



# TRANSNYTT



Ship Management:  
Captains **new role**

care | involvement | innovation | performance



## The development of Ship Management: Responsibility, leadership and performance

Seatrans has developed into a mature organisation with a solid company culture and positive working environment both at sea and on shore. The organisational culture and distribution of tasks has evolved in line with the needs and demands we have set ourselves, those of our employees and not least the conditions imposed by the authorities and our customers.

We have found ways in which to fulfil these requirements and have risen to both existing challenges and the need for change.

Now we see that all these factors have led to a complexity that is restricting our performance. This has made it necessary for us to take another look at our organisational model. We have also become increasingly aware of the importance of having clear and good leadership at all levels in the organisation. This has resulted in a greater focus on clarifying the areas of responsibility of each individual manager and developing a common awareness of the role of leadership.

We started this work last year and have spent the past six months implementing a deliberate re-structuring process.

A "Ship Management" division has been set up, with Atle Sommer at its head.

He now has the overall responsibility for all ship management (Technical, QA, Crewing, Vetting/Marine) and he will be

in charge of the continued development of ship management within the company.

A key factor in this process is a clarification of the captain's role as well as a strengthening of the role of Technical Superintendent. The captain and Technical Superintendent will be responsible for vessel performance, while the task of the other departments will be to make their work as easy as possible. In order to achieve good performance, a high level of job satisfaction and positive motivation, we need be clear in the division of responsibility.

It is normal for organisational changes to be met with a certain amount of scepticism and opposition. We are lucky not to have experienced much of this. Despite the fact that some employees have ended up with more, some with less responsibility, the initial reactions to the changes have been extremely positive. This implies that there has been a general recognition among Seatrans employees of the need to make adjustments to the management and organisational structure. The measures that are now being implemented will strengthen us greatly in the daily competition to be "best in the class".

*Lars Helge Kyrkjebø*

*Johan Hvide*

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# Trans Iberia – Ship of the year 2010



Well deserved: Best in class performance from the whole crew resulted in the "ship of the year award" 2010.



The sign: Lars Helge Kyrkjebø hands over the golden plate to Captain Per Hagen.

During the week end March 20th, the Ship Owners announced the result of the annual Ship Of the Year Award. Trans Iberia won the competition for 2010 and the crew got their well rewarded caps showing who the winning team is.

In an informal meeting onboard, Lars Helge Kyrkjebø had the following arguments from the nomination committee regarding why Trans Iberia won the prize:

- Trans Iberia is run very professionally and is a real pleasure to work with.
- The Masters and crew have demonstrated positive attitude, dedication for improvement and a will to achieve good performance results.
- Through good procedure compliance, near accident reporting and use of safe job analysis in the daily work, the vessel is a good example of the company's improving safety culture.
- The SMT has through the year been working systematically to implement the desired safety culture and to ensure continuous improvement. The results are very positive!

- The SMT cooperates very positively with all departments ashore and works actively as good owner representatives on board.
- The vessel has a very strong vetting record and internal audit results.
- The SMT has had an extremely good attitude towards vetting issues, procedures, cost saving initiatives, etc. Improvements are observed throughout.
- Trans Iberia has a strong operational performance.
- Trans Iberia is a good school for future Officers.
- Trans Iberia keeps a very high maintenance standard.
- The performance of Trans Iberia shows that the whole crew must have been involved, motivated and hard working.

-Also this year we have had several good candidates for the prize. This is a very fortunate situation and we appreciate very much all your efforts. Keep up the good work, and next year it might be your ship! Kyrkjebø concluded on behalf of Johan Hvide and Atle Sommer.

We extend our congratulations to the whole crew of Trans Iberia.



For Seatrans employers and their families

## 'Medical care is a highly valued asset'



Impressed: -The service you receive from the moment you ring the call centre to when the consultation is over is excellent. This is the experience we have shared with others at Seatrans Poland, says Kate and Wojciech Incewicz, talking about the medical care all Polish seafarers have access to through Seatrans.

-If I need medical care I contact Medica Polska and tell them what I want, where I want the consultation to take place and my preferred doctor, if I have any preferences. The helpful operator at the call centre will call me back again after a few minutes, always positive and in a good mood. I meet my physician, the consultation takes place and, best of all, I receive any laboratory test results really quickly. I don't have to wait weeks or even months to get a response.

So says Kate Incewicz, married to 2nd officer Wojciech Incewicz, now working at the office in Gdynia. She has needed medical care on a few occasions and her experience is neither unique nor uncommon. -My brother also works for Seatrans and both he and his family - wife and children - have experienced the same, Wojciech adds. But how valuable is this option for a Seatrans sailor and his family?

