

# TRANSNYTT

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## Seatrans Leadership Concept



# SEATRANS LEADERSHIP CONCEPT

Leadership as a topic will never be out of date. Through all times in history and as long as humans have to cooperate, leadership will be on the agenda. A professor I met once said: "How can it be that leadership as a universal need is so widely discussed and is filling so many meters in the bookshelf, but still hasn't got a universal formula?"

Maybe it is because leadership is very difficult and very simple at the same time. Seatrans has been working with the question about quality and performance of good leadership for quite a while. New perspectives are being added and old wisdom is updated. Seatrans Leadership Concept is now taking form. You can read more about it in this issue, and we

expect that our concept of leadership will improve our results to even higher levels.

I am happy to announce that the PPE procedures have been updated and streamlined in accordance to our standards. The standardisation is ment to be implemented throughout the fleet, and we expect that this will improve the safety in the various working environments onboard the ships.

And at last but not at least: The fleet renewal continous. Our operations are well performed and we are prepared for increased activity when the time is there.

**Kind regards**  
**Lars Helge Kyrkjebø**

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## Southern Zebra adds **tonnage** to the **fleet**

“Seatrans Chemical Tankers has an ambition to grow and further develop the existing business. Certainly, we also want to add new business to our portfolio.

Meanwhile, it is important to grow and adjust the fleet in line with the requirements, volumes and trading patterns that are developed in cooperation with our customers,” says Jan H. Johansen, Managing Director of Seatrans Chemical Tankers (SCT). “We have requirements that point towards the size of vessels we need, the number of tanks, the quality of the ships, the professionalism of ship management ashore and on board. We also have certain age constraints and a continuous need to have all ships approved by the major chemical and oil companies. All these factors are considered when choosing partners and ships that shall sail in our pools,” Mr. Johansen continues.

Based on the experience gained by SCT with the ship owner Tatsumi Marine in Singapore, after trading the Southern Atlas for nearly one year, it was a fairly easy decision to include the sister vessel Southern Zebra in the SCT fleet this spring. “We have TC

based deals with purchase options in Yen for both these vessels. The latter is built in 2004 and Atlas is two years younger. They perform well and have good management both onboard and ashore. The purchase options are also an interesting part of the deal,” says Mr. Johansen.

“Meanwhile, we still have some fairly mature ladies in our fleet that will eventually be sold, and are keeping an eye on what is available as replacements or additions in the sizes we are already established in or slightly larger. The market development in general is rather weak but we have a fairly good balance between contract business and spot business which is well-adjusted to our fleet. During the last couple of years, we have been testing coated tonnage and decided to go further with only stainless steel vessels. It is therefore encouraging that ‘a no fleet growth’ scenario should lead to a balanced market in the short term,” says Jan H. Johansen.

## TRANS BORG

“We took delivery of Trans Borg 20th November 2012 at Chiba. The vessel is now well established in the trade between North West Europe and Eastern Mediterranean.

Captain Jaroslaw Wolanin and his crew finished the first southbound voyage mid-June after a hectic cargo program with 15 different products from North West Europe via Spain and thereafter to Greece and Turkey. From a commercial point of view, operations worked very well,” says Tom Skare at Seatrans Chemical Tankers.

Trans Borg will play an important role for Seatrans Chemical Tankers in the years to come on this route. Trans Adriatic



(12500 DWT) was introduced to this tradeline in October 2010 and this vessel has sailed with satisfactory results despite the challenging market conditions since the financial crisis started back in 2008.

“In a market where the chemical shipping market has been unsustainable for almost five years now, it has become increasingly important to have the right size of ships for the right trade. Trans Borg with 11921 DWT and 24 cargo tanks indeed will serve such purpose,” Skare concludes.

**Easy-to-understand:** A new matrix makes it easy to get an overview of PPE to be used for the most common operations, Eilert Nøttingnes says.

**Personal Protection Equipment:**

# New procedures for use of

# PPE

In order to make it easier to know what Personal Protection Equipment (PPE) to use and decrease the number of procedures, Seatrans Ship Management has made one new procedure covering all vessel segments.

"In this new procedure, we have included an overview of all PPE available on board the ships. We have also made a new PPE matrix showing what equipment to use during the most common jobs on board," says Eilert Nøttingnes. "Additionally, we have prepared separate sections for special operations on chemical tankers and for dry cargo vessels. Another change for the better is our plan to standardise all the PPE in use in Seatrans. This will make it easier if any crew members change ships," Eilert Nøttingnes continues.

