

NEW COO JOS GORIS:

'Our people are determined to push ahead'



A BIG WELCOME

to the first edition of Crew On. We are very excited to launch this bi-monthly newsletter, which will inform you about and involve you with all things Crew!

We would love to hear about (and publish) your stories and photos from your time at sea with Smit Lamnalco. We always say that we work in challenging environments, and we would welcome your input on what it is like to work in such situations. Crew On is also a great platform for telling your co-workers about any charity work, community or local events that you have been attending during your leave – or simply for telling about a day in the life of...

Feel free to send any information you would like to share to me at bwray@smitleamnalco.com. If you have any questions or clarifications, please let me know. Enjoy the first edition, and I hope to hear from you soon.

Ben Wray
Group Crewing Manager

Jos Goris, the new chief operating officer (COO), is a hands-on manager. In the period ahead, he will get started with the standardization of the fleet and the leadership on board the vessels.

For Jos Goris, returning to the Netherlands means reuniting with his family. He spent more than two years in Bahrain, as COO of the Arab shipbuilding and repair yard ASRY. His wife and two children stayed in the Netherlands. 'With a daughter who is almost seven and a son aged nine, it was time to return home', says Goris from the location in Nigeria. Even at Smit Lamnalco, he is likely to spend at least half of his time in faraway places. 'It's the best way of knowing what's really happening'. Goris considers himself a hands-on manager. 'I spend a lot of time on board, talking to the crew. As a manager, I am approachable, but I'm also quite demanding. I expect people to do their best'.

CAREER

Goris started his career as a maritime officer with Shell in 1990, travelling the world's oceans on product carriers and VLCCs. He then spent several

years at a ship repair yard in Curacao before working as chief production manager at Thailand's largest port in Laem Chabang. At Maersk, in the wake of the takeover of P&O Nedlloyd in 2005, he oversaw the process of integrating the two fleets. After two years in Copenhagen, he was based in Rotterdam – but not for long. In 2010, he moved to Damen Shipyards and became managing director of the ship repair yard acquired in Brest, France. He was tasked with returning the bankrupt yard to profitability. For his most recent job, he relocated to Bahrain. There, he coordinated the ASRY repair yard, which is owned by several Gulf States.

FIRST IMPRESSION

Goris has been working at Smit Lamnalco for several months now. What is his first impression? 'It's a positive one. I am particularly struck by people's commitment. We have a lot of good people everywhere, who give their all and know what is required. No one takes an easy ride. Our people are determined to push ahead and to outperform the market. They invest a lot of energy into their work'. Goris believes that people are crucial to this business. 'They are the ones sitting on our assets: ships that are worth between 5 and 15 million US dollars. Without those ships, there would be no business – they are our bread and butter'.

CHALLENGES

There are also plenty of challenges. 'We may be moving in the right direction, but things are not completely the way we would like them to be', says the new COO. The long-term strategy is to standardize the fleet, ensuring

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that fewer different types of ship and equipment are used. 'It's more efficient and essential for operational reliability. For example, if we have just one or very few types of engine, we can always be sure of having parts in stock and repairs can happen more quickly'. Crew deployment is also easier if you have the same type of ship. 'If they encounter the same equipment everywhere, people are easier to train. And of course, it all works so much better'.

OWNERSHIP AND LEADERSHIP

Goris also believes that there is progress to be made in terms of the crew. The top four people on board must feel ownership of the ship – even more than is currently the case. 'They need to consider the ship as their own home. They are the ones who must ensure that it remains in good condition by keeping everything neat and tidy and, of course, through effective technical maintenance. That is why we are using the Marad support software Marad'. Goris is determined to make progress in this regard. 'We need to avoid a situation

in which the onshore organization is always saying what should happen on board. The crew should take that responsibility themselves'.

Goris also plans to provide training in soft skills, especially for the master and chief engineer. 'There is not always sufficient focus on onboard leadership. Onboard communication, as well as communication with customers and with the onshore organization, is incredibly important. We will be paying closer attention to these issues in the period ahead'.

