

TRAINING JOURNAL 2015



FEATURE REPORT

Teaching Based
on Established
Standards

ANALYSIS

On-Board Safety:
Master-Pilot
Relationship Training

INTERVIEW

Investing in Training



WELCOME ABOARD!

WELCOME TO REAL
PARTNERSHIP!

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MARLOW INTERVIEW

Investing in Training





“ More than ever, training and education must be seen as the vital approach to confronting industry challenges, and as the foundation to quality crew and ship management services and safety ”



Dear Readers,

It is with great pleasure that we present our new-look annual Training Journal. With this new issue, we have decided to move away from the more formal annual report style, to a design concept more personalised, inviting and dynamic. This follows additional company initiatives in other communications, namely in branding and more presence on digital channels.

As you will see in this new edition, content is assembled into relevant sections, much like a publication. This includes special reports on the various areas of training activities, with updates on recent news at our various locations, facts and figures on performances, information on various courses, modules and facilities, as well as feature articles and analytical pieces.

No doubt, the global maritime industry continues to face many issues – from environmental, security at sea, soft skills such as resource management and leadership, to new technological advancements and innovation, such as automation, E-navigation, and E-learning, among other.

More than ever, training and education must be seen as the vital approach to confronting such industry challenges, and as the foundation to quality crew and ship management services and safety. At the same time, being an organic and sustainable solution in responding to the ever growing need of attracting and keeping new talent in the industry.

As such, this journal is dedicated to sharing Marlow's knowhow and best practices in maritime training, together with our latest developments.

The feature story in this edition looks at the enhancement of training in the Philippines, based on a European model of maritime education.

Other editorials include an analysis on Master-Pilot relationship training, an overview of the recent OPITO conference with opportunities in offshore oil and gas, as well as a special interview with Marlow's former director of training.

Finally, we encourage feedback and contributions from our clients, business partners and colleagues from around the world, so we can ensure to grow this journal in a way that best caters to our readers, whilst offering even more valuable substance and insights into maritime training.

We trust you find our Marlow Training Journal interesting and informative.

*Marlow Navigation
Management*

UMTC SIGNS AGREEMENT FOR COOPERATION WITH ALFA LAVAL

In November, UMTC signed an agreement for cooperation with RJH Consultancy, Inc., the sole representative of Alfa Laval Marine & Diesel for training in the Philippines.

Alfa Laval, known as one of the major producers of marine equipment will provide a number of courses and related equipment: Auxiliary Machinery Systems Module 1 (four-day course); Auxiliary Machinery Systems Module 2 (five-day course); and Fuel Management (three-day course). Future training may include auxiliary boiler and ballast water treatment.

TRAINING COOPERATION WITH CMA CGM

In partnership with CMA CGM, UMTC has developed the course Refrigerant Gases Manipulation and Reeferman Training Program, which primarily aims to provide technical training for CMA CGM crew.

As part of this cooperation and ahead of developing the course, faculty members Engr. Roy Delos Santos and Engr. Don Deveraturda were sent to Constanta, Romania for the Reefer Trainer – Train the Trainers Seminar, held June 29 to July 3, 2015.

MAN DT PRIMESERV ACADEMIES DENMARK

The branch of the Germany-based MAN Diesel & Turbo SE (MAN DT), considered as one of the world's leading designer and manufacturer of marine and stationary diesel engines, has chosen UMTC to be the home of its training equipment used for courses that are conducted by PrimeServ in the Philippines.

Represented by Head of PrimeServ Academy, Tommy Rand Mólau and General Manager, Sebastien Marchand, the company expressed its support for training by allowing UMTC engine faculty to use spares and equipment for MAN 4-stroke 27/38 engines, such as cylinder covers and units, fuel valves, Hans Jensen lubricator, and other special tools.

The use of new MAN equipment is instrumental for enhancing results-driven training, especially in engine courses for prospective officers.



MAN Diesel & Turbo training based at UMTC



“It was necessary to adjust its structure and re-position the centre to truly depict independence and neutrality”



Joint Managing Director, Marlow Navigation, Jan Meyering at UMTC launch

Marlow signs agreement for Alfa Laval Training in the Philippines



UMTC: NEW BRAND, NEW GOALS

United Marine Training Center (UMTC) officially launched its new brand at the beginning of the year in an effort to better represent its training services to the wider maritime industry.

In his address at the launching ceremony, Joint Managing Director, Marlow Navigation, Jan Meyering underlined the company's investment in training and commitment to developing Filipino seafarers – a vital source to the global maritime industry.

“Over a decade ago, our intention was to train seafarers exclusively for our company, but due to financial pressures put on the entire shipping industry, as well as growing interest from other shipping companies, the centre gradually opened up to third party clients. By 2015, 43 different shipping companies were actively using the training centre,” he said.

“Naturally, this meant substantial change to the centre's operation, requiring a different approach and philosophy. It was necessary to adjust its structure and re-position the centre to truly depict

independence and neutrality. Thus, it was only logical to also change the name from MNTC to UMTC,” added Meyering.

Since its establishment in 1999 under its former name, UMTC prides itself on top quality maritime training and human resource services, now facilitated by over 100 staff, including leading instructors and industry practitioners.

President of UMTC, Tony M. Galvez, Jr., also welcomed guests and thanked them for attending the company's milestone event. Meanwhile, Training Director, UMTC, Engineer Donald Bautista presented the centre's latest training programmes and facilities, as well as the various partnerships established with other institutions, and accreditations of training courses.

The brand launch included a rooftop Thanksgiving Dinner, featuring hospitality prepared by UMTC's chefs and ship's cook trainees, as well as presentations and messages from corporate executives.



MARLOW & KSMA RENEW TRAINING COOPERATION

Marlow Navigation and Kherson State Maritime Academy (KSMA) have renewed their longstanding maritime training cooperation in Ukraine.

The agreement was signed between Marlow Navigation's Chairman, Hermann Eden and Rector of KSMA, Professor V.F. Khodakovskiy in October during the inauguration ceremony of 2015's new Ukrainian marine cadets.

"Over the last nine years, we have built a solid foundation for excellent collaboration. I am pleased to renew our cooperation and look towards additional long term projects for upgrading training programmes and facilities at the academy," stated Eden. "These will no doubt help firmly position the Academy as the best maritime institution in Ukraine and as a leading international maritime centre of excellence," he added.

As an industry partner to the Academy, Marlow continues to increase its intake of Ukrainian cadets on-board crew managed ships as part of its 'hands-on' approach to training and developing maritime officers. At the same time, concentrating efforts in modernising and enriching specialised training and educational facilities at the academy, both in shipping and the offshore sector.

"Marlow Navigation has become our reliable partner, employing many of our graduates, as well as being a strong supporter in the development of our educational and laboratory base," commented Khodakovskiy. "KSMA entered the list of the best-known higher educational establishments of



General Manager, Marlow Navigation, Capt. Alfred von der Hoeh addresses the new cadets

our country, made by the Institute of Innovations and Technology, and was recognised as the best among maritime educational establishments of Ukraine," he added.