**The engine room**

After talking with a number of chief engineers, Seatrans Ship Management has approved the use of bump caps by staff in the engine room during ordinary, daily work. "If there are jobs to be done that increase the risk of accidents or injuries caused by falling objects, the PPE in use shall reflect the increased risk potential. PPE is – and has to be – an integrated part of our safety culture. This is not exclusive to seafarers. The safety

culture and the PPE regime include office staff and other visitors onboard the ships. There are no exceptions," Eilert Nøttingnes conclude.

**Yes, we do**

"There are three of us working in the engine room and we use the bump caps every day. The ordinary helmets are more heavy and warm, so if you use them in the heat you start to sweat and it gets in your eyes and becomes very uncomfortable. In some working positions, the helmet falls from your head and you have to use the chin strap. The new bump caps are much more comfortable and are safe to use for routine jobs. If we have to do heavier jobs with lifts and so on, we use the traditional helmet," Chief Engineer Petr Musil onboard Trans Fjell explains. "Now that we use bump caps, we have not had any accidents related to work in the engine room. Bump caps give good covering and protection of the head while feeling comfortable."



"Now that we **use bump caps**, we have **NOT** had **any accidents** related to **work** in the **engine room**."



"We have had two incidents related to incorrect use of PPE the last week. PPE is a basic barrier to protect the life and health of our employees. Therefore, the correct use of PPE is a minimum and basic requirement for employment with Seatrans. We sincerely care for our employees' safety and therefore require decisive actions/sanctions (from written warning up to and including immediate dismissal) towards anyone who knowingly chooses to not wear proper PPE!"

**Atle Sommer**  
Managing Director

We **sincerely**  
**care** for our  
**employees'**  
safety



# General comments

## regarding use of helmets or BUMP CAPS

It is important to know the difference between the use of helmets or bump caps. The helmet is CE EN 397 approved and the bump cap is CE EN 812 approved. It is recommended that bump caps are only used 'during daily work in the engine room'. Helmets are mandatory when special work, not daily work, has to be carried out in the engine room.

### **Difference between helmets and caps:**

- \* A bump cap weights approx. 200-250 grams less than a helmet (after hours spent working in the engine room, you will notice the difference between using a bump cap instead of a helmet).
- \* The bump cap can be used in constricted areas where the helmet is too large (where there is insufficient space to wear the helmet on the head together with the arms/hands + tools).

### **Regarding use of bump caps on Trans Carrier:**

It is currently only fitters who use bump caps during daily engine work. The rest of the engine department continues to use helmets.

All engine crew who have been on board since receiving the updated PPE-matrix from the office on 10.05.2013 are permitted to use helmets or bump caps for normal daily engine work if they wish.

### **Now we are talking about what to wear, I would draw your attention to the following:**

- \* It is the Chief Engineer's duty/responsibility to inform his/her crew about the different types of head protection when using helmets or bump caps.
- \* To inform crew members about what constitutes daily engine work and what does not constitute daily engine work. And to underline that it is 'mandatory to use a helmet even when daily engine work is not being carried out.'
- \* That it is up to the crew members to choose what type of head protection they wish to wear when carrying out daily engine work.

**Chief Engineer F. Berland.  
Trans Carrier**



# Seatrans Leadership Concept

Leadership is the most powerful source to shape behavior, boost performance and to create a positive working environment. This because leadership is about people,- our most important and decisive resource. Each and every one of us influences the team we are all a part of and the individual behavior influences our corporate result. Therefore besides being good at navigation, engineering, cargo handling, risk assessments, cooking, etc, our employees must also be caring, thinking, motivated, committed and good team members. This is mainly generated by the everyday leadership of leaders at all levels on board and in offices. Seatrans encourages a positive leadership style where we are focusing on the positive behavior, but also correcting behavior that is below compliance. Our leaders lead by example and they are aware that "good leaders lead".



# Driving performance

It's not about driving cars. It's not about any kind of stand-up comedy performance. It's about how to improve the results of an organisation as a whole. The aim of the new Seatrans Leadership Concept is to achieve better results in every respect. It is a question of how to drive the performance to new heights – on shore and on board.