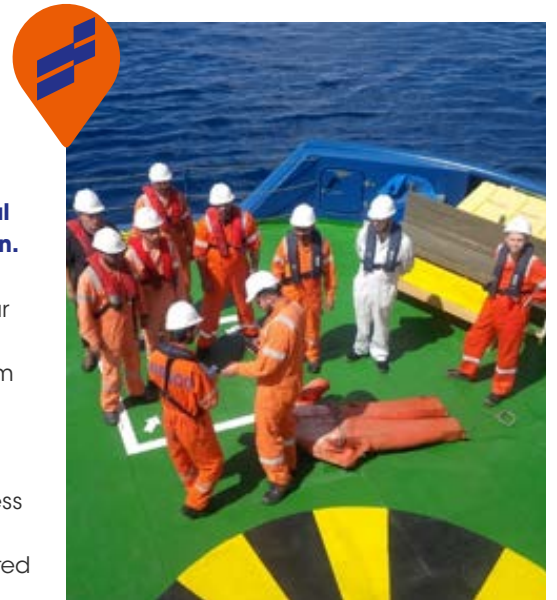
Assessments of **Jordanian** Chief Officers

Our new Group Marine Training Superintendents (Artur Mazur & Alex Alleijn) recently returned from their first site visit in Jordan. Our Contract Manager had asked them to visit the Port of Aqaba, in order to assess the current local Jordanian Chief Officers and to determine their potential for future promotion.

In Aqaba (Jordan), four vessels are operating in the LNG Terminal as part of our joint venture with Aqaba Port Marine Services Company (APMSCO). Four of the eight Chief Officers were assessed as part of our commitment to our localization plan in the Jordan LNG Terminal. The Chief Officers were sailing on Hashim 3, Tareq 3, Petra 3 and Jarash 3, respectively. Gaining more

experience during the coming year will stand them in good stead for future promotion, and we wish them the best of luck!

Whilst on board they also took the opportunity to undertake and assess various safety drills, shown in the photos. To everyone who participated in the successful drills, 'Well done!'.



Congratulations! It's a Girl!

My sincere thanks go to the entire staff of Smit Lamnalco, and to the entire crew of Rio Muni & Bioko Malabo- E. Guinea for supporting me in their prayers.

My wife delivered a bouncing baby girl on 08/05/2017.

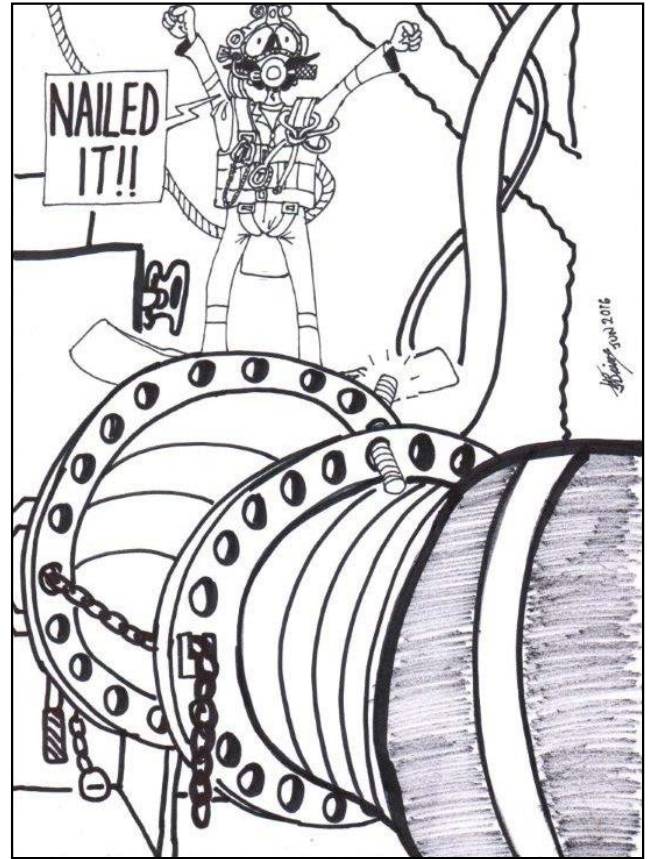
Even though I am not with them at home, may the Lord take care of them.

