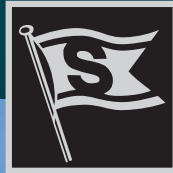


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BIG STEP FORWARD

We are already well into 2015, and as you read this we are implementing Sea-Cargo's new liner system that incorporates three ships with new sidedoors, a new liner schedule, the cargoes from Hydro Aluminium, and the moving of all terminal activity from Amsterdam to our new terminal in Rotterdam.

This is a very big step forward for Sea-Cargo, and it will see up to 1 million tons of new cargo move each year through our ships and terminals. There will surely be some teething problems, but with hard work and effort from all involved, we will make this a success!

The year 2014 turned out to be the best year in economic terms since the onset of the financial crisis for Seatrans. There has been no dramatic improvement in the markets we work, but through our combined efforts, we have improved ourselves. True to our core value, 'Innovation, We Change and Improve' continuously!

For the year 2015 we expect further improvements for Seatrans, and this puts us in a strong economic position when most shipping companies are struggling in weak and weakening markets.

But this will only happen if we all stay sharp and work hard to improve every day!

Kind Regards
Johan G. Hvide

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Cover photo:

SC Connector has got her blue and white colour.
(Photo: John Atle Aarland)

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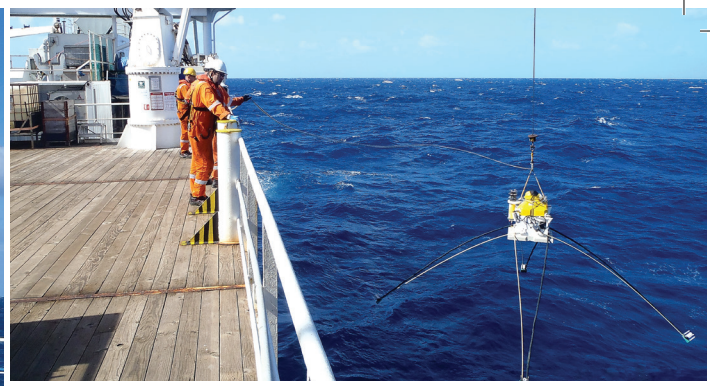
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▲ **On deck:** A new receiver is being prepared for new investigations of the seabed off the coast of Uruguay. To the left is crane driver Laurentiu Neagu, Seatrans; in the background, handling mechanic Marek Sobolewski, Seatrans; and to the right is Jaroslaw Maciazek, EMGS.



▲ **Seabed map:** Anything missing here? Senior Surveyor Jean Luc Martinod from France (back) and Surveyor Robin Hooton from England are in full control of the operation.

EM Leader thrives in Uruguayan waters

EM Leader has been awarded a two year contract with EMGS, with an additional one plus one year options. A survey in South American waters off the coast of Uruguay is the first job under this contract. EM Leader is actually performing so well that both the client and the clients' client are smiling. Perfect performance from both vessel and crew creates the foundations for success.

"The team spirit on board is above ordinary, at least according to EMGS and their clients. The Seatrans crew counting 19 members has an excellent reputation for inclusiveness. EMGS is very satisfied that there is no 'us and them' onboard between the Seatrans and EMGS crew. All 41 persons onboard create one great team, helping each other achieve best performance and optimal results in all operations. _As a result, EM Leader is a preferred vessel among key personnel from both EMGS and their clients," Captain Karl Johan Kleppe explains. He has just arrived in Bergen after having spent some days in December in Montevideo, the capital of Uruguay.

Large area

The waters off the Uruguayan coast are still virginal when it comes to oil exploration. The Government has not yet developed any oil business and far less infrastructure to handle operations like those currently performed by EM Leader. The area EM Leader is now surveying measures about 13,400 square kilometres. "She will be employed until the end of March on this mission, but we will not be surprised if there is more work in Uruguay," says Kleppe.

Kon-Tiki associations

One of Thor Heyerdahl's great ideas was that the crew members on Kon-Tiki would prove that it was not difficult to mix nationalities. In 2015, EM Leader has continued this proud tradition. The Seatrans Crew come from Norway, Poland and Romania. EMGS and the client have representatives from Norway, Poland, Sweden, the United Kingdom, USA, Canada, Uruguay, Mexico, Brazil, India and France. "It is the most international crew we have ever had. It's like an assembly of the United Nations," says Operation Manager Kleppe. "And it works out fine!"