To date, Ukraine is the largest provider of deck and engine officers for Marlow Navigation. Marlow selects students to join the company after their second study year as cadets. These students continue their studies in designated Marlow classes and return to the company when they have graduated as officers.

"Our role in the preparation of maritime specialists is to pledge and assure the necessary support for cadets, right from the very beginning, so that in good time they become marine officers," said General Manager, Marlow Navigation, Captain Alfred von der Hoeh in his address at the ceremony.

"We are committed to continue doing our part for this mutual benefit, and also for the promotion and assistance of Kherson's cadets – future Ukrainian marine officers," concludes von der Hoeh.

IMEC SUPPORTS KSMA'S LONG-TERM GOALS

Kherson State Maritime Academy (KSMA) recently received an investment grant from the International Maritime Employers' Council (IMEC) to further develop training and education.

In late September, KSMA welcomed an official delegation, including: CEO, IMEC, Francesco Gargiulo; Manager of Training and Operations, IMEC, Adam Lewis; Development Manager, International Transport Workers' Federation, Branko Krznaric; and Vice President, Marine Transport Workers' Trade Union in Ukraine, Oleg Grigoryuk.

During their visit, an agreement was established for long-term cooperation, and further support for enhancing seafarer training and education.

IMEC has more than 200 shipping and crewing companies among its members and operates from its offices in London and Manila.

This further reinforces KSMA's 2020 strategy to become an International Maritime Centre of Excellence.

“Our role in the preparation of maritime specialists is to pledge and assure the necessary support for cadets, right from the very beginning, so that in good time they become marine officers”



KSMA welcomes IMEC delegation

Agreement signed between Marlow Navigation's Chairman, Hermann Eden and Rector of KSMA, Professor V.F. Khodakovskiy



TEACHING BASED ON ESTABLISHED STANDARDS

Longstanding instructor at Marlow Navigation, Captain Peter Grunau explains how quality of teaching and course delivery in the Philippines is enhanced by adopting a European approach to maritime education and training.



Captain Udo Moeller and Captain Peter Grunau leading the team responsible for implementing new standards in training quality and safety at UMTC, Manila

Following recommendations by the European Maritime Safety Agency's (EMSA) recent audit of the wider industry in the Philippines, United Marine Training Centre (UMTC) in Manila has moved accordingly to enhance teaching and course delivery by marine instructors, establishing an even stronger learning environment for Filipino seafarers.

The updated programme adopts European quality standards in teaching, with professional norms and expectations in knowledge and skills of teachers. This includes undertaking regular course reviews and upgrades.

Since no local knowhow was available, two experienced European (German) instructors - ex-Master mariners and with extensive experience in teaching Filipino cadets on the training vessel MV *Emsstrom* - were engaged to integrate the European model. These experts were responsible for reviewing and upgrading STCW and post STCW training courses at UMTC, as well as for conducting individual instructor training.

Following successful implementation at UMTC, plans are to pass on these learnings to training instructors of other maritime colleges and universities in the Philippines.



“ The purpose of adopting a European-based approach to training is to ensure more comparable, compatible and coherent systems of education ”

Project aims and objectives

The purpose of adopting a European-based approach to training is to ensure more compatible and coherent systems of education, as per the European Higher Education Area (EHEA), along with the Bologna Process, which is a series of agreements between European countries designed to ensure comparability in the standards and quality of higher education qualifications. Such consolidation forms the basis of learning processes, together with covering fundamental subjects that better groom pupils for the long-term.

This was underlined by recent audit inspections of EMSA's Technical Group in the Philippines. Many training centres, programmes, and colleges in general were found to be inadequate. Major deficiencies ranged from incorrect implementa-

tion of quality systems, substandard monitoring of education, oversized classes, to insufficiently challenging examinations.

Leading the way, UMTC has implemented a structured programme as the cornerstone to training quality, which strictly adheres to instructions and recommendations of STCW and other international industry requirements. At the same time, propelling quality in courses by keeping them dynamic and even ahead of the trends. This is achieved via regular evaluation and feedback from participants and industry experts.

Meanwhile, as part of a long-term and innovative strategy, UMTC is implementing extracurricular lessons, such as Seamanship, Ship's Technique & Technology, Maritime Meteorology, and Cargo Handling & Stowage.



“ The fast-changing nature of our industry dictates the need to also quickly adapt education and training ”

Leading the way, UMTC has implemented a structured programme as the cornerstone to training quality



Benefiting Filipino Seafarers and the European industry at large

Improved teaching and training – instructors, facilities, and methods – ultimately streams through to the seafarer and of course ship owners. Academic aspects, including classroom teaching and practical exercises, coupled with on-board service produces more competent and dedicated seafarers, and eventually officers.

Indeed, the supply of qualified officers is especially important, considering the serious shortages forecasted in the short to midterm by major industry bodies.

UMTC and Marlow Navigation are following this issue closely and are continually looking at possible solutions. At the same time, ensuring a high level of professionalism in order to enhance the image and competitiveness of education and training in the Philippines.

But of course the fast-changing nature of our industry dictates the need to also quickly adapt education and training. The European model is already the platform for setting the right course.



NEW KITCHEN FOR CULINARY TRAINING

Designed by industry experts, and taking four months to construct, UMTC's NCIII Kitchen is equipped with the latest culinary training equipment for ships, including baking and pastry.

State-of-the-art food service manufacturers were utilised for this new facility. Most notably, the new Rational 5 Senses Whiteefficiency™ Self Cooking Centre device.

This combi-oven allows for specific digital menu programming on various cooking methods, such as frying, grilling, steaming and slow roasting. From cooking with specific internal temperature requirements, to holding and serving, it's an advance cooking tool that eases the stress of having to constantly monitor, thereby allowing cooks to better multitask and produce more efficient and delicious results.

The NCIII Kitchen is used for the Ships Cook upgrading, a three-week training program that enriches seasoned cook's culinary abilities, particularly in the art of baking and pastry, as well as refreshing them on fundamental principles, and modern-day techniques in preparation and cooking.

The kitchen will also be the training venue for the much-anticipated Ships Catering Services NCIII Level Program, intended for shipboard cooks as mandated by the Technical Education and Skills Development Authority (TESDA). Using the best tools in training not only guarantees quality, but reaffirms UMTC's overall commitment to maintaining excellence in shipboard culinary education.

NEW FULL MISSION ENGINE SIMULATOR

In January 2015, UMTC unveiled its new full mission engine room simulator (FMERS) that replicates the two-stroke main engine (MAN B&W 6S60MC), which is directly coupled to the propeller, and auxiliary machinery of a modern tanker ship.