Capt. Samuel Tiranda & Afriani (Wife)



NEW OFFICE FOR THE CREWING TEAM NIGERIA

The Nigerian Operational Fleet, SHEQ and the Crewing Team have taken up a new office in Niger Dock, Lagos, after coming from the Federal Ocean Terminal in Onne. Both Moses Abas (Crewing Manager) and Timi Gbekee (Crewing Officer) are pleased and happy with their new workstations!



Illustrated by Ian Briscoe, diver for the IRAQ project.

SHEQ CREW CONFERENCE - NIGERIA



Participants in the SHEQ Crew Conference on 30 May 2017.

AFRIKDELTA MARINE LIMITED (ADML) recently held its quarterly SHEQ Conference in the oil city of Port Harcourt, Rivers State of Nigeria. The two-day conference (30 - 31 May 2017) for Ratings and Officers was well attended.

The conference is a quarterly ritual organized to engage and interact with crew in various important areas. In addition to promoting a sense of

ownership of the vessels amongst the crew, it provides a forum for the crew to discuss problems that they are facing and how Management could assist them in alleviating such problems. The conference also affords Management the opportunity to call the awareness of the crew members to the 'Key Performance Expectations' required of them. It is a highly interactive forum during which everyone is expected to speak out sincerely. The conference,

which attracted many dignitaries in the maritime industry (including the representatives of some of our clients) was well attended. Greg Ulicki, the RMD, led the Management Team. Dick de Jong, Group SHEQ Manager, and Vincent Kok, Program Manager for OPEX were in attendance, along with a host of other personalities.

Many topical issues were discussed, including Housekeeping & Hygiene, Reflective Learning, a SHEQ Quiz (Kahoot), Health Talk on Malaria & Meningitis and Wellness by an Expert, LNL/ADML Key Performance Expectations, Hazard Identification (ABC Cards), Chronic Disease, Vessel Maintenance Expectation - MARAD, Efficient Shipboard Management and Changing with the Times.

The HEM department also used the opportunity to present Long Service Award Certificates to some deserving members of the crew and staff.

Ndubuisi Ibegbulam
HR manager for Nigeria

Smit Lamnalco Training Centre - Singapore



Here in Singapore, we provide simulator assessment and training for prospective Masters and Chief Officers, as well as for our current employees, in order to enhance the experience they have already gained within the SL fleet. We also deliver on-site command assessments and site-specific training, as requested by our internal clients.

Our simulator in Singapore is provided by a Marin Mermaid 500 Series Visuals. The main bridge has three very large, high-quality screen visual displays, which supply 180-degree visibility, along with three LCD TV screens, which assist with stern and environment visuals.

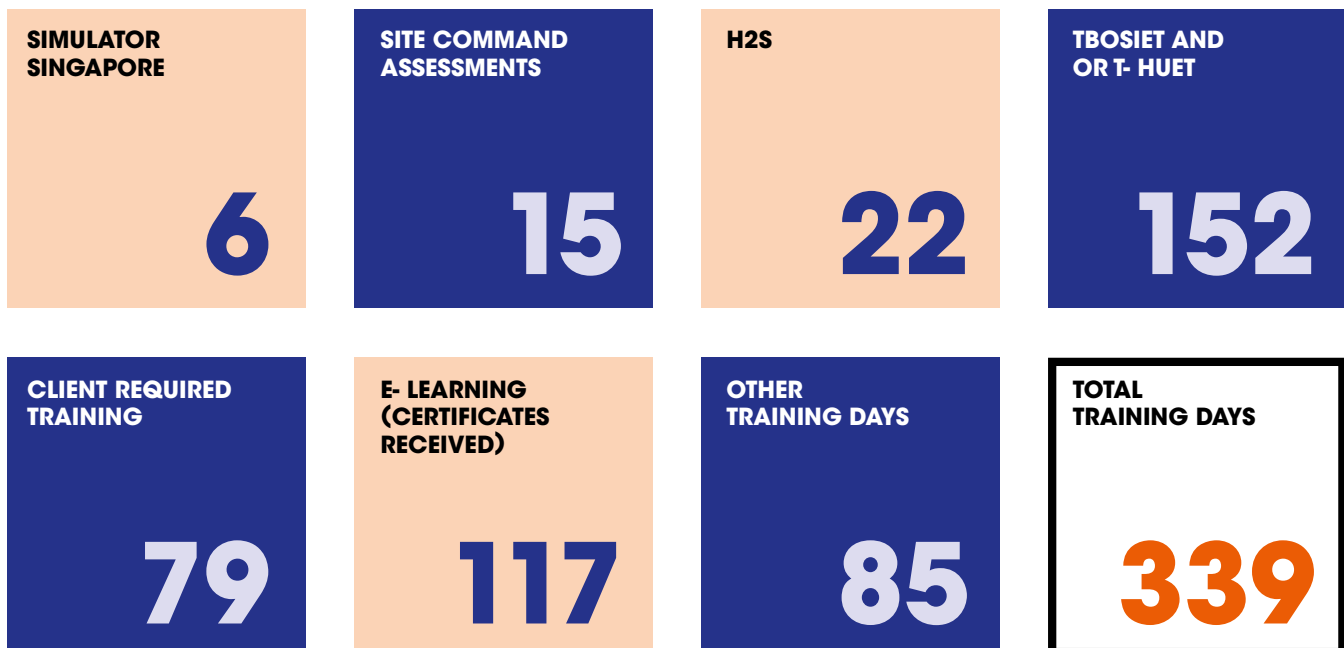
Full radar is provided to the trainees, along with a Doppler log, pod indicator, RPM indicator, rudder Indicator and bow thruster, in addition to separate VHF radios. All ship/tug indicators (e.g. turning rate/bow thruster; RPM/ship speed) are visualized within the same panel. Driven by our policy objectives under the Safety/Quality management system (SLIMS), we have established training systems that meet the ISM and ISO requirements.