### Expert service

-It's no secret that public health care in Poland is under great pressure as well as being under-financed compared to the needs of the population. Access to the best medical service in Poland

upon demand, getting reliable answers in the shortest time is, of course, a service that is highly appreciated by employees in Seatrans and their families, Kate continues. Working as a teacher in a primary school she needs to plan her day as efficiently as possible. -It is not easy to be out of the classroom for an unspecified period, neither for me, my pupils or my colleagues. The expertise you experience in the private health care enterprises is most impressive, and is a great value in itself, she continues.

### Focus on the patient

-The hospitals also have state-of-the-art equipment. For me, this is also very positive, Wojciech adds. - Medica Polska, the company Seatrans has an agreement with, is one of two companies in this field here in Poland. They compete for contracts with companies. However, as a client it is also reassuring to know that they are able to co-operate if the other party is able to offer a better service at a particular location, or offer help more quickly. Having met them both as a client, I have full trust in them.

### Positive benefits

-This type of situation is similar for most modern day human beings. We like to plan our days and our lives to the best of our ability. The medical service is a benefit that really matters in present day Poland, emphasises Kate and Wojciech Incewicz .

Focus on Ship Management:

# There shall be no doubt about **responsibilities**



From the white board to the salty sea: “We have to improve our ability to lead, get clearer goals that motivate and streamline the organisation to improve our performance,” says Atle Sommer.

**A simple question: Can we improve by talking about responsibilities, work processes and soccer teams? The answer is: Yes. In this interview with TransNytt Director of Ship Management, Atle Sommer explains why and how.**

“Let’s draw a parallel to a soccer team. In order to win games and collect points, the team must work well. It has to have good attackers, good mid-field players, good defenders, a good goal keeper and a good coach. Each player has to know their role and responsibility focus on it and be good at it. Their individual performance is vital, visible and important both for the individual and for the team. The fact that they have clear responsibilities and performance aims is positive. To make the individuals and different roles into a strong team, they need a common goal, a common idea about how to play together and how to make each other good. This part is the responsibility of the coach and the team Captain. The different players must loyally follow-up the decisions made by the coach and the team Captain. At the same time, each player must respect and mutually support

each other (make each other good). If any of these items fails, the team will not work, it will lose games, they will experience reduced job satisfaction and motivation. If the team works well, they will win games, win the league, and experience enormous job satisfaction and motivation. The team will be the preferred team for all the players in the league because everybody wants to experience the pride of being part of a winning team. Why am I talking about this? It’s a simple way to illustrate what I want to achieve within Seatrans Ship Management, both on board and ashore.”

### **Job satisfaction, motivation and performance**

“We have started working on clarifying responsibilities for the Masters and for the different ship management departments, including their respective key positions. The message is being spread through Master seminars and organisation development meetings. This is important to ensure that there is no doubt about responsibilities and expectations. Two very important adjustments have been made; strengthening the roles of the Masters and the Technical Superintendents (TSI). Together they will be responsible for the ship’s total performance. The Master is the owner’s

representative on board and we shall work through and together with the Masters to achieve good performance on board. The Masters have to be loyal, show leadership and control of the whole ship (including the engine department), and make sure that the ship is managed in line with our safety and quality standards. The TSI is the one responsible for following this up from the shore organisation. The TSI has therefore become the Master's main point of contact in the Ship Management land organisation. This may be an easy and self-evident statement, but some people may also experience it as demanding. But it is like the soccer team – clear responsibilities and a positive way of working together will lead to increased job satisfaction and motivation. It is as essential for our performance as it is for the soccer team I mentioned."