Some facts about URUGUAY

Uruguay has its borders with Brazil and Argentina.
Population: 3.5 million
Capital: Montevideo

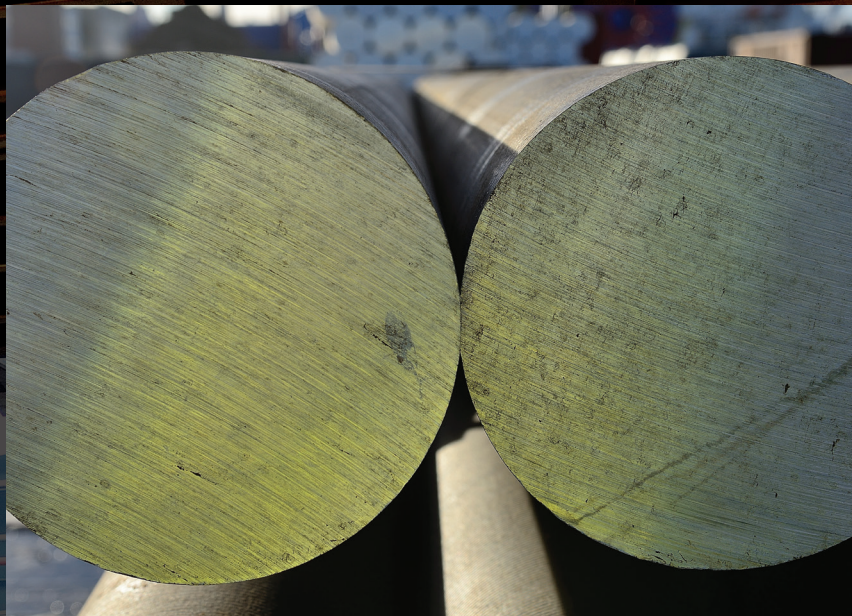
National organisation: Republic
President: José Mujica
Independence: 1827 (from Brazil)

National day: August 25th
Language: Spanish
Currency: Uruguayan Peso
National domain: .uy



The HYDRO project

SC Connector is preparing for the new side port



Sea-Cargo has won a contract with Hydro for transporting aluminium made in Norway to the Continent (mainly). The contract period is five years. To achieve necessary capacity – up to 1 million tons a year – Sea-Cargo has purchased one extra vessel – SC Connector – and prepared new sailing plans. They also engaged Seatrans Ship Management to help them rebuild three vessels in order to optimise them for the new volumes, and to prepare the crew on all the three vessels for the challenges that will meet them.

On the following pages you will find stories about this: How the contract reduces environmental footprint, about training for driving forklifts in the port, about the new team getting ready on SC Connector, about side ports, main engine replacement, and more. Meet a few of the people behind this major project that involves so many.

Sea-Cargo expands and innovates

Hydro contract

OPENS NEW DOORS

The new service for the combined industrial and liner route between Norway and Rotterdam will open on 1 April. Marine Services Manager Alf Rune Jensen and Director of the Shipping Division in Sea-Cargo, Tore Knudsen admit that quite a number of issues have to be solved before this date.

Open door: Trans Carrier was the first out of three vessels to get her side port installed.





▲ **In good mood for new logistics:** Alf Rune Jensen (left) and Tore Knudsen have spent many hours to develop a brand new and very efficient logistic plan combining the aluminium cargo with ordinary cargo on the West Norway -Rotterdam route.

“We will have one more vessel employed at that time. This means that three vessels, namely Trans Carrier, SC Ahtela and the new SC Connector, will have a ‘w-route’ to and from Rotterdam. The vessels will start in Sunndalsøra and call in to our liner ports along the west coast of Norway. In addition, they will stop in Husnes and Karmøy (see map) to get more aluminium onboard from Hydro. From Norway, they will sail to Rotterdam then return to Bergen and back to Rotterdam before sailing back to Sunndalsøra as their final stop. This means that each vessel will have a three-week cycle. In other words: We combine an industrial route with our liner route, which significantly increases the total capacity for RoRo cargo, MAFs, trailer containers and break bulk,” Tore Knudsen explains.

