately 29 that resulted in only minor injuries, and 300 that produced no injuries at all.

If an organization only reacts to the 30 incidents that resulted in death or serious injury, they are ignoring 99.7% of the incidents that occur in the operation. The exact same factors that cause a near-miss can cause a major injury or death next time.

Let's say I put in front of Jerry a jar full of 300 jelly beans. Eating one of them isn't the best idea, because Jerry is trying to cut back on sugar, he hasn't eaten all day and jelly beans are his favorite. Jerry decides to eat one, then another, then a couple more.

But then I told Jerry that 29 of the jelly beans were powerful laxatives and 1 of them was arsenic. The only way to know the difference is to set up a special lamp and shine it on the beans. Now that I have effectively communicated to Jerry the risk associated with what seemed to be a low risk action, Jerry regrets eating those jelly beans and probably won't do it again without taking the time to set up the special lamp.



³H.W. Heinrich, Industrial Accident Prevention, 1931.

Waypoints to Safety Maturity

1. Companies must walk the walk. If shoreside management visits a vessel and they ignore safety rules (hardhats, no smoking, etc.), then they have set the clock back months, if not years on the progress towards a fully mature and safe working crew.
2. Companies must communicate with crewmembers the risks associated with near misses. This can be in the form of prescribed safety meetings, published safety audit results, safety bulletins, etc.
3. Companies must involve the crew in all safety decisions, and actively seek feedback on how to make safety more convenient. (lighter PFDs, better safety glasses, etc.) And most importantly:
4. Onboard leadership must connect the dots for crewmembers between their actions and the true possibility of a grievous injury. This does not mean yell at the crew if they show up without safety glasses. This means having a conversation about your genuine concern for them. If they have family at home, ask them to tell you how it would affect their family if they could no longer see, or remind them of a former shipmate that got injured on the vessel and how it affected his life. They must understand that they are playing the odds with their health, and that it just isn't worth it.

In a tragic coincidence, as I started writing this column I received a phone call from a dear friend whose 16 year old daughter was struck and gravely injured by a car. She was jaywalking across a busy street near her high school, and as I hung up the phone, I could not help but wonder if she had jaywalked at the same spot 299 times before today.

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.

Blood Borne Pathogen Safety

By Shawn Ritchey

Owner - Shawn Ritchey Safety Training

If you come across a bodily fluid other than yours; a good rule of thumb is this: Keep a barrier between you and it! This is not only common-sense, but also good hygiene. But for some businesses or organizations, they may need to provide their employees with OSHA-level Blood Borne Pathogen (BBP) training. According to OSHA an Occupational exposure is:

Reasonably anticipated skin, eye, mucous membrane, or parenteral contact with blood or Other Potentially Infectious Material (OPIM) that may result from the performance of an employee's normal duties.

The availability and proper use of Personal Protective Equipment (PPE) should always be a regular practice for any employee. The OSHA standard for BBP PPE is:

“Considered ‘appropriate’ if it does not permit blood or other potentially infectious substances and materials to pass through to an employee’s work clothes, street clothes, undergarments, skin, eyes, mouth, or other mucous membranes under normal conditions of use and for the duration of time the protective equipment is in use.”

Therefore, the proper understanding of what constitutes proper PPE, and how to Don (proper putting on) and Doff (proper removal of) that PPE is essential for each employee and should be a part of any BBP training along with a helpful understanding of BBP – what they are, how they transfer, the realistic risks of infection, proper disposal, proper disinfecting, and other best practices.



Blood Borne Pathogen and Safe Glove Removal Video Link:

<http://shawnritchey.com/blog/safety-videos/blood-borne-pathogens-safe-glove-removal-techniques/>

New Training Program on Vessel General Permit

A new training program is available for vessels mandated to comply with a set of EPA discharge requirements: the “Vessel General Permit” or “VGP”. This week it was announced that the Coast Guard will monitor compliance with the EPA regulations during regular vessel boardings and inspections.

Maritime Training Services and QSE Solutions released a new DVD Training Program called “VESSEL GENERAL PERMIT: Protecting the Marine Environment”. The training program includes a video, training guide, all-in-one sample inspection form, review exercise and certificate of completion for both shoreside and vessel personnel.



The 15 minute video provides a general overview and understanding of the VGP necessary for shore-side managers and vessel officers. The training guide describes the details or “nuts and bolts” to ensure VGP compliance onboard the vessel, especially coming into U.S. waters.

The objective of the training program is to provide a simple yet practical approach to a complex subject that allows both vessel operators and crews to integrate the inspection, monitoring and reporting required by VGP into their ongoing best practices, and/or their existing Safety Management Systems.

Maritime customers are dealing with an increasing amount of environmental regulation and paperwork and this program makes it easier to understand the steps necessary to achieve compliance and how to effectively manage the process.

The producers of Vessel General Permit had strong support and participation from the Washington State Ferry System and the Washington State Department of Ecology.

The video, is subtitled in Spanish, French and Russian.

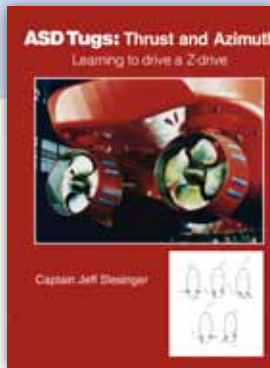
Maritime Training Services is an onboard training solution provider. www.maritimetraining.com

QSE Solutions is a Maritime Consulting Company. www.qsesolutions.com

*To Get Your Copy of the VGP Training Program Visit
www.maritimetraining.com/PRODUCT/644*

ASD Tugs: Thrust & Azimuth

By Captain Jeff Slesinger



An Azimuth Stern Drive (ASD) tug boat is a high-performance vessel that is responsive, quick to maneuver, and extremely powerful. This workbook is designed to facilitate learning, through both intellectual and hands-on presentations. It teaches a clear understanding of ASD tug maneuvering principles and assists the reader in acquiring the intuitive feel for operating the tug. Text and

illustrations provide exercises recommended to build the hands-on knowledge. The book covers the basic elements of maneuvering an ASD tug, through steering, speed, turning, stopping, hovering, and lateral movement. Each chapter provides questions to test and strengthen the skills.

*ASD Tugs: Thrust & Azimuth is available through Schiffer
Publishing
www.schifferbooks.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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