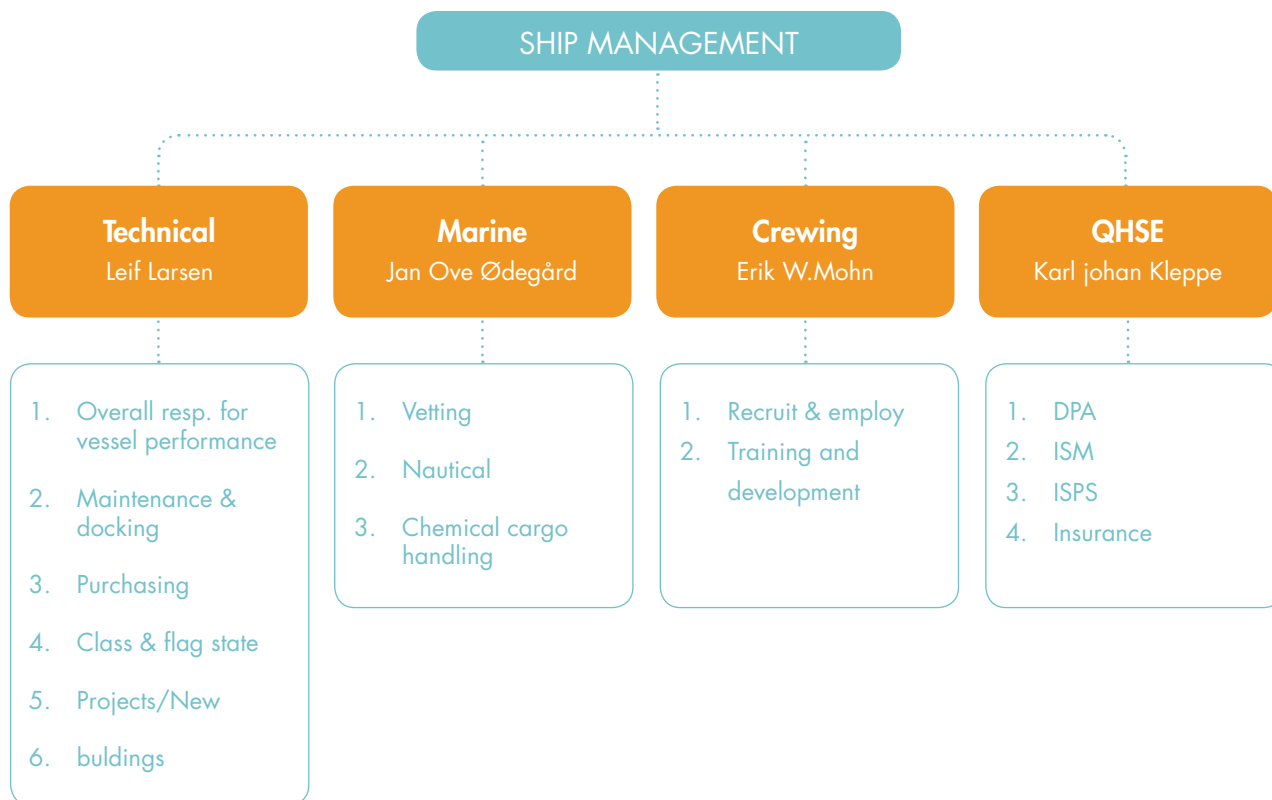
**Carry your responsibility and performance with pride**

"In order to keep responsibility where it belongs, we aim to adjust the way we work so that those responsible for results can experience the pride of positive results, or liability for poor results. This shall be as direct as possible without too many in-between organisational layers. This makes everybody's performance more visible and is a key to motivation and job

satisfaction." "Management and leadership are the tools that make our skilled individuals work as a team. We therefore focus on increasing these skills through training, development of leadership principles, and clearer expectations about how to act as a leader in Seatrans. It has also been essential to define who has what leadership responsibility. In the last Masters' seminar, many of the Masters mentioned 'lead by example' as the most important leadership principle. That indicates that we have a good basis on which to work. I know that we have many good leaders on board and ashore. In order to win the league and establish a safety/quality level we can really be proud of, we need these leaders to step forward and lead. Remember: 'Good leaders lead'."

**Right things – things right**

"The overall goal is to establish a high ship management performance level. We have started the process and will move quickly ahead. The positive feedback so far indicates that we are on the right track. I really enjoy watching so many of our employees adapting to the changes with a positive attitude. Our intentions are solely positive and so will the results be," Atle Sommer concludes.



# This is the new Ship Management Department

## Technical department

The role and responsibility of the TSI have now been strengthened. The department will also be responsible for maintenance, dockings, purchasing, class and flag state issues, as well as new projects and new buildings. Purchasing has been formally established as a Purchasing Department. The intention is to improve the coordination and development of purchasing. **Manager: Leif Larsen**

## Crewing department

Has been developed with more clear lines. Crew Superintendents with subordinated Crew Officers will for their respective part of the fleet handle recruitment, employment, training and crew development. **Manager: Erik W.Mohn**

## Marine department

As of 1 April this year, we are establishing a Marine/Vetting Department consisting of a Marine/Vetting Manager and our Marine Superintendents (MSI). The department shall be responsible for supporting the TSIs and Masters with vettings. The department shall also be responsible for nautical and chemical cargo issues as well as customer relations towards oil majors. **Manager: Jan Ove Ødegård**

## QHSE department

With effect from 1 April, our QHSE department will be responsible for ISM, ISPS and Insurance. The QA Manager will also have the role of Designated Person Ashore (DPA). **Manager: Karl Johan Kleppe**

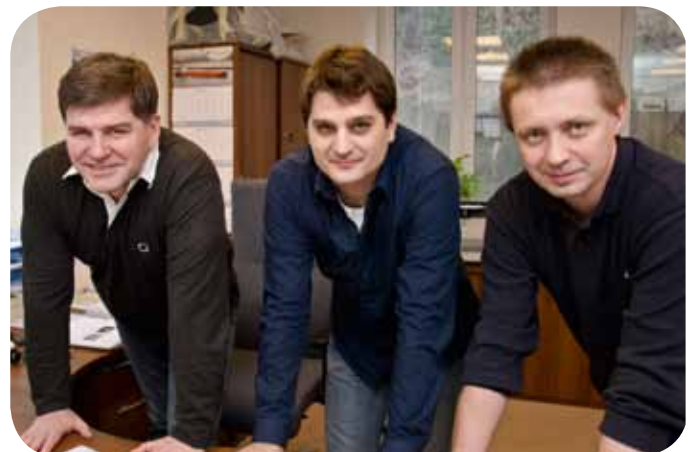
Bridging the gap between bridge and land:

## Strengthened first line

**"We are the new first line," Tomasz Kaminski says.**

"We will keep a firm focus on the optimal operation of our vessels. Our responsibilities include maintenance, safety, QA, crewing, purchasing and budgeting. I think it is a good idea," Jacek Krajewski says. He is one of the three technical superintendants (TSI) in the Technical Department at the Seatrans office in Gdynia.