Just do it vs. be prepared

While some sport athletes abide by the sporting slogan to “just do it”, the well-known Norwegian race car driver Petter Solberg famously commented, “It’s not just only, only” in a hilariously direct translation of the Norwegian expression meaning that things are not always as simple as they seem. Sea-Cargo and Seatrans Ship Management follow Petter Solberg’s philosophy when preparing the vessels and, more importantly, the people who will be sailing this new route. Alf Rune Jensen explains:

“Sea-Cargo will take care of loading and discharging the various types of unique aluminium cargo. We will take care of cargo, including logs, billets, profiles and wire. All the products require great care and are easy to damage. They are very fragile. Even if they are made of solid aluminium, they are very vulnerable to damage. One small rift and the whole bolt will have to be repaired or returned for re-processing at the aluminium production plant. We already have quite a lot of experience with this kind of cargo in our company and in the fleet. Nevertheless, some 30 ABs are now in training for a special forklift driver licence AND training in how to move

these seven-metre long logs without touching anything on their way. They will spend one week on a course and will then go on to complete some 50 hours of exercises so that this operation is imprinted in their fingers, hands and brains. Moreover, our Captains and Chief Officers will attend special guided tours of the various aluminium production plants to see for themselves how the metal is made and to learn more about the end products.”

Environmental beneficiaries

The improved service offered by Sea-Cargo to all their clients along the route will also benefit the environment. “Before our take-over, four vessels were engaged in the total trade. By combining the industrial service with a traditional liner route, we save huge amounts of emissions to the air. The timetable also includes some slack, which means that if we are delayed somewhere, we can easily get back on schedule. We have spent a lot of time on this project, and more planning will follow. However, can already identify a number of win-win scenarios that we hope to fulfil. We feel confident that the highly experienced and highly skilled seamen will continue to perform and provide the best results in the business,” Tore Knudsen concludes.

Even if they are made of solid aluminium, they are very vulnerable to damage



▲ **Meeting:** Every morning, the project executives meet in a container on the weather deck on SC Connector to go through what the day will bring.

◀ **Like it:** "Some of the solutions we have chosen have not been tried before on our vessels," says John Atle Aarland.

SC Connector rebuild:

A HUGE JOB

with limited time available

"I always enjoy a challenge." John Atle Aarland is Technical Superintendent in Seatrans Ship Management and Project Manager for the rebuilding project for the three "Hydro" vessels. SC Trans Carrier and SC Ahtela will get new side ports, while SC Connector will get a new main engine and more in addition to a new side port. TransNytt met John Atle Aarland some days after SC Trans Carrier had left the shipyard while the two remaining vessels were in the middle of their transformation.

"We have planned this operation well and we have a project plan that we follow. However, you cannot plan for all the unexpected issues that arise underway. You have to run the project strictly and combine this with a properly trained team and external suppliers who are practiced in the art of improvisation. You have to be flexible and creative to get these kinds of jobs done", says John Atle Aarland. It also helps if you enjoy a challenge...

John Atle Aarland and his deputy, Jacek Jencyk, share an office in the Administration building at the shipyard. However, they spend most of their time onboard the vessels. "We have a container onboard SC Connector that we use for meetings. Every morning at nine o'clock, we have a meeting with the

ship management on SC Ahtela and the Project Manager from the shipyard and his team. We discuss the progress we have made, what has been executed and completed and what we have achieved, and we go through how we best can meet the challenges in the days to come. Half an hour later, we are joined by the ship management from SC Connector and discuss similar topics," John Atle Aarland explains.

Having experience from a number of projects at various shipyards, he knows what he appreciates. "So far, I think we have chosen the right shipyard for this operation. They have both the skills needed and the capacity required for this kind of job. In Klapedia, this is the only shipyard for repair or rebuilding and newbuildings. It is still somewhat early to

reach a conclusion, but I am confident that we will manage this job. However, we are planning to achieve something that has never been done before on our vessels. The timeframe is limited, but I have still not lost a good night's sleep", John Atle Aarland says with a glint in his eye.