The simulator is supplied by ARI under the auspices of the International Maritime Training Trust (IMTT). FMERS is in compliance with the provisions of MARINA-STCW Circular No. 2015-02 and will be used for engine courses such as Engine Room Simulator with Engine Room Resource Management (ERS with ERRM), Updating Training for Officers-in-Charge of an Engineering Watch (OIC-EW), Ratings Forming Part of an Engineering Watch (RFPEW) and Engine Room Familiarization (ERF).



NEW REEFER UNITS

In cooperation with CMA-CGM, UMTC received new reefer units that will complement its reefer training courses. These four reefer units include Primeline Carrier Transicold, Thinline Carrier Transicold, Daikin and Thermoking. In addition, one unit of Starcool reefer was also received in January 2015 in collaboration with Hapag-Lloyd.



New reefer units for training at UMTC

NEW ENGLISH LANGUAGE LABORATORIES AT KHERSON

In October, KSMA officially opened its new English language laboratories under the auspices of Marlow Navigation's Chairman, Hermann Eden, Rector of the Academy, Volodymyr Khodakovskiy, and Manager of Training and Operations, International Maritime Employers' Council (IMEC), Adam Lewis.

During the opening, guests were provided a tour of the classrooms and associated technologies, all fitted to enhance maritime education and training.

This includes a Smart Board device, used for presenting multimedia and initiating interactive discussions. Together with Smart notebook collaborative learning software, maritime English lessons can now be a lot more dynamic and interesting for students. In addition, Smart Board has access to more than 60,000 easy-to-use educational resources online.

Another interesting feature of the new language laboratories at KSMA is Topical Learning Environment, made to suit each training module.

"This technology helps keep cadets focussed on the key points of the lesson and is meant to visualise basic notions and objects," explains Crew Training Manager, Marlow Navigation, Captain Martin Bankov, who also coordinates cooperation with KSMA.

"It is one of the essential elements in creating real life scenarios at the production and application stages of the lessons, where cadets must act accordingly and as per their specific roles," adds Bankov.

All facilities at these laboratories, including textbooks, meet requirements set by IMO Model Course 3.17 Maritime English.

Opening the new English language laboratories at KSMA: Chairman, Marlow Navigation, Hermann Eden (right), Rector of the Academy, Volodymyr Khodakovskiy (centre), and Manager of Training and Operations, IMEC, Adam Lewis (left)



Latest training equipment for ships at UMTC

TRAINING COURSES

Electro-Technical Officer training
in a marine high voltage simulator

MEDICAL EMERGENCY FIRST AID (MEFA)

This new course was first launched in April 27-30, 2015 in response to the increasing demand for the course among graduates of the Prospective Officers Training Program. The course was integrated into the training curriculum of both deck and engine prospective officers, as it is one of the competency requirements for certification of OIC - Navigational Watch and OIC - Engineering Watch. MEFA was developed by Ms Glenda Lingad, RN, and was accredited by the Maritime Industry Authority (MARINA) on April 24, 2015.



Medical emergency training at UMTC

ELECTRO-TECHNICAL OFFICER (ETO)

UMTC has made significant contribution to the industry as Senior Faculty, Engineer Don Deveraturda and Training Director, Engineer Donald Bautista, served as members of the Technical Working Group, which helped MARINA draft regulations and launch the pilot testing training model for the Electro-Technical Officer (ETO) course. On September 18, 2015, UMTC received interim approval from MARINA to offer the course, with pilot classes having been conducted on September 21 through to December 11, 2015.



MASTER-PILOT RELATIONSHIP

General industry reviews of accident statistics and incident reports show a high number of incidents relating to the navigation of the vessel, especially with Pilots on-board. It was later revealed that the lack of attention of the Master/OOW and the failure to intervene when a dangerous or critical situation is developing were identified as the common root cause of reported cases of near-misses. In response to this industry-wide challenge, a Master-Pilot Relationship Course was developed by Captain Albino Ridulfa, Jr., Senior Faculty, together with technical consultants Captain Udo Moeller and Captain Peter Grunau. The course first kicked-off August 24-27, 2015.

For more information about
training courses at UMTC
visit www.umtc.com.ph



Engine room simulator

For more information about
training courses at KMSTC
visit www.kmstc.org

Each year both UMTC and KMSTC expand their education and training curriculum, introducing new courses, as per industry requirements, as well as feedback from ship management and owning clients.

UPDATING TRAINING FOR OFFICERS- IN-CHARGE OF AN ENGINEERING WATCH

In compliance to the provisions of MARINA-STCW Circular No. 2015-03, as well as due to increasing demand from Marlow Navigation Philippines (MNPI) and other clients, UMTC has developed the Updating Training for Officers-in-Charge of an Engineering Watch, with its pilot class to run on Feb. 15, 2016. The course was developed through the collaborative efforts of deck and engine faculty consisting of C/E Florence Nicolas, C/E Archie Madarang, 2/E Martinlee Dilema, 2/E Vera Christine Dadula, 2/E Ligene Dela Cruz, Engr. Don Deveraturda, Capt. Rolando Ormas, Capt. Jesus Pascual, C/M Marc Kennedy Oca, C/M Victor Rene Carlos and C/M George Espejo.

ON-BOARD SAFETY: MASTER-PILOT RELATIONSHIP TRAINING



*Operations Manager, Marlow Navigation,
Capt. Graham Cowling*

Vessel incidents are a widespread issue within the maritime industry. This is not something new, nor company-specific. A quick glance through any P&I Club loss prevention circulars over the last few years verifies this. Operations Manager, Marlow Navigation, Graham Cowling looks at the situation and identifies targeted training solutions for Masters.

Reading some of the loss prevention reports, you might come to the conclusion that incidents at sea are caused by negligent pilots, tugs pushing too hard, unusual gusts of wind or rough seas. Indeed, when the Masters are asked to comment on the cause of the incident, this is usually their own conclusion.

In reality, the root cause analysis shows a different story – a possible lack of attention by the Master/OOW and failure to intervene when a dangerous/critical situation is developing. It must also be pointed out that, in some cases, a lack of good standard operating procedures is also the cause, i.e. no lookout, no position checking, a relaxed approach or a 'one man' show on the bridge.

You would probably be surprised to learn that the problem not only concerns newly promoted/inexperienced Masters. Accidents can occur with very senior Masters with more than 10 years' experience. Could this be complacency?

To confront this industry challenge, we've set up a team of experts to evaluate the situation and implement effective solutions to ensure the safe passage of the ships.



Tailored courses providing a workable solution

It is essential to systematically evaluate all Masters within a fleet in order to identify those that do not have the requisite skills for bridge management and ship handling with Pilots on-board, and then take agreed action to promptly solve this setback.

No doubt applying further ship handling skills and other related upgrading training is crucial. The purpose of such courses is learning, self-improvement, evaluation and assessment both for the company and the Masters, as well as any Chief Officers being considered for command.