"We have all been at sea for many years and we know our vessels very well. And we also understand the seamen's language by heart. We can translate this into terms that are understandable for all parties involved. We are in contact with the vessels every day and can see the various challenges from both sides," Tomasz Sabatowski adds. "The restructuring process is still taking place, but gradually the responsibilities and tasks will be transferred. We cannot take care of every possible issue; we depend on the capacity and competence of both the Crewing Dept and QA Dept," the three TSIs conclude. "And don't forget the people in the Purchasing Department with whom we cooperate very closely on daily basis!"



Polish first line: Tomasz Sabatowski, Jacek Krajewski and Tomasz Kaminski are ready to do their best for the vessels they operate. (And it helps to have a name starting with "Tom" they claim.)

## Major changes in the role of the master – past and present:

# From dictator to motivator

You could fill an entire book with the title “The role of the master – past and present”. However, to sum up in just a few words it would be “night and day!” says master Per Hagen. As one of the SeaTrans’ most experienced masters, he knows what he is talking about.

In the past there was a dictatorial pyramid where the master was at the top and directed the vessel from above. The master was often a figurehead who was not directly informed or involved in the small details on board the vessel. The master was neither “visible” in daily operations nor in direct contact with the individual seafarers. Nowadays, it is imperative that the master is up-to-date at all times, knows the details, rules and routines of the vessel, and is actively engaged as an initiator and motivator. Furthermore, the master has the role of teacher and instructor, including the task of selecting suitable candidates for future top positions in the company, explains Hagen.

### Ability to communicate

In the past the master often had a conservative leadership style, which need not be negative, but could lead to difficulties when applied in the wrong context. In today’s working environment the master must be ahead of development, acquiring additional competence through courses and seminars. –The master has the overall responsibility, but that does not mean that responsibility cannot be delegated. On the contrary – delegating responsibility to employees will generally have a motivational effect. Many young officers develop and mature “more quickly” with increased trust and responsibility. Nowadays, the master is a team leader, where co-operation and good communication are “musts”, adds Hagen.

### Organisation on board

Organisation on board has also changed dramatically, says Per Hagen. –In the past the leadership of a vessel was divided into departments. Each department had its own area of activity and was under the authority of a department head who ruled with a heavy hand. Involvement from the outside was not accepted. Today this is a thing of the past: The heads of department have become team leaders who work in close co-operation to achieve a smooth running of daily operations and organisation on board. The officers on board are much more involved in the small details

than they were previously, quite simply because this is demanded by the authorities, society, our customers and our owners.

### Jack of all trades

The role of a master today involves being “a bit of everything”. In short, the master has to be professionally skilled, fulfil his/her position as highest in command, while at the same time creating an atmosphere of co-operation through involvement, motivation, instruction and guidance. Furthermore, the master must be able to take unpopular decisions when necessary. As a leader, the master is a role model for others – in particular younger and inexperienced officers. It is important to give praise and criticism; it should be easier to praise than to criticise, says Per Hagen.

### Openness – forgiveness - learning

The master should make it extremely clear that service on board a SeaTrans vessel involves working actively and loyally in the interests of the company. By this, I mean in line with the routines and regulations defined in our TQM system.

“This is the way we do things around here!”

In our eminent toolbox meeting the master will and should push to maintain and improve performance and not let the minor “non-conformance” issues be brushed under the carpet.

Openness with regard to oneself, the employees on board and the company office is what makes progress possible: “Hey, I made a mistake, but I’m taking this as a lesson to be learned.” This is the way we want it to be – that demonstrating this kind of attitude will not result in negative consequences for the individual seafarer. Everyone has to learn to move on...

### Ship and land – hand in hand

Per Hagen also believes that the contact between ship and shore is vital, and increasingly challenging. –This is a million dollar question; no, joking aside. Rule number 1 is that a master does what he/she says will be done. It is as simple as that. As long as this rule is followed, the master will be able to instil a sense of trust in every employee. Deviation from this principle, on the other hand, will contribute to a feeling of de-motivation and lack of confidence in the systems. The employees on board and on shore need to know their individual roles and responsibilities. All styles of management should aim to achieve a “we” approach, rather than a feeling of “us” and “them”. The latter is completely destructive for all forms of co-operation. Is everyone aware of the fact that the human factor is the most valuable





resource of a modern shipping company – both now and in the future? There are huge costs involved in creating a well-functioning team relationship between ship and shore. Quick feedback is just as important from office to vessel as vice versa. To have any other opinion is demotivating and completely incorrect.