'Our ambition is to take new steps forward in shaping an organisation where our performance improves on a day-by-day basis. Through the implementation of various programmes and projects we have improved. However, we cannot stop and rest with the results we have achieved to date. For years it has been a goal to operate in accordance with laws, regulations and requirements. That has been a reactive way of working that has limited potential. Today's safety standards, competition and business environment demand something more. It is not a question of complying or not. Compliance is basically 'the license to play' and is a minimum requirement, not a goal. Seatrans' ambition is to go 'beyond compliance' – meaning excellent. We certainly have to do the right thing. In order to do something with excellence we have to do the right thing properly, more smartly, more safely! The rules and procedures must be complied with, but, in addition, we need to make everyone look ahead and deal with challenges before something happens, rather than waiting for someone to be hurt before acting. Increased focus will be directed towards how we are behaving while doing our job. Our behaviour has to be exemplary, too. To reach this stage as a company we need people that will really commit themselves to behaving in an exemplary manner. That's the course we're going to sail along towards better performance,' says Atle Sommer, Managing Director of Seatrans Ship Management to TransNytt.

#### DO THE RIGHT THING PROPERLY – AND BE SMARTER

The officers and office staff who attended the seminar in Bergen in May heard the same story. 'Driving the performance through leadership' was the slogan, and it seemed to be welcomed in the audience, which numbered 35. 'How many of you believe that your boss has an influence on your performance?' It's a rhetorical question and everyone agreed: Leaders are crucial for driving a team's performance. But how can formal managers and professionals be great leaders that create excellent results with their teams? This is a question posed by many top managers around the globe. The question is just as relevant in an airplane cockpit, in a hospital surgery, in the manufacturing industry, as it is in Seatrans. With the 'licence to play' in mind, all professionals have the knowledge and capability to do 'right things properly'. That is what's called 'compliance'. That is what is expected. 'The proof of the pudding is in the eating,' says an English proverb. To make a 'tasty pudding' you need to

put something extra into it. It is the little bit 'extra' that makes the difference between 'compliance' and 'exemplary'. (refer to the table)

#### SHAPING BEHAVIOUR

'We have focused quite a lot on 'behaviour-based safety', based on a Safety Culture Maturity Assessment throughout the organisation. This was a very helpful exercise that put us some steps ahead. Now we will take this a step further. Take a look at how we behave: In general our behaviour is good, sometimes it is excellent. However, now and then it is critical. What we have done is to identify areas of activity and look into each of the most common and important activities in four areas: Organisational (shipping business skills), Professional (resource management), Social and interpersonal (Cooperation) and Personal (Safety leadership skills and decision-making),' Sommer explains: 'By describing what we expect of personal behaviour in these areas, we have also made a scheme for evaluating – what behaviour is 'critical', what is 'compliant', and what is 'exemplary'. By letting all employees know what type of behaviour is expected from them, it will be easier to adapt to the standards that have been defined. I believe most employees will do their best to be categorised as 'exemplary' rather than 'critical' or 'compliant'. In that way this concept will shape behaviour and drive performance simply by being implemented.

We **certainly** have to do the **right** thing. In order to do **something** with **excellence** we have to do the **right thing** properly, more **smartly**, more **safely!**



## NON-TECHNICAL SKILLS

Non-technical skills reflect interpersonal (e.g. communication, teamwork, and leadership) and cognitive skills (i.e. decision-making and situational awareness), that complement the professional's technical skills. Non-technical skills refer to the human factors that may influence job performance, but which are distinct from the technical or practical skills required to complete a task.

### DID YOU KNOW?

In the UK in 2000 approximately 10% of patients were harmed in some way while being cared for by the National Health Service – equivalent to 850,000 patients. The cost for additional days in hospital beds was calculated at NOK 20 million.

### DID YOU KNOW?

A UK survey from 2003 showed that poor communication between members of the surgical team was the cause for 43% of the non-conformities registered.