The Master-Pilot Relationship course has been designed on a full mission bridge simulator, offering 180 to 360 degree views and replicating all equipment. The Master is set with a realistic bridge team, including OOW, Pilot and Helmsman and presented with common scenarios for his specific trade, such as routine berthing at the port of Alexandria, Egypt, a self-pilotage operation at Gothenburg, Sweden, and sailing in confined waters with pilots.

After a careful briefing, the Master follows the exercise, taking decisions and behaving as he would normally do on the bridge of his ship. His actions and decisions are monitored and evaluated by the Course Team leader.

When developing this high level course, we realised that we could not properly achieve our targets without involving real Pilots, who can accurately 'role play' certain scenarios, and bring added value to the course. For example, a 'problematic' Pilot in a 'problematic' port with various scenarios, such as tugs with insufficient power, bad weather, use of local language instead of English, a wrong approach plan or an inadequate Master-Pilot plan exchange.

As such, we have invited active and experienced pilots from local companies in the Philippines and Ukraine to take part in the development of this course, and act as instructors and Pilots during the simulator exercises.

Following the exercise, the course team leader debriefs the Master and evaluates his responses. For instance, what went right? What went wrong? Why? What corrective action is needed? What are the issues that the Master is concerned about? How should these be dealt with?



“ A close synergy between the Master and Pilot is essential – sustained through a relationship built on mutual trust and respect ”



Some of the training scenarios created include:

- The Pilot is not communicating with the Master; no approach plan is discussed
- The Pilot is in a hurry and is not willing to participate in the bridge team or is over-confident
- The Pilot is a passive observer and waiting for the Master to take decisions
- The approach is too fast, disregarding weather limitations/conditions
- The tugs are ineffective or under power
- Standard operating procedures missing in tricky navigation situation, such as the Singapore Straits
- Position fixing interval is not in accordance to the passage plan

Course learning objectives

At a basic level, we want to see that the Master has the required ship handling and bridge management skills, including clear communication and taking corrective action on the spot/under pressure. The Master is required to demonstrate full understanding of company standard bridge operating procedures.

At a higher level, we need to see that the Master can deal with different types of Pilot 'personalities' on the bridge; when should he 'challenge' the Pilot and what is the best approach. When does he actually exercise executive powers to 'over-ride' and say "I'll take over now, Pilot".

No doubt, co-operation and co-ordination between Master and Pilot is imperative so that the vessel maintains safety at all times. A close synergy between the Master and Pilot is essential – sustained through a relationship built on mutual trust and respect. However, the Master must be able to effectively intervene at any stage if deemed necessary and take appropriate corrective measures to take over control of the vessel.

With this course, instructors will have a clear idea of the abilities of the Master and whether any additional upgrading training is required. This follows a specific company assessment, so that outcomes are standardised and benchmarked, and so the company is fully aware of the issues and what further action might be needed.

STABLE TRENDS IN TRAINING KPIs

Despite continued challenges in the maritime industry, Marlow's commitment to producing quality seafarers through its training programmes (and upgrading courses) remains steady, as clearly represented in some key performance indicators.

The primary goals are always to attract new talent to the profession, and develop them into qualified, skilled, and loyal seafarers. In doing so, ensuring quality and safety in shipping operations, as well as a sustainable supply of crew, particularly officers.

At present, seafarers under Marlow's training programme continue to be predominantly sourced from the Philippines, which represents over 67%, followed by Ukraine at just over 28% [see fig 1.1]. Both of these countries also maintain high retention rates from training programmes at 98% and 96%, respectively. Essentially meaning that seafarers from here remain dedicated to their training programme, and to their crewing manager.

In 2015, there was continued growth in course participation across all Marlow training centres over the previous years. This was driven by the introduction of the training matrix, whilst at the same time, many seafarers were due for revision. Cadet intake and officer promotions also showed extremely positive results (fig 1.2).

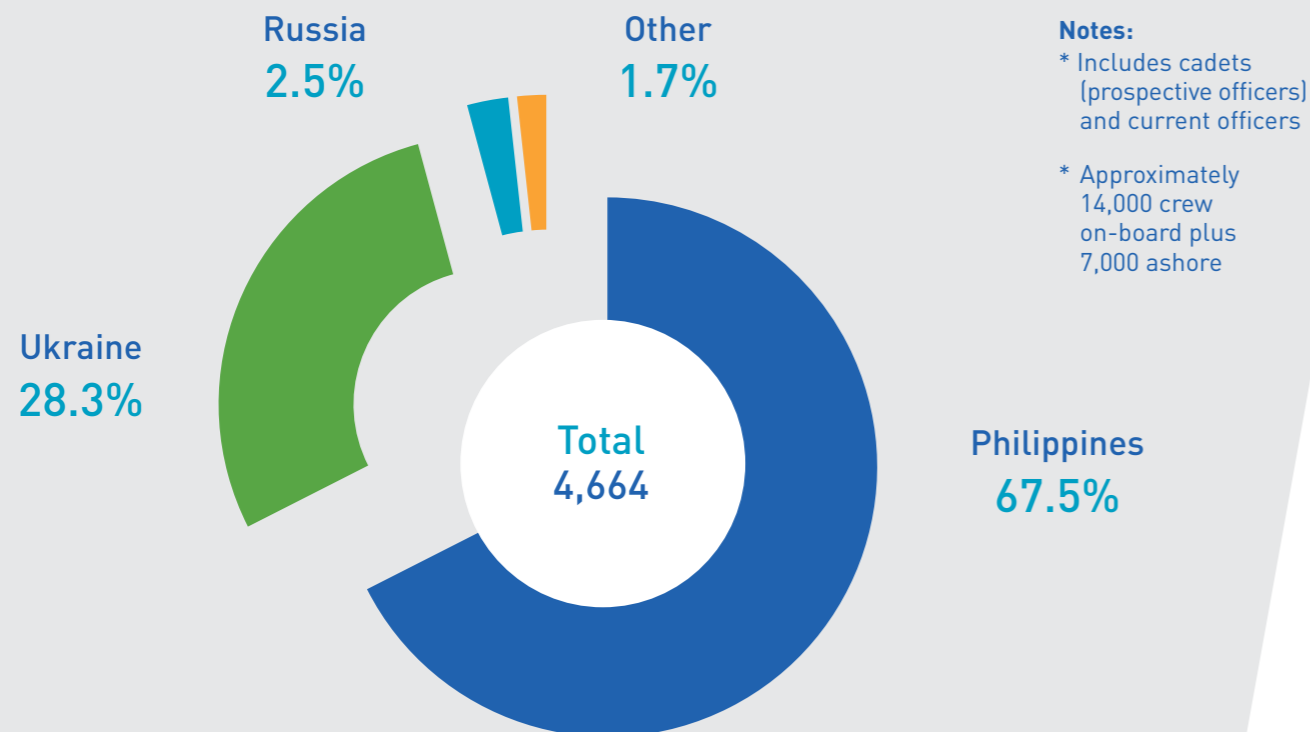
At Marlow, training is seen as the foundation to crew and ship management services, establishing an organic and sustainable model. Nowhere is this more pivotal than in producing officers – a major industry-wide challenge, i.e. creation of new opportunities and fostering new officer supply.