### Language

The problem of language barriers is one that often receives too little attention. Occasionally employees say one thing when they actually mean something else! It is therefore vital to try to avoid misunderstandings. Cultural and political differences will always exist in a multi-cultural environment such as SeaTrans.

### Officer development

It is extremely satisfying to see how skilled “my” officers have become. It might be sensible to moderate what I say, but I believe they are among the best in the company. One of the main reasons for this is their individual personalities and the effort they put into their work. I have also learned to recognise future opportunities for potential leaders.

Long experience in training future top officers has given me a number of criteria that I use to select and recommend potential candidates. Not everyone is suitable for a top job on board a vessel; unfortunately for some, perhaps? Certain qualities and attitudes are essential, including a high capacity for work, systematic thinking, the ability to motivate, co-ordinate, deal with stress and demanding situations, act with diplomacy, and not least be a fellow human being. Loyalty is another factor that I value particularly highly. It would be unthinkable for me to recommend a young officer for a top job in SeaTrans if my gut feeling told me that he/she would disappear to competitors if the pay were better. In a complex top job, the salary is only one part of the whole. The working conditions, vessels – the office, environment, quality of the vessels, mean just as much. Operating a modern vessel such as the Trans Iberia is demanding but extremely satisfying. We work extremely well together, also as a training vessel, concludes Per Hagen. –It is a pleasure to watch our students as they progress through the ranks....It promises well for the future!

# Crewing department takes **new steps**



Crewing collected: (from left to right) Iwona Glysz, Ania Krzystyniak, Dominika Warszawska, Piotr Masny, Manisha Aarseeth, Andrea Sgardelli, Iwona Paterka, Iginio Sgardelli, Linda Frederich, Karianne Nordby, Cristian Dumitrescu, Erik W. Mohn, Diana-Camelia Duma, Camelia Paraschiv, Ionut Paris.

-Maintaining a good, close relationship between Office and Captain is my number one priority. The Captain and his team are our most important advisors regarding crew follow-up. Career planning, rotation planning, conflict resolution, performance advice, etc, all involve the Captain, says Erik W. Mohn, the new Head of Crewing after Atle Sommer.

Early in February, Erik, together with all his colleagues in Bergen, Gdynia, Constanta and Rijeka, met in Poland to evolve the crewing team identity and spirit and update common knowledge on their IT tools. The team includes 18 people, and there are changes on the daily agenda.

-We have been through a few changes at the Bergen office, recently. Some people are leaving while others are being promoted. We exchange personnel between Poland and Norway and we will receive new employees. I have specified a few priorities in our work. Some are obvious while some are less obvious. This is to ensure that all of us, at sea and onshore, know where we are headed, says Erik, pointing out the following:

## 1. Safety climate/Safety culture

The whole organisation needs to be focused on this. There is no easy fix. It's hard work.

## 2. Involving the Master

The Crewing department can't do a proper job without a good, close relationship between Office and Captain. The Captains who participated in our last Captain's seminar know that this is a top priority for all levels within the organisation.

## 3. Seatrans as a preferred place of work

Seatrans should be the preferred place of work. This is challenging at the best of times and difficult when times are hard. Care and Involvement are key factors here. Recently, there have been a few difficult situations. The Seatrans way is to treat people with fairness and dignity. This is the best 'investment' we can make in the future.

## 4. Support systems

In this modern world we are becoming more and more dependent upon IT support tools. Over the last two years we have been perfecting the way we use our personnel database. OCS, as it is called, is now working reasonably well as a full blown database in which all info on the individual seafarer is stored. We will continue to work on OCS to make sure we provide seafarers with the best possible service. Seagull is another issue. We are working hard to get this system up and running on all ships.

## Two got 25 anniversary appreciations

The Seatrans owners have decided to show their appreciation to seafarers who have been sailing for the Company for an extraordinary long time. Over the years many have got a plaque after serving Seatrans for 15 years. However, a new 25 years appreciation was handed over for the first time at the Master seminar in Bergen, March 8th.

With a noble wristwatch the owners will award all seafarers with 25 years (or more) company seniority. The watch will be presented on an appropriate occasion either on courses and seminars or on board.

The first two to get this award are Captain Hepsø and Chief engineer Svein Midtbø. Captain Geir Hepsø received his gift from the Owners after serving over 30 years on various Seatrans ships. On March 14th Chief Engineer Svein Midtbø received his watch on the day of his retirement. Svein Midtbø has been sailing more than 35 years for Seatrans. Congratulations!



### 5. Inter-departmental cooperation

From the shore side the Technical Superintendent is responsible for the individual ship's performance. He will work closely with the Crewing Superintendent and the Marine Superintendent (tankers) in providing all necessary support to the SMT.