## DID YOU KNOW?

The European Joint Aviation Authorities (JAA) started the development of a NOTECHS (non-technical skills) assessment for pilots in civil aviation in 1998. The reason is that 'during the last decade the aviation community has put considerable emphasis on flight crew members' non-technical skills as a crucial factor for enhanced safety.' (Rhona Flin et al, Position paper, Human Factors and Aerospace Safety 97-117, 2003)

### DID YOU KNOW?

'Recent developments in surgical literature highlight the need for assessment of non-technical skills in surgery. Assessment of surgical non-technical skills is becoming a training priority. The present evidence suggests that the revised NOTECHS scale exhibits good reliability.' The American Journal of Surgery, Vol 166, 2008

EXAMPLES OF:

# Seatrans LEADERSHIP SKILLS

	Critical	Compliance	Exemplary
<b>Safety leadership skills</b>			
<b>Intervention</b>	Never stops unsafe acts of crew members	Often stops unsafe acts of crew members	Always stops unsafe acts of crew members
<b>Decision-making</b>			
<b>Problem definition</b>	Never gathers enough information to clearly identify the problem	Sometimes gathers enough information to clearly identify the problem	Always gathers enough information to clearly identify the problem
	Never supports crew members in speaking out confidently to fully understand the problem	Sometimes supports crew members in speaking out confidently to fully understand the problem	Always supports crew members in speaking out confidently to fully understand the problem
<b>Cooperation</b>			
<b>Team building</b>	Never encourages input and feedback from other crew members	Sometimes encourages other crew members to give input and feedback	Often encourages other crew members to give input and feedback
	Never makes personal abilities, strengths and weaknesses transparent to team members	Hesitates to make personal abilities, strengths and weaknesses transparent to team members	Often makes personal abilities, strengths and weaknesses transparent to team members



### Non-technical skills and evaluation:

# Fair, just and without any misunderstandings

‘In the morning, when we started, most of us were probably a little bit reluctant or at least hesitant about the idea. In the afternoon when we’d finished, all of saw the positive sense of a collective tool for the evaluation of non-technical skills,’ says Captain Tor Arne Dimmen, when we called him at Barcelona Airport on his way home from duty on board Trans Arctic.

One of the advantages of defining non-technical skills is that they will be easier to reflect upon and adjust to the preferred skills. In this way, Seatrans will state clearly what is preferred and also what is not acceptable. But what do the top managers at sea think about this – namely, the captains?

Tor Arne Dimmen is one of a small group of captains who have had the opportunity to have their say about the scheme in which non-technical skills are listed and various attitudes are evaluated. ‘What we were presented with was a draft of the various skills that are important to the jobs, life and community on board a ship. I think this will be a really good tool,’ says Dimmen. He argues very clearly that:

**1.** You get a collective scheme for all Seatrans personnel. This means that any assessment will be representative,

whoever completes it. What we have today is not good enough. Personal assessments can vary quite a lot from ship to ship and from Captain to Captain.

**2.** You avoid misunderstandings. The descriptions of non-technical skills are easy to understand and the evaluation alternatives for each of them are clear.

‘This last point is very important because a misinterpretation could result in a pause or delay in an officer’s career. The criteria of this new regime are more objective and you can get the same kind of assessments across the fleet and without any cultural or personal preferences. The idea behind this is well proven and has been achieved through long and deep reflections. I’m looking forward to using this and thereby improving managerial quality,’ says Dimmen.

# Seatrans launches new website

The Seatrans Group is dynamic and its former website was out of date. An update and a facelift was needed. And here it is: The new Seatrans website is in cyberspace.

'One of the aims of the new design was to show the new totality within the Seatrans Group. We are a fully integrated shipping company although the new company structure is designed for growth in different segments within the business,' says Ship Owner, Lars Helge Kyrkjebø.

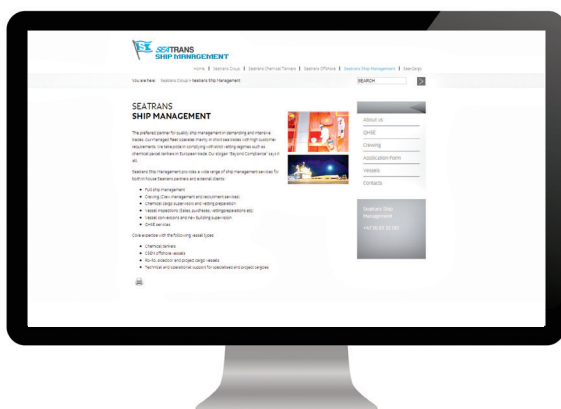
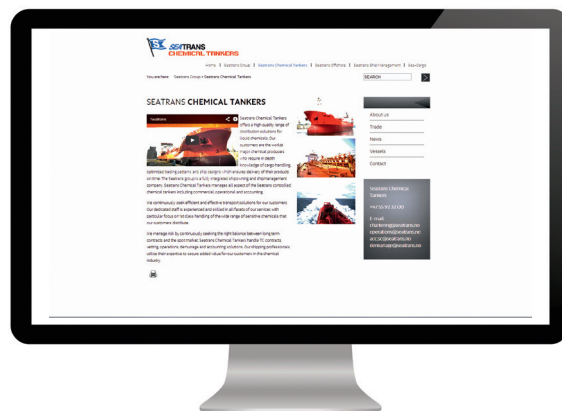
This is the reason for making each segment more clear and visible for website visitors. Seatrans Chemical Tankers (SCT) takes a new step forward in defining its business idea and capabilities.