Currently, officers on-board out of the training programme represent just under one quarter of all officers at Marlow, and follows a consistently rising trend over recent years (fig 1.3). Overall, this trend, albeit gradual, shows a positive move towards reducing the gap, and establishing greater self-sufficiency in officers from within the training programme.

This is especially evident in the Philippines and Ukraine – Marlow's two leading source countries for seafarers – where officer self-sufficiency (First time in rank out of training with Marlow) is particularly high - 89% for operation level officers and 57% for management level (fig 1.4).

ACTIVE SEAFARERS OUT OF TRAINING PROGRAMME BREAKDOWN BY NATIONALITY (AS OF 31ST DEC 2015)

Fig. 1.1



United Marine
Training Center

CENTER OF EXCELLENCE

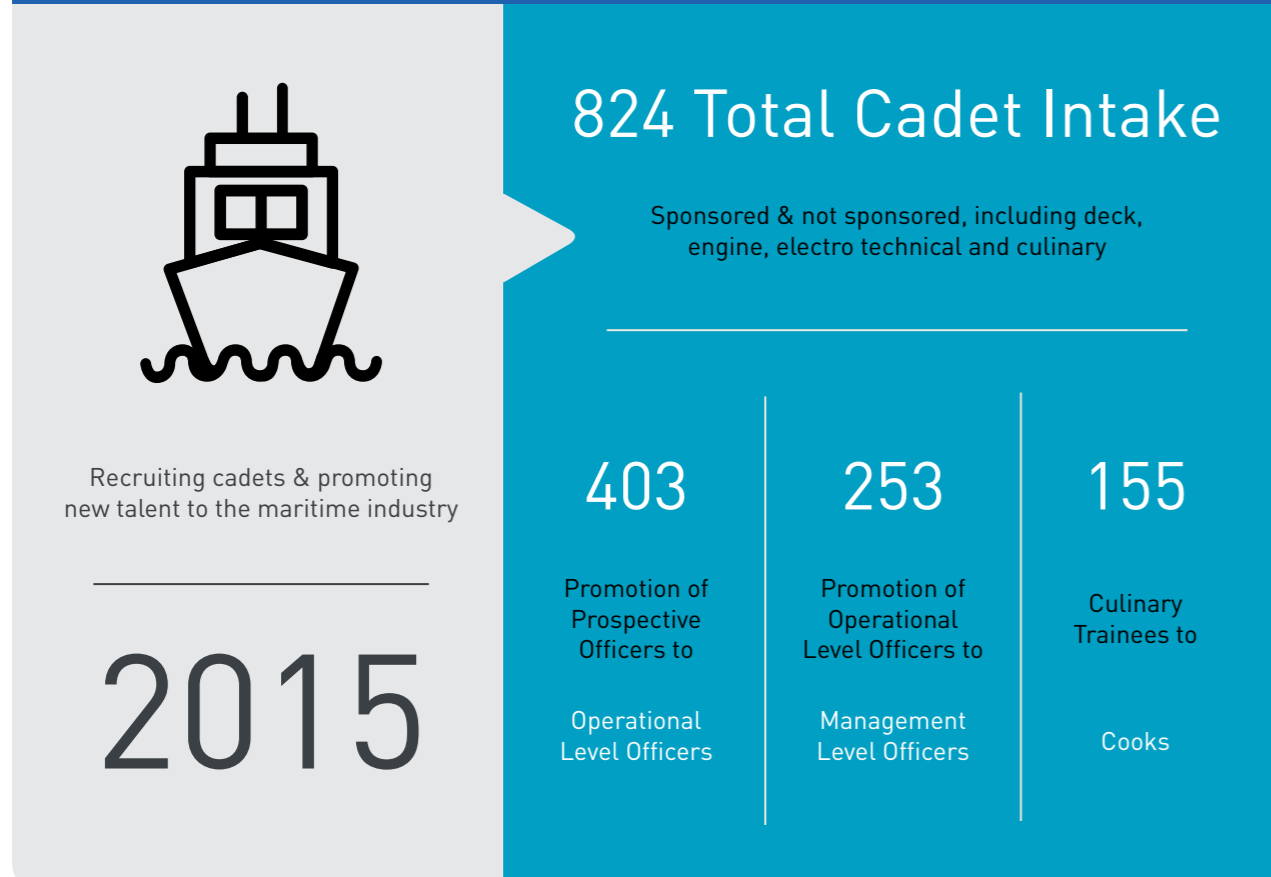
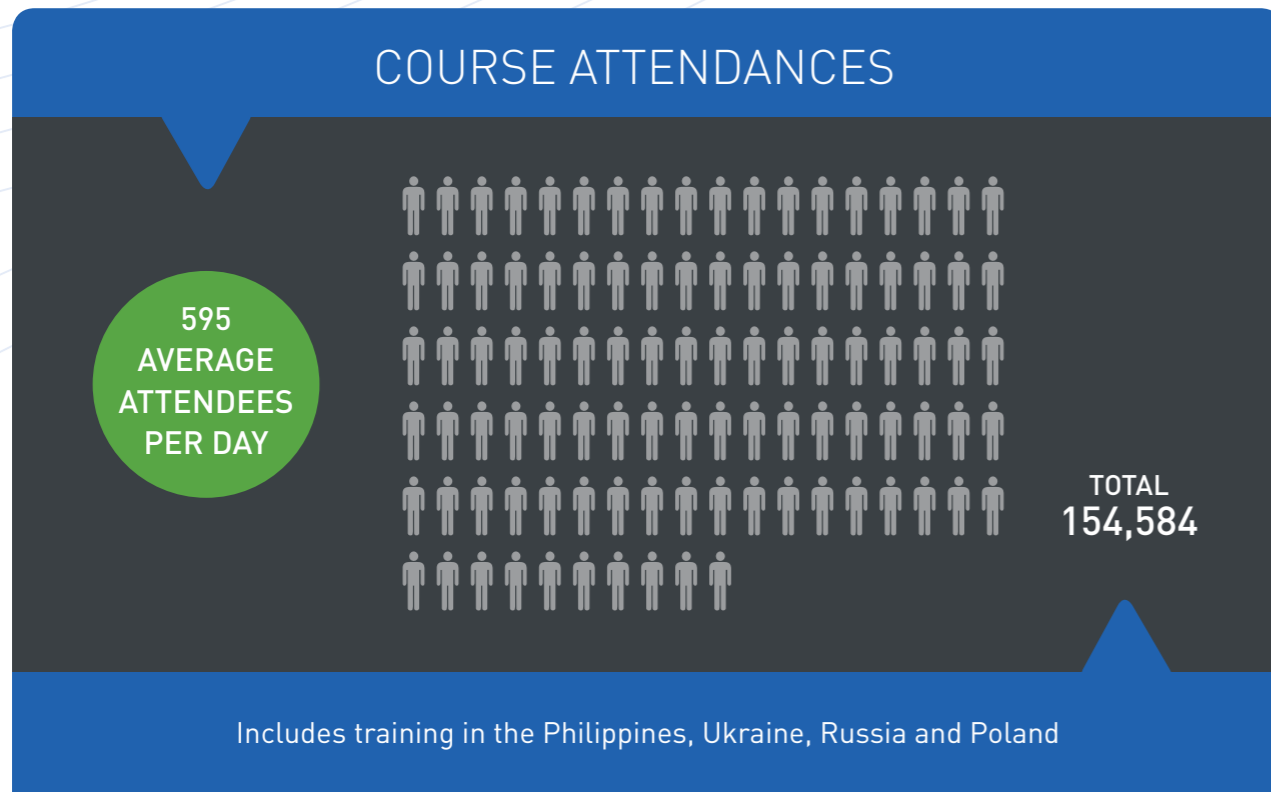