"We have a container onboard SC Connector that we use for meetings"

It is **very** satisfying to **make** environmentally-beneficial **progress** in the **engine** room

Preparation is key

“We started in the autumn of 2014 when the vessels were still in the charge of their former owners. The contract was signed in August 2014, and we have had staff onboard continually since then. We started to plan the rebuilding projects immediately and have continued every day since. Now we see good progress on the work onboard. The shipyard is professional, but with so many activities running simultaneously in the engine room, it is difficult to avoid conflicts. That is why good coordination is key in order to avoid downtime and to complete priority jobs. We are struggling with the timeframe to get everything completed.”

Looking into the empty engine room in early February, Jencyk’s concerns are understandable. It is simply just a huge, open and empty hole. However, we can also see a number of men from the shipyard working to prepare the main engine that will soon be installed. There seems to be lot of space for the new MAN 10L32/44CR engine producing 5,600 kW.

“The engine is one of eight brand new engines planned for use on the Fjord Line passenger vessels. The engines were only in use from the shipyard where the vessel was made in Poland to the rebuilding shipyard in Norway where the engines were replaced by LNG engines. This is a high-tech, common-rail engine with low emissions. It is very satisfying to make environmentally-beneficial progress in the engine room,” says Jacek Jencyk. The estimated service speed is between 12 and 14 knots.

Tricky gear

In order to get the optimum output from the propeller, SC Connector will

have a new reduction gear. “We plan to install an extra reduction gear with clutch in addition to the one already onboard. All in all, we are lucky to have some very interesting jobs and we will undoubtedly gain unique experience,” says Jacek Jencyk who has experience from a number of Seatrans vessels such as EM Express and EM Leader.

More equipment

The engine is one – and important – piece of equipment, but it does not run by itself. To keep this engine running, we need to re-engineer all the related systems such as cooling, lube oil, fuel oil and automation systems. Additionally, we have to make a new lube oil sump tank. A number of factors have had to be designed and calculated before starting the rebuild. One part of the rebuilding project for the SC Connector was to modify the engine so that it only runs on MGO. This modification was carried out by MAN technicians.



MANpower: The new engine for SC Connector is tall but not as wide as the former engine. Jacek Jencyk explains how all modifications take place in the mounting hall at the shipyard. Three weeks later the engine is ready to fit into the prepared engine room. (The photo in the middle is taken after Transnytt visited the shipyard.)

How to generate team spirit among a crew:

Building a team from **SCRATCH**

“For me, building a team from nothing is a wonderful opportunity. Since last November, Captain Gisle Ernstsen and I have spent time together discussing how to make a positive difference for the team we will have onboard SC Connector. We also invited the other members of the top-three team to take part in these discussions. We now fully agree on the concept of leadership and how we want to differentiate from other vessels in a positive manner,” says Captain Helge Hals.



We meet Helge Hals in his office onboard SC Connector. The vessel is well-equipped with cabins, meeting room, living room, saunas, exercise room and offices. The Captain’s office is light and busy. The Chief’s desk is next to the Captain’s and people come and go all the time. From his position in the corner, Helge Hals seems to enjoy it all.

One ship – one style

“We agreed that it was extremely important to have one single style of leadership. Think about it: If you work in an office and you change leader every month and the different leaders have very different styles of leadership – how would that work out? This has been the general rule onboard vessels, and Gisle and I agree that it is unacceptable.

We aim to do our best to have one single style of leadership.”

“What will this mean exactly?”

Equal and respected

“The crew onboard SC Connector counts 17 multicultural and multinational persons. Every member of the crew shall be treated similarly. We underline the value of sharing knowledge. We aim to develop a system of job rotation. Our aim is to give our crew an interesting life onboard. We want to involve people, delegate and give crew members responsibility. I think one of the key words in leadership is ‘to see’ people – everyone onboard a vessel is equally valuable and shall be met with the same respect. This is what we hope to

communicate in the manner we achieve our goals.”

Manoeuvring

Captain Helge Hals has sailed with Seatrans and Sea-Cargo for eight years. He has favoured RoRo vessels and paper vessels. The chemical tanker business is not his cup of tea. He stayed onshore for some years working with HSE in another shipping company, but left office work in favour of a life at sea. “I have to admit, I love the feeling of running a vessel – manoeuvring into ports and other vessel operations. I get a kind of kick from it,” says Helge Hals with a smile that leaves no doubt about the truth behind his words.