The training activities are planned to meet and/or exceed the requirements of SOLAS, STCW, MARPOL and MLC (of ILO) conventions with regard to incorporating environmental issues, occupational health, general safety requirements, developing accepted industry best practices in navigation, personal and behaviour-based safety. Through these efforts, the company aims to promote the awareness of safety and the actions required in order to ensure safe and effective operations by our Crew and Officers.

Artur Mazur
Group Training Superintendent



TRAINING DAYS - DASHBOARD Q1-2017



Second home

Smit Laisa

A long time ago, I came to realize that living conditions on board, entertainment, food and proper rest are very important to the normal functioning of a vessel's crew. We spend more than half of our active life on board, and Offshore is quite different from the merchant fleet. We usually do not have any shore leave and, during our contracts offshore, we get to see only rigs, oil fields and, sometimes, the base port.



When we are on board, we miss our relatives, parents, wives and children. We also live in confined spaces: the total area of cabins on the Smit Laisa is 90 square metres – about the size of a one-bedroom flat on shore. We must endure bad weather, hard work, long hours (12 hours a day) and sometimes even more. We communicate in a foreign language, and we work together with people from different nationalities, different cultures. The food on board is often quite different from what we truly like or prefer.

To reduce the stress caused by all of these factors, each seafarer should feel at home, even when they are on

board. This is a very important role for the Captain, who is in the position to facilitate this. Captains who are keen to improve conditions on board have the possibility of doing so. They should establish and maintain a good relationship with their crew members. If there are any conflicts between crew members, the Captain should take action to stop it immediately.

The Captain must keep all cabins, mess rooms and galley under hygienic control, making sure that they are neat, tidy and clean. Food preparation and menus should be discussed with crew. Good cooks are always eager to improve.

The images show the Smit Laisa mess room. Two years ago, there were just plastic tables, plastic walls and safety posters. It did not take too much effort for me to upgrade it, and now my crew members tell me that it is not only a mess room, but a recreation room as well. When crew members see that the Captain wants to improve living conditions on board, they are likely to help in the effort.

Captain Volodymyr Dashko
Proud Master of the Smit Laisa

THE DEADLY DOZEN

PART 4: IS EVERYTHING REALLY OK?

'Complacency: a misplaced feeling of confidence that everything is okay'.