We are working hard to get these teams to work even more closely in the future. As Head of Crewing it is important to state that input from the Superintendents, together with the in-depth know-how of the SMT, creates the knowledge we need to maintain a fair and honest crewing policy.

### 6. Career planning and promotion

We have been able to promote our own candidates in almost all vacant positions at sea over the last few years. This proves that our Captains and Chief Engineers are doing an excellent job when it comes to evaluation, motivation and selection.

This is important! We will continue the efforts that have already been made to refine the career planning of the individual seafarer. Romania is coordinating the deck department and Poland the engine department. Our goal is for all seafarers to be able to keep themselves updated, whenever they wish, about how their careers are progressing and what is expected of them.

-We are heading in the right direction. High quality operations on the ships and good crewing from our side pay off, Erik W. Mohn concludes.

## Anniversary

### 50 år

Zygmunt Schmidt	03.02.2011
Darko Jurkovic	09.02.2011
Piotr Krasuski	31.03.2011
Boris Simicic	18.03.2011

### 60 år

Jørn Otto Kaik	16.01.2011
Henryk Sikorski	18.01.2011
Marek Szajko	24.01.2011
Stanislaw Witka	21.01.2011
Eugeniusz Chodon	03.03.2011



# Implementing a greener Seatrans

Inspired by the ISO 14000 standards concerning the environment, Seatrans will start monitoring four areas that are vital to the climate and the marine environment, i.e. waste disposal, emissions into the air from engines onboard, emissions travelling to/from vessels, as well as chemical cleaning agents and rinse water. The next step is to implement guidelines and measure the performance in the four respective areas. These days a large number of practical ideas from the ships are being collated.

-In terms of monitoring, we use the methodology of the ISO 14000 series and evaluate the environmental impact our activity has upon these four areas, Captain Halvor Roer Jensen explains. He is engaged in helping the task group with the guidelines and implementation of the environmental initiative (see TransNytt 2/2009). The group includes KarlJohan Kleppe, Gisle Rong and Kjell Arild Løvteit, in addition to Captain Jensen.

-Our initiative is a response to the increased focus on the environmental issue in general, but also improves our performance relating to the TMSA level 2 requirements, KarlJohan Kleppe explains. -The four areas we have chosen are all areas in which our operations make a clear impact on the environment and in which we can improve our performance.

## Waste disposal

Most of the ships in the Seatrans fleet already have systems for sorting various kinds of waste such as paper, glass, cans and organic waste. The aim is to increase this initiative and also reduce both waste and packaging in general, while still maintaining the best hygiene and food safety standards.

## Engine room machinery

Emissions to the air from onboard engines are, of course, a major source of pollution. Emissions contain CO<sub>2</sub>, NO<sub>x</sub> and SO<sub>x</sub> that are harmful to the environment; nitrogen and sulphate primarily impact the environment locally while carbon emissions have a global impact. The aim is to reduce the use of carbon-based fuel to a minimum. This means reducing speed whenever possible and minimising the use of auxiliary engines, especially when in port. (See also report from Trans Catalonia on this issue).

## Travelling to/from the vessels

Most of the tickets we use for travelling by plane are bought from the travel agency Instone and via our crewing office in Romania. One of the advantages here is that they calculate the CO<sub>2</sub> emission per seat, per journey. This gives Seatrans a chance to set a 'base line' relating to current performance, as well as monitoring developments and searching for improvements in air travel.

## Chemical cleaning agents

In the effort to comply with the strict rules that apply to clean tanks before loading, Seatrans uses a considerable volume of chemicals for its tank cleaning operations. One side effect of this is that tank cleaning has a great impact on the environment. To a certain extent it is possible to monitor the quantity of rinse water and cargo slop pumped overboard. The effect on the environment, however, cannot be measured in this way. The industry is already strictly controlled by rules and regulations and in order to be competitive, any company-specific measures (e.g. delivering cargo slop to a shore recipient) will engender additional expenditure. Any change of practice relating to tank cleaning will have to be implemented equally throughout the whole industry. However, Seatrans will take measures to improve its performance in tank cleaning operations, in terms of minimising the use of chemicals required for the operation, and the treatment of slop generated by the onboard operation.

## Gathering ideas

-We will start our new environmental initiative with our fleet of chemical tankers. Here the crew is already familiar with VIP (Vessel Information Protocol), which is where these measures will be implemented. But for the time being, a lot of input comes from the ships themselves, with practical ideas about more environmentally-friendly procedures and initiatives on board. So far (mid-February) we have received 35 suggestions from eight ships. This is very good and I think even more suggestions are in the pipeline. Don't hesitate to give me a hint, says Halvor Roer Jensen. - The environment challenges us all the time. We will never quit this challenge. So your ideas are welcome anytime!



**Environmental initiative:** Karl-Johan Kleppe and Halvor Roer Jensen prepare for a more environmentally-friendly performance at Seatrans.