Seatrans Ship Management represents the new focused business area including total ship management, crewing, supervisors, vetting assistance, marine insurance and all

aspects of QHSE. Its core expertise is related to chemical tanker vessels, ro-ro, side door vessels and project and specialised project cargos.

Seatrans Offshore operates two specially designed vessels for the electro-magnetic survey business. From the website you can easily navigate to Sea-Cargo, in which Seatrans has a 60 per cent stake.

The website has been designed by Creato and the programming has been carried out by Birkelandweb. You may visit the website at: [www.seatrans.no](http://www.seatrans.no)



## Worth knowing about

# CHARTERING

Torstein Alvestad is a chartering broker at Seatrans Chemical Tankers. Any idea what a chartering broker does? Let's take a closer look.

"The Chartering Department is the first link between our customers (the Charterers) or their broker and the Shipping Company. If someone has a cargo of chemicals, he or she will call a broker or in some cases contact us directly. Let's say you have a product from the East Mediterranean that needs to be shipped to the Continent. If we have a suitable ship that is in position for the cargo, we will start negotiating the main terms, such as freight and hours allowed for loading and discharging. This might sound easy, but believe me, there are many things to discuss and agree upon. For us it is of course essential that we always calculate the voyage before making cargo decisions. In many cases we also have to involve the operator who is in charge of coordinating the voyage with the Master. Before we close the deal, I often have to confirm various conditions and confirm that the specifications for the actual ship are in compliance with the client's regulations and the local, national and international regulations applying to the transportation of that particular cargo/product. We therefore depend on a professional operations department, and close cooperation between chartering and operations is critical," Torstein Alvestad explains.

### Solution-oriented

"One important task is managing the contracts we have with our contract partners. This requires a focus on solutions. It all boils down to logistics and which vessel is the best candidate for each contract cargo. We often say that everything is possible until proven otherwise. At Seatrans, it is not an overstatement to say that the fleet has been shaped by the long term contracts we have had."

### Cooperation

"I work with a group of three others at the Chartering desk. We have separate, but also common responsibilities and we all sit next to each other so we have an easy flow of information. The Mediterranean to Northern Europe trade is my area of responsibility, while others focus on Northern Europe to the Mediterranean, the North Sea and the global trade for our largest chemical tanker vessels. The team of operators sits next to us so we have no communication problems there. A close and transparent cooperation with ship management is also important in order to make the right decisions and provide our customers with correct information at the right time."

### Building relationships

Torstein Alvestad has a Bachelor's degree in logistics and has completed a Master's degree in Economics at the Norwegian School of Economics in Bergen. Before he joined the chartering team at Seatrans, he worked for two years at another shipping company as a trainee and later as a ship operator. This type of background is becoming the norm for new Chartering employees, according to Torstein Alvestad.

"To be a successful chartering broker, you have to love talking and working with people. You also need skills in developing good relationships with all kinds of people. Equally, you have to be a good negotiator, pay attention to details and be able to make quick calculations and decisions. With regards to our contract partners, we are expected to deliver a certain level of service. It is important for us here at Seatrans to try and deliver beyond what is expected of us. The point is: You have to treat all the clients with the same professionalism, eagerness and service," says Alvestad.

### Perspective

Torstein is young and keen, but never starts work before nine o'clock. Is he just lazy? "I'm actually used to getting up very early, but after a couple of years working with Chartering, you get used to somewhat later working hours. As we start at nine, we don't leave the office until five or six in the afternoon," Torstein explains. "I feel privileged to work here. I've been here for two years now and I'm still learning every day. I am lucky to work with friendly and highly experienced colleagues and the company is great. The Shipowners apply a long-term perspective to their decisions and strategies, aiming to keep Seatrans on the market of the future. That is good to know for both me and our clients."