It is a dangerous but easy trap to fall into. Just because everything seems okay, does not mean that it is. There are many reasons for complacency, and anyone can fall into the trap. Common reasons include:

- The same work has been repeated satisfactorily many times in the past without incident.
- The operator has insufficient experience or knowledge to recognize when a situation has changed.
- Poor briefing before taking up duty
- Forgetting something
- Inadequate monitoring/checking of the situation
- Poor teamwork, alerts, communications
- Fatigue
- Lack of motivation

DO

- Update your situational awareness regularly
- Get regular input from your team
- Give/receive an effective briefing at handover
- Expect to find problems – actively look out for them
- Use checklists effectively
- Get help if you don't understand a situation

DON'T

- Assume everything is fine
- Ignore procedures
- Expect something to work just because it always has in the past

What Masters Can Do

- Build an onboard safety culture that nurtures a positive attitude towards working habits, monitoring, checking, updating and awareness.

What Seafarers Can Do

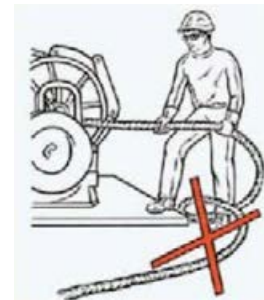
- Constantly check for potential problems.
- Communicate with team members.
- Develop a thorough understanding of your ship and its procedures.

What Smit Lamnalco has implemented

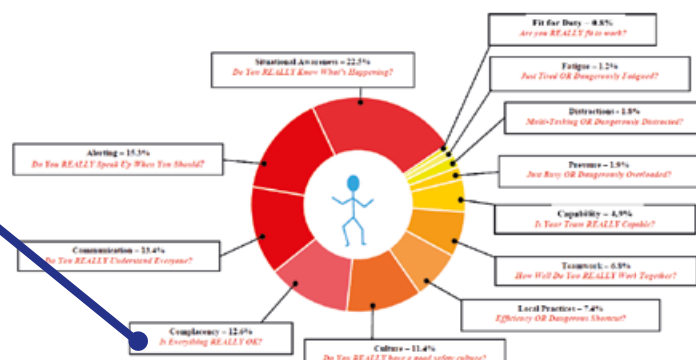
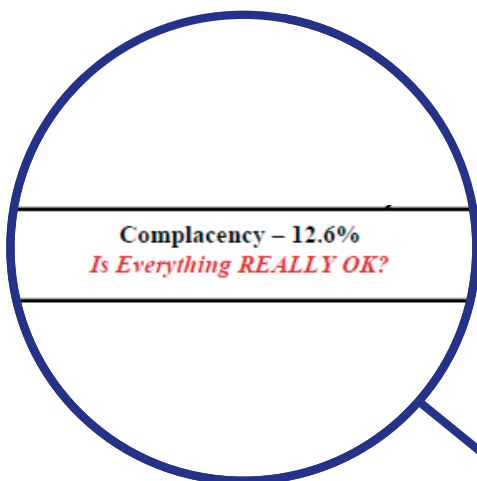
- LMRA: Last Minute Risk Assessment. The lowest level of risk assessments. Just before you start your job, you need to do a quick scan of the actual situation and equipment.
- Toolbox Talk: to address all hazards of an upcoming job. Agree on who is doing what and how to communicate. The Job Hazard Analysis (JHA = Risk Assessment) shall be addressed.
- Stop Work Policy: Stop the job if it is unsafe or if anything is unclear to you (which is a safety hazard).

Examples of complacency

- Mooring operations. On many vessels, this is done several times per day. Mooring has many potential risks, however, including the snapping of mooring lines, falling overboard when trying to jump ashore or damage due to contact with the quay or jetty.



- Pre-departure checks. As stated above, departures may occur very often, and many Masters tend to trust that



all equipment is still working properly, because it was last time. Unfortunately, this is not always the case, and defective equipment may surprise you.