UNITED MARINE TRAINING CENTER, INC.
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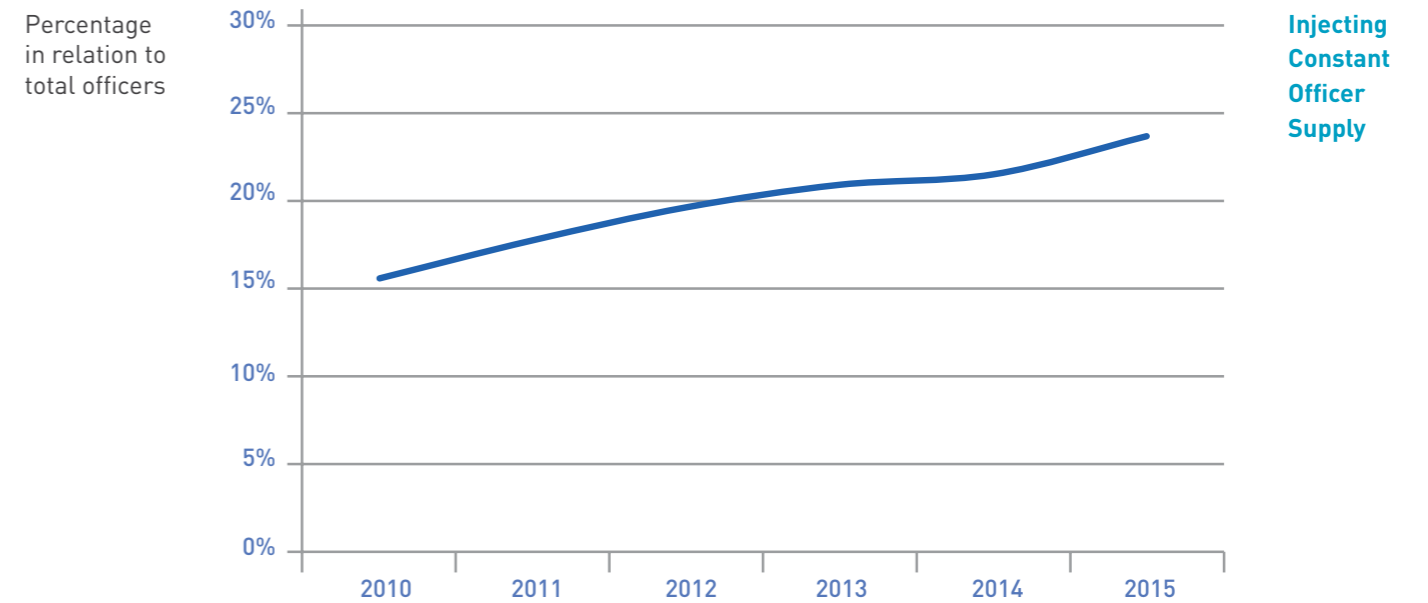
INFOGRAPHIC 2015

Fig. 1.2



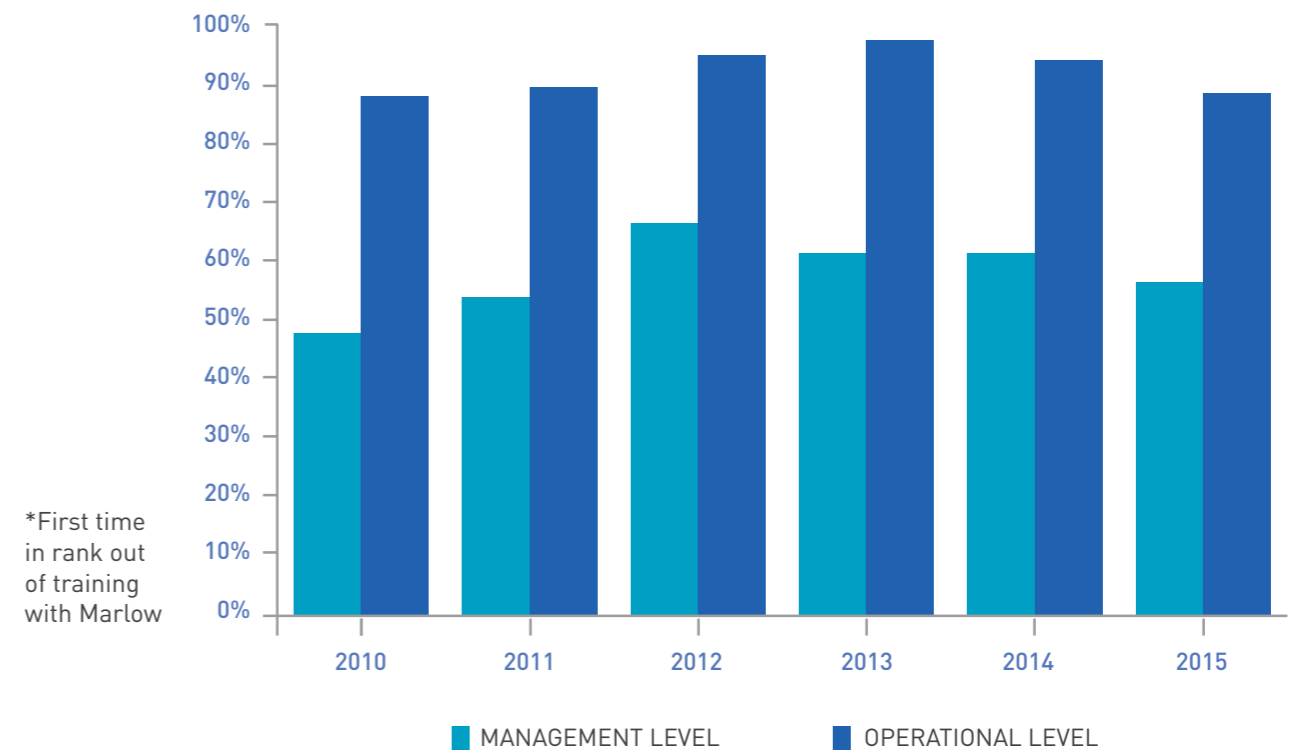
OFFICERS ON-BOARD OUT OF TRAINING PROGRAMME

Fig. 1.3



OFFICER SELF SUFFICIENCY RATIO PHILIPPINES & UKRAINE

Fig. 1.4



PROFILE

TEAM WORK, FUN WORK

An open mind, friendly nature and collaborative spirit has taken Captain Martin Bankov on a journey from a seaman to Crew Training Manager at Marlow Navigation. His approach is always practical and amicable, making sure seafarers and other co-workers in training are always comfortable and able to excel.