"To be a **successful chartering** broker, **you** have to **love** talking and **working** with **people**."



# New life

## to “old” PCs

Piotr Masny, our energetic and enthusiastic head of the Seatrans office in Poland, took our core company value – “care” – to a new dimension. Here is Piotr’s story:

“On a visit to the Bergen head office, I noticed old desktops, laptops and monitors stacked on the floor in the IT Department. Out of curiosity, I asked the IT manager Stig-Erik about what they planned to do with this equipment? The answer surprised me..

Back home (in Poland) such equipment is considered valuable while for the IT Department in Bergen, it was creating both storage and waste disposal problems. That got me thinking – OK, here’s some equipment we could do something positive with and the people who have it don’t want it, so what can we do?

We had no immediate answer but one thing was clear: Let’s collect it and transport it to Poland. It took some time before we managed to organise the transport, but in the early spring of this year, we moved the equipment from the Bergen office to Trans Carrier and then later, with a crew change minibus from Trans Carrier to our office in Poland.

All of us working in Poland know someone who would be more than happy to get a working computer for free. Once the equipment was at the office, we called a person we know, a member of the Large Families Association 3+, an association for families with 3+ children. And yes, the first call got a result! We found the perfect family to support. They have 7 children, 4 of them at school and in need of a computer. They now have 2 laptops and 2 desktops, and huge smiles on the children’s faces, not to mention their parents. It’s priceless.

Families with 3 or more children find it too expensive to provide each child with their own computer. That is why we have already agreed to continue supporting the Large Families Association 3+ whenever an opportunity like this arises.

I would like to say thank you to all those involved: IT staff, Trans Carrier Crew and Poland Office staff. These kinds of stories really show that we CARE.”



**“They now have 2 laptops and 2 desktops, and huge smiles on the children’s faces, not to mention their parents. It’s priceless.”**

New arrival:

# Jan Andreassen

has joined the QHSE team at Seatrans Ship Management. Jan is born in Onsoy, Fredrikstad and has had a long career at sea as Safety Officer and Chief Officer at the Caribbean Cruise Lines and in high speed passenger ferries. Now he has moved to Bergen where he and his wife have done totally different to what other house owners in the down town city center do: They rearrange a house from housing students to be a nice family home. Jan Andreassen will bring a lot of knowledge and experience from the safety and quality work at sea back to new colleagues in the Seatrans. And among his expectations is to transform good ideas brought into life in a coffee break or whenever onboard, that inspires people to write a SIS message that can result in an useful procedure for increased work safety. Yes, Jan is totally committed to safety!



## Anniversaries

# 50 years

**Mircea Balagiu-Moga**  
19.04.1963

**Paul Rosculet**  
11.04.1963

**Dariusz Cerek**  
11.05.1963

**Cornel Tudose**  
24.01.1963

**Frode Fredriksen**  
29.01.1963

**Jaroslaw Wolanin**  
17.05.1963

**Tadeusz Marian Plotka**  
02.02.1963

# 60 years

**Gheorghe Branisteanu**  
27.03.1953

**Odd Terje Ræstad**  
15.01.1953

**Jan Cop**  
25.06.1953

**Ante Vukic**  
29.04.1953

**Jan Petter Kolset**  
20.02.1953

## In memory of Jan Prusakiewicz



Our colleague and employee Jan Prusakiewicz passed away on 14 March 2013 at the hospital in Stavanger, after suffering a massive heart attack while working on board Trans Carrier. The burial ceremony took place at Jan's home town of Kolobrzeg, Poland, attended by his colleagues from the vessel together with Seatrans representatives from Norway and Poland, who were all present to honour Jan. Jan worked with us as an Able Seaman for over 13 years on board Baltic Guide, Trans Botnia and for the last ten years on Trans Carrier. He has been highly valued as an employee and very much liked as a colleague. Our deepest condolences go to Jan's family and his colleagues from Trans Carrier.

**RIP**  
On behalf of all  
of us in Seatrans  
**Piotr Masny**





## Bye bye my love, goodbye...

Proud seafarers left the lady named Trans Fjord in 2012. The vessel was "Ship of the Year 2009" and the new owners talked about her as their new yacht; she was in such a good shape and style. One of the crew members took this nice photo and as he left and called it "Bye bye my love, goodbye".

**Seatrans core values:**

Care - Involvement  
- Innovation - Performance