Seatrans improves its purchasing procedures:

# Better supplies at lower cost

- With up to 180 purchases per vessel and three enquiries per order, it is obvious that there are many details to keep track of during the day, week and year. We purchase everything from toilet paper to expensive components for 16 of the vessels in the Seatrans fleet, explains the purchasing manager, Tom Breistein. He is assisted by Vibecke Skogstrand and Vigdis Kalland.

With annual purchases in the region of 10 million, the Purchasing department is an important unit both within the Seatrans organisation and for potential suppliers.

- We utilise existing contracts with suppliers in such a manner that we get the most out of our money. Seatrans has a wide range of supply contracts, and in order to gain maximum benefit from these contracts we have to co-ordinate and plan our purchases meticulously. We also have to ensure that the supplies reach the right vessel at the right time – and in the right port. We know from experience how flexible and unpredictable many of our vessels are in their operations. It is therefore no exaggeration to say that we are faced with exciting logistical challenges on a daily basis, explains Tom Breistein. – But occasionally we do have to forward supplies by lorry, and that is neither fun nor profitable...

### Three big spenders

Tom Breistein is not alone in the Purchasing department. Vigdis Kalland has been with Seatrans for 15 years and took part in the centralisation of Seatrans' purchasing activities several years ago. She was thus involved in laying the foundation for current purchasing procedures. Vibecke Skogstrand had a variety of tasks at Seatrans prior to being employed in the purchasing department before Christmas last year. Many will remember her cheerful voice on the telephone at Seatrans' reception. She is still just as cheerful:

- We have excellent contact with the vessels and spend a considerable amount of time following up the suppliers. It is not enough to merely "place" an order and assume that everything will go according to plan. Follow-up is crucial.

### Thematic improvement

"Everything depends on everything". Without suppliers of food, lubricating oil and washing powder, just to demonstrate a limited spectrum of potential purchasing orders, the vessel will stop. Not only that, but operational stability,



Big spenders – smart buyers: (from left) Vibecke Skogstrand, Vigdis Kalland og Tom Breistein.

health, safety and the environment will also be adversely affected by problems in purchasing. – We try to work systematically from area to area. With Garrets, for example, we have established better routines and control over food and nutrition. At the moment we are involved in finding more efficient solutions for the maintenance and replacement of (emergency) rafts on the vessels. These rafts need to be maintained and checked on a regular basis, and this must be done by qualified personnel. We have to set up both routines and contracts with a supplier that can safeguard these procedures on our vessels, says Breistein.

### Intelligent purchasing

Spare parts are another important point on the task list of the Purchasing department. – It is vital to find the right balance between having our own store of spare parts and securing access to frequently required parts at the moment when they are needed. Yet again, we see the importance of maintaining good communication with the vessels and technical inspectors so that we can plan well in advance in order to purchase at the best price possible. Experience tells us that it can take up to ten weeks to deliver certain spare parts, while in other cases we can buy small components directly from the manufacturer at a much lower price than if we went through the producer or supplier of the actual installation. We can draw a parallel from the car industry to illustrate this: If you go to your car dealer to buy blades for your windscreen wipers the price is usually much higher than if you buy the same original part from, for example, Bosch. What we will never do, however, is purchase a "pirate blade" that would probably fit, but would not have the same quality and guarantee as the original version. This type of issue is one that we deal with on a regular basis, and there is a great potential for saving. We are extremely satisfied when we manage to achieve such savings, concludes Breistein.

# Saving fuel = saving money

Fuel is a necessity. But an expensive one. So what can be done to perform “best in class” in terms of minimal use of fuel? Trans Catalonia has shown an excellent performance recently. TransNytt therefore asked them for information on how they have achieved this.

“We monitor and observe power and fuel consumption, and weather and loading conditions on a daily basis. We try to reduce fuel consumption, but without taking risks. Our number one priority remains the safety of the vessel operations,” Ch. Engineer Lukasz Deruniec explains. And he is not alone on this issue.

“First of all, we stick to the most economical speed at sea. We have many long-distance voyages so we can run the engine economically for longer periods of time. And that brings us to our second and very important task: We recycle heat. During sea voyages, we make efficient use of the Exhaust Gas for thermal purposes. During port operations, we reduce heat consumption from the Thermal Boiler. For example, some of the heat exchangers are double, meaning that we can close one of them,” Lukasz Deruniec continues.

But there are also a number of other things to do. Such as keeping good maintenance of machinery to keep the engines in a healthy condition. The crew takes proper analyses of how the engines perform and ensure proper maintenance of crucial parts of the engines such as fuel plant, piston units and turbochargers.

“While staying in port, we reduce the number of machines we have running and still keep the various plants in good operational condition. And on voyages, we do our best to keep a continuous propeller load output. For our vessel,

that is at 5200 kW on the shaft,” Lukasz Deruniec says.