- Safe access. 'We never use (or have never used) a gangway'. The Master is always responsible for the availability of a safe means of access (gangway

EQUIPMENT		COMMENT	EQUIPMENT		COMMENT
MAIN ENGINE PORT	<input type="checkbox"/>		CONTROL SYSTEM	<input type="checkbox"/>	
MAIN ENGINE STBD	<input type="checkbox"/>		EMG CONTROL SYSTEM	<input type="checkbox"/>	
STEERING MOTOR (P)	<input type="checkbox"/>		STANDBY GENERATOR ON	<input type="checkbox"/>	
STEERING MOTOR (S)	<input type="checkbox"/>		ER STANDBY	<input type="checkbox"/>	
RUDDER / AZMUTH (P)	<input type="checkbox"/>				
RUDDER / AZMUTH (S)	<input type="checkbox"/>				
THRUSTERS	<input type="checkbox"/>		DECK CARGO SECURE	<input type="checkbox"/>	
AUTO PILOT	<input type="checkbox"/>	ON / OFF	STABILITY CHECKED	<input type="checkbox"/>	
GYRO COMPASS	<input type="checkbox"/>		HATCHES SECURE	<input type="checkbox"/>	
MAG COMPASS	<input type="checkbox"/>		WATER TIGHT DOORS	<input type="checkbox"/>	
ECHO SOUNDER	<input type="checkbox"/>		DECK CRANE SECURE	<input type="checkbox"/>	
RADAR 1	<input type="checkbox"/>		DRAFTS RECORDED	<input type="checkbox"/>	
RADAR 2	<input type="checkbox"/>				
RADAR 3	<input type="checkbox"/>		OWS & SEWAGE VALVES	<input type="checkbox"/> CLOSED <input type="checkbox"/> OPEN	
VHF 1	<input type="checkbox"/>		NOTES		
VHF 2	<input type="checkbox"/>				
VHF 3	<input type="checkbox"/>				
VHF 4	<input type="checkbox"/>				
AIS	<input type="checkbox"/>				
GPS	<input type="checkbox"/>				
DGPS	<input type="checkbox"/>				
ENG RM COMMS	<input type="checkbox"/>				
MAIN DECK COMMS	<input type="checkbox"/>				
SEARCHLIGHT	<input type="checkbox"/>				
DECKLIGHTS	<input type="checkbox"/>				
NAVLIGHTS	<input type="checkbox"/>				
WHISTLE	<input type="checkbox"/>				
AIS	<input type="checkbox"/>				
LIRIT	<input type="checkbox"/>				
VDR	<input type="checkbox"/>				
		SIGNED:			

& safety net whenever there is a gap or height difference between the vessel and the quay, access control).

Be Aware!

- Complacency is an easy trap - especially if nothing has gone wrong for a long time.
- If it can go wrong it will - some time. Always be alert to what can go wrong.



SHEQ STATISTICS

The following information is presented in the statistics column:

1. Total exposure hours for all employees of Smit Lamnalco.
2. Number of days since the last Lost Time Injury.
3. The ratio between the number of ABC cards (safety observations), reported Near Misses and reported Incidents. This clearly indicates that the balance between NMs and Incidents is upside down. The number of NMs should be much higher than the number of incidents. This means that the NM reporting is in need of improvement.
4. The ratio of personal injury incidents. Although this ratio is okay, the number of First Aid Cases for 2017 is still zero in some regions. The reporting of FACs can be improved.

SLIMS UPDATES

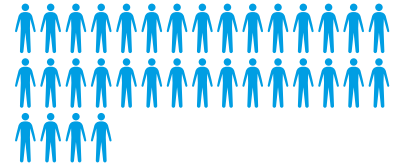
Updates published in April:

- Element 6 (Forms relating to diving procedures):
 - Form: MG Chamber Check List
 - Form: Dive Record Sheet
 - Form: MG Chamber Log
 - Form: MG Pre Dive Test
- Element 6 (Towing): Towing log

1ST JANUARY - 30TH APRIL 2017

Exposure hours

3,356,645

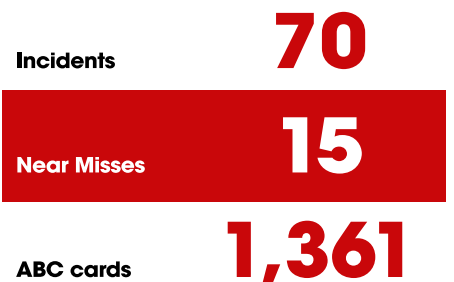


DAYS SINCE LAST LOST TIME INJURY (LTI)



(last date: 23/10/2016)

LEARNING FROM OBSERVATIONS AND NEAR MISSES PREVENTS INCIDENTS



PERSONAL INJURIES