Captain Martin Bankov is a graduate of Nikola Vaptsarov Naval Academy in Varna, the oldest technical educational institution in Bulgaria. Captain Bankov began his sea-going career 30 years ago as a cadet, working his way up to the rank of Captain, first working for a Bulgarian state shipping company for around 10 years, and then at a leading German ship management company, where he gained his command experience. During this time, Captain Bankov was also lecturing part time at a maritime training centre in Varna, Bulgaria.

In early 2007, Captain Bankov moved to a shore-based career within the industry - he joined Marlow Navigation, working in the training department alongside Marlow's longstanding Director of Training, Captain Walter Wekenborg.

As Crew Training Manager, Bankov deals with important training projects at Marlow's major recruiting locations. These are supported by the International Maritime Employers Council (IMEC) and the Federal German Ministry for Economic Co-operation and Development (BMZ). Over the last 10 years, some of these include two BMZ Public Private Partnership projects: Implementation of Maritime Resource Management (MRM) courses into the standard vocational training for seafarers in the Ukraine and Development of Heavy lift and Offshore wind farm expertise in Ukraine.

Together with over 22 other training development projects and marine simulator installations in the Philippines, Russia and Ukraine.

Furthermore, Captain Bankov coordinates the work of the company's training centres and presents training seminars and workshops throughout Marlow's worldwide network, including Cyprus, the Philippines, Ukraine, Poland, Russia, as well as other locations where the company has third party crew recruitment agencies.

Soon, Captain Bankov will complete his 10 year anniversary at Marlow Navigation. Combined with his experience, he is instrumental to training, both at Marlow and the industry at large.



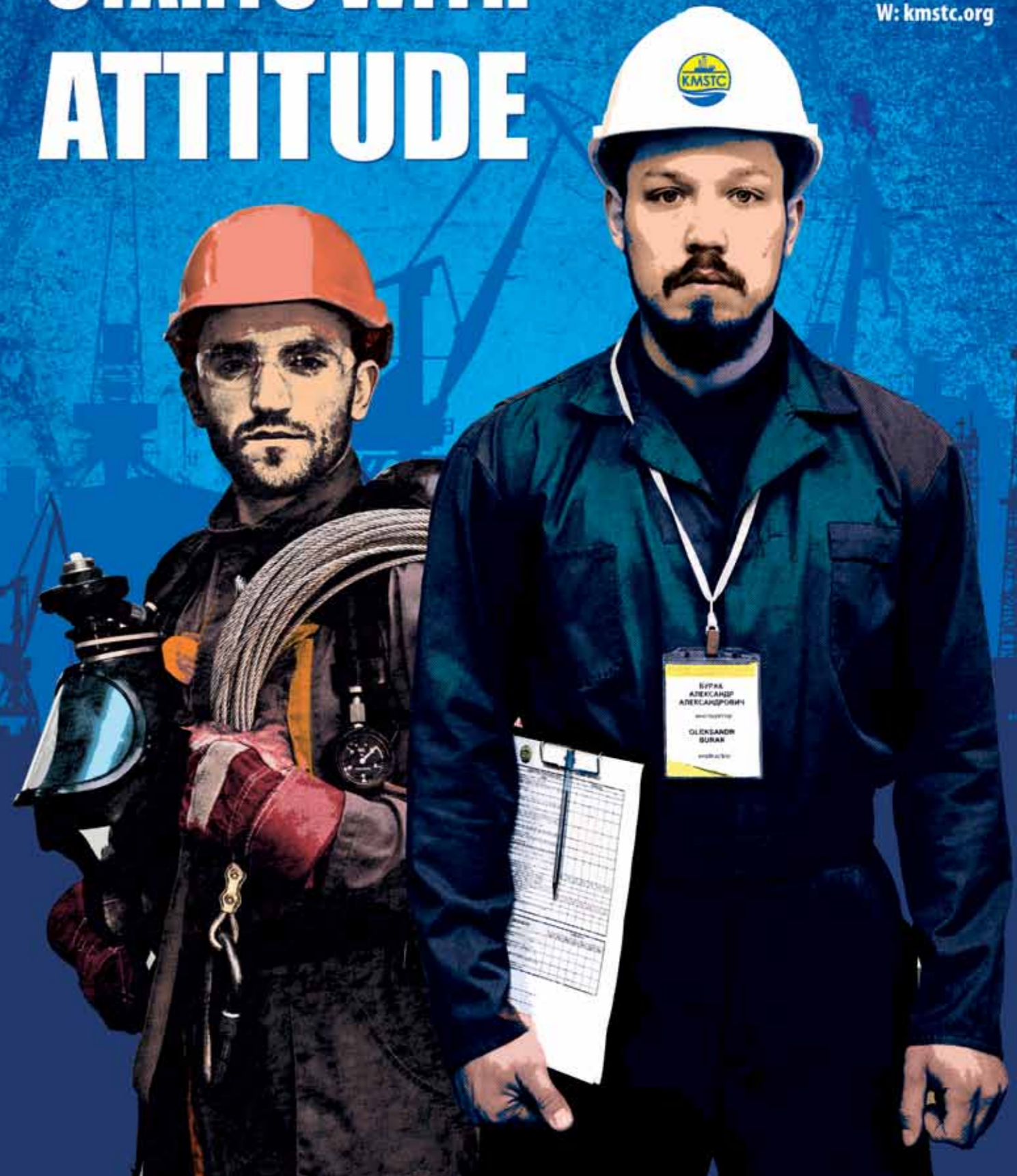
“ One thing I have learned during my maritime career is that positive results come from not only successful leadership, but successful team work. In our industry, it is very important that you are able to rely on your colleagues, and that they can rely on you ”

SAFETY STARTS WITH ATTITUDE



SPECIALIZED
TRAINING CENTRE

Specialized Training Centre
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Basic offshore safety training facilities at KMSTC



Director, Kherson Maritime Specialised Training Centre, Capt. Andrii Kyrillov



SAFETY & COMPETENCE IN OIL & GAS

OPITO Safety and Competence Conference (OSCC) is an annual global event focused entirely on safety and competency in oil and gas. A unique platform that supports industry best practices, as well as efforts that demonstrate commitment to the workforce. Director, Kherson Maritime Specialised Training Centre (KMSTC), Capt. Andrii Kyrillov visited this year's event, held in November in Abu Dhabi.