Also before a voyage, there are many ways of optimising energy consumption on the voyage. “We prepare for the voyage, taking into consideration currents, winds and tides. We make effective use of the Framo Power Packs, Nitrogen Compressors and Gas compressors. These consumers are Power Request Components and special attention has to be taken during programming PMS mode in order to run Diesel Generators effectively. And finally we use thermal oil efficiently, in terms of keeping the thermal insulation and the boilers in good condition, and we disconnect all unnecessary consumables from the heating plant.”

“This is an example of an attitude brought into action. But it takes more than one man or one team to produce a notable effect,” Lukasz Deruniec explains. “Our plan has been adopted by both shifts on the vessel, and we think that this is the key to achieving progress in energy savings.”



The speed, safety, service and savings team on Trans Catalonia: (from the left) MM Mihaila Petre, C/E Deruniec Lukasz, 2/E Wasylow Mieszko, 3/E Okon Sebastian, ELEC Petcu Petre, Fitter Ionel Ovidiu

## Captains' comment: Team work



“The jobs we do onboard and our performance – it’s all team work and that’s why it’s essential that all team members strive towards common goals. As a Master you

play a central role in planning day to day work and evaluating performance with SMT. One key element for team work is for the Master to keep crew informed and motivated, and maintaining the Seatrans atmosphere which involves keeping an open attitude where everyone can speak freely and develop suggestions, improvements etc.,” Captain Joachim Rubin comments from Trans Catalonia. “Our daily toolbox meetings are a great tool for this type of planning as all departments (with their various skills and experiences) are present and involved.

It’s also a great time to keep crew informed about important company related issues, such as cost control.” “The Master plays the central role in all this work, but without highly qualified colleagues who follow up the planned actions, the result would be poor. This of course also includes the invaluable support from the office team. Onboard Trans Catalonia we have a very good crew so I’m confident that this process will continue and we will manage to improve even a little bit more,” Captain Joachim Rubin concludes.

# New in Seatrans



Photo: Sidsel Sande

## Tomasz Kaminski

Having sailed with various Seatrans vessels since 1997, Tomasz Kaminski decided last autumn to leave the ordinary life of a seaman. When his decision reached the shore staff at Hop, he was offered a job as technical superintendent. Now he is the new guy in the Technical Department under Leif Larsen's management. "I started as motorman on Trans Carrier and was promoted to 2nd engineer in 2001. Since then I have been on a number of vessels, working in all the trades and with all types of cargo. This has given me a broad base of experience, so I can highly recommend others to do the same. It can be seen as a bit scary to change vessel, but on the other hand you can profit by expanding the experience you gain. And you learn and can pass on good ideas and best practice from earlier experience to your new vessel," Tomasz Kaminski says from his new desk at the office in Gdynia.



## Tommy Liljebäck

Tommy Liljebäck (37) joined Seatrans in mid February as technical superintendent with the Technical Department at the Seatrans head office in Bergen. Tommy took his naval education in the Navy and worked there for nine years as electrician and chief engineer on mine hunting vessels, among others. After leaving the Navy, Tommy has gained broad experience as superintendent with various shipping companies. Wallem Ship Management was his last place of work before he arrived at Seatrans. At Wallem he worked with dry cargo and tanker vessels in addition to newbuildings for the offshore supply markets. Tommy is married, has two children and lives in Askøy near Bergen.



Photo: Christian Mohn

## Manisha Aarseth

Manisha Aarseth (38) joined the Seatrans family in January 2011 as Crew Superintendent in the Crewing department. She will gradually take over the crewing responsibility of the tanker fleet. Manisha has worked as a quality assurance consultant with Statoil AS and she also has sailing experience. With an MBA specializing within General Management and Human Resource Management, she also has other educational degrees to her credit. Born and raised in India, Manisha is widely travelled and has lived for over a decade in the USA. She is now settled in Norway with her 3 year old daughter and husband.



Photo: Christian Mohn

## René Tvedt

René Tvedt (27) has been appointed as an accounts officer at the head office in Hop. René has a Bachelors degree in Business from the Norwegian School of Management (BI) in Bergen. He is an authorised accountant and has worked for an accountancy firm for four years before joining Seatrans. René and his girlfriend live together in Landås, Bergen. He prefers to cycle to and from work; as long as there is no risk of snow and ice on the roads. In other words, he fits well into the safety-conscious culture at Seatrans.



## In memory of Andrzej Ganske

On January 5th, our Seafarer Andrzej Ganske passed away on duty, serving as Cook on board M/T Copernicus. Andrzej has been with us for almost 8 years and we will all remember him as a good friend, colleague and trusted employee. Our deepest condolences to his wife, son and two daughters. We would also like to send our special acknowledgement and gratitude to the crew of M/T Copernicus for their professionalism, involvement and care shown in their attempts to save Andrzej's life.

The sun has turned. Now we can look forward to warmer and sunny days...