The aim of the OSCC is to bring operators, contractors and the supply chain together with training organisations to provide a forum for improving standards in safety and competency that protect the workforce, as well as the industry's reputation.

No doubt, it is important that our organisation visits such events; to stay in tune with specialised maritime training trends, as well as contribute our own experiences and knowhow to the wider sector.

This year's OSCC explored how the industry maintains competence and continues to keep its people safe in a low oil price environment. The impact of low oil prices on incident and accident rates was led by Chief Executive, OPITO Group, David Doig.

Doig discussed the ways in which OPITO will lead by example as they start to create innovative training through greater use of technology in safety standards. "Many see safety skills, training and development as a cost rather than an investment, a way of thinking that is considered unacceptable to OPITO. Smart employers will remain committed and become inventive and entrepreneurial in their thinking," he stated.

Indeed, a highly skilled, safe and motivated workforce is more productive and can drive competitiveness. It also helps retain talent within the industry.

As such, training and development should be seen as an investment rather than a cost, especially during times when budgets come under threat. The personal and corporate price of cutting corners on safety and how to fight back from tragic incidents was reinforced during the conference, while emphasising the need for (and benefits) of a structured, standards-based approach to managing risk.

This was echoed by subsequent speakers, who also looked at the value of leadership, teamwork and innovation in order to implement strategies that drive efficiency and create opportunities without impacting safety or quality.

Particularly interesting were topics relating to medical emergency responses during wet exercises, as were the discussions on near miss incidents on a HUET course.

Essentially, how to learn from other mistakes in order to avoid accidents during training exercises. More broadly, to embrace a united approach to hazard management across the industry and support the workforce in becoming more effective, efficient and safe.

“ A highly skilled, safe and motivated workforce is more productive and can drive competitiveness ”



Basic offshore safety training facilities at KMSTC

OSCC event in Abu Dhabi



INVESTING IN TRAINING

Ahead of his retirement after 32 years with Marlow, outgoing Director of Training, Captain Walter Wekenborg gives us his insights on the importance of seafarer training, and how it plays a vital role in the company's crewing business.

In a few words, please tell us why training is such a crucial part of the crew and ship management business?

Overall, it is well known that our industry is facing great challenges, with shortages of qualified seafarers, especially officers. Investment in training meets this challenge by producing qualified crew and providing them long-term incentives to remain in the industry and develop their careers.

Cadet training ensures you produce the most competent crew possible, as they are developed from within, and on a specifically structured and refined programme. If you are dependent on the market to supply seafarers, you must take it with 'grain of salt' that you will not get the best, as the best would likely already be in service.

Meanwhile, upgrading training focusses on areas that are mandatory or where you see a need to further develop and improve. These uphold quality and safety standards, and in turn the company's end service.

What makes Marlow's training programme unique and leading in the industry?

Simply put, because it is fully bespoke. In other words, our training programmes are tailored to industry requirements, each company's needs and their fleet. Our training also carefully considers the source market and cultural background of potential seafarers, such as their strengths and weaknesses.

Our post graduate cadet training programme runs for three years, replicating college courses, and complimented with vital ongoing sea service. Training at our purposely-built and state-of-the-art centre is very specific to what the cadets will experience at sea, including specific company conditions and vessel types.

Meanwhile, on-board performances are constantly monitored and evaluated by a superintendent/instructor, with feedback provided back to our training centres in order to further develop and enhance the curriculum. This "training feedback loop" maintains the centre's leading standards.





Tell us more about Marlow's training projects and investment strategy (for example DEG projects)?

On a wider/general level, the goal is to continue investing to enhance training programmes and facilities on the ground in countries where we are predominantly recruiting, namely the Philippines and Ukraine.

Some of these initiatives are further supported by various industry stakeholders, such as governmental investment schemes and subsidies. DEG (Deutsche Investitions - und Entwicklungsgesellschaft) for instance aims to promote business initiatives in developing and emerging countries as a contribution to sustainable growth and improving living conditions of the local population. Specifically relating to our purposes, this involves training in maritime resource management for developing soft skills as part of STCW mandatory requirements, as well as training of labour in the offshore oil and gas sector.

How would you analyse the risk of investment into training?

As with all types of investment, there is a certain amount of risk to consider. Ultimately, you seek to get something back out of an investment. In our case, this is to have seafarers develop and improve their skills, knowhow and working behaviour.

There are factors that could impact on this process and the effectiveness of training, such as motivation of crew, and having a conducive on-board environment. Thus, focus must be on coordinating and improving such factors, therefore lowering the risk of investment.

On a slightly different note, there might also be risks associated with training seafarers and then having them poached by other companies. But statistics clearly demonstrate how training significantly improves crew retention rates, and self-sufficiency.

How do you measure the return on investment in training at Marlow?

The direct return can be measured by the improved performance of crew, better retention rates, less accidents and incidents, and less P&I cases.

Indirect return can be measured by the enhanced corporate and commercial image of the company, as well as other marketing related benefits that feed through. Such aspects support the company's overall positioning and the services provided. At the same time, this applies to its ability to continually attract new talent. Currently Marlow has around 14,000 seafarers active on-board vessels at any given time, not doubt testament to the company's globally leading position in crewing.

What is the Career Guidance System, and how did the idea come about?

This is a fully custom-built application that is integrated with our database. It is a mapping software for the seafarer's career development, alerting us of completed and upcoming tasks and milestones, somewhat like an automated 'to do list', and for monitoring each cadets' progress.

This came about out of a need to create a structured career path for seafarers, and have it systematically managed by our training department.

How do you see the future of seafarer training progressing over the mid- to long-term?

Over the midterm, the development of cadet training will potentially be affected by external influences in each source market.

In the Philippines for instance, this includes a major change in the national education system. The government aims to improve the quality of education and the literacy rate with the proposed K+12 programme, which will lengthen the schooling curriculum by two years. Another major influencer in the Philippines is continued pressure from the European Maritime Safety Agency (EMSA). Both of these will bring certain change in the quality of college graduates, therefore cadet programmes will also inevitably need to be re-evaluated.

With regards to upgrading training, courses will continue to evolve, as per EMSA influence, STCW requirements, as well as the need for more specialised high-end and customised courses, i.e. different mooring courses for different companies. Finally, as technology moves forward in the industry, training will also undoubtedly have to follow.

Please share with us (one of) the best moment in your career.

The best moments are when you see real results and hear so many heart-warming stories of cadets and how training and work made a real difference to their lives. I have also enjoyed working very closely on so many different projects with such compassionate colleagues.

“ Cadet training ensures you produce the most competent crew possible, as they are developed from within, and on a specifically structured and refined programme ”



Farewell Captain Walter Wekenborg





KSMA, Ukraine



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