▲ **Important:** The new side port was already onboard SC Ahtela when TransNytt visited the vessel in early February. The side port itself looks rather “stupid” as it lays on the weather deck, but the extensive equipment needed to operate it makes the side port state-of-the-art.



▲ **Great crew:** SC Ahtela has a crew counting 16 – represented in the photo by 2nd Officer Ewelina Ruticz, Captain Yngve Eide and AB Marian Toma, discussing issues in the Captain's office.

SC Ahtela rebuild with side port:

Busy days in Klaipeda

“The plan is to be ready to go on 28 February. That should be possible,” says Captain Yngve Eide onboard SC Ahtela. The side port was already onboard when TransNytt visited SC Ahtela on 10 February, but a lot of work remains.

The operation involves much more than mounting a side port. It requires a lot of new hydraulics, electric power to the pumps, and all the steering and control equipment needed to automatically operate the eight-metre wide lift in a safe manner. “We have to install a number of sensors and a computer-based steering system. In order to supervise the loading or discharging from the wheelhouse, we have to install a brand new video system. During the assembly work and before we leave, DNV and the port state authorities have to sign a number of documents proving that the equipment and related safety systems comply with specifications and regulations. Despite

the fact that the side port project is run by Sea-Cargo, Seatrans Ship Management and TTS (the supplier of the equipment, Editor's note), we have to follow up every step and make sure we get what we really want,” says captain Eide. Yngve Eide took SC Ahtela to the Lithuanian shipyard just after Christmas. He and Captain Leif Arne Grøndahl have been onboard to follow the work being done. When in dock, they also took the opportunity to complete some other work. Captain Eide explains: “We have for example modified the fuel system and converted the engine to Marine Oil Gas (MOG), which is a light fuel with a reduced content of sulphur and provides

dramatic reductions in NOx emissions. This is a positive green improvement!” Captain Eide has only been sailing for Seatrans for two years, but has plenty of experience from sailing along the Norwegian coast. “I have sailed here for more than 30 years. I have been on the Hurtigruten and sailed as civilian crew in the Norwegian Coast Guard for some years. I left the Coast Guard when they decided to only have military crew. I have also been in contact with Seatrans before. In 19xx, I bought a vessel from the company and ran it for many years. Now I'm happy to be back in Seatrans. SC Ahtela is a great vessel and we have a very good crew,” Captain Eide concludes.



Close, but safe: The truck drivers have to safely and accurately manage both the truck itself and the cargo. Marian Toma positions the aluminium bolts with just a couple of centimetres space between them

Truck driver

“It is difficult, but we will manage.” Marian Toma sits in a hired truck at the shipyard in Klapedia, Lithuania. It is all very well with a one-hour exercise on a sunny day, but when a cold wind is blowing from Siberia in the north, the exercise had to be reduced to a half hour.

“I have had 23 hours of exercise and I am starting to get a feeling for it. The trucks we will have on board SC Ahtela are larger and will have side doors, but these exercises are realistic enough.” Before starting to drive the truck, Marian Toma and around 20 other ABs and OS' attended a truck driver course in Poland. Captain Yngve Eide informs us that even the officers have to manage the art of truck driving. “All our 2nd and 3rd officers have to know how to handle the trucks. It is important that all men on deck have the necessary competence to treat vulnerable and fragile aluminium cargo”, says Captain Eide.



PEC – nothing peculiar

The west coast of Norway is a wonderful sight with a vast number of small islands, steep mountains and fjords providing tourists with impressions to last a lifetime. However, for a Captain and any navigator on a vessel, this can be a real trap. The coast has a number of lethal secrets that you have to know and waters you must avoid. This is the reason why pilots are obligatory onboard for a number of itineraries along the coast. It is also the

reason why a number of navigators are taking their Pilot Exemption Certificate (PEC) and why many of the experienced navigators have their PEC extended.

As part of the preparations to serve Hydro in their aluminium trade to the Continent, a number of officers on the bridge are working hard to learn in detail the waters all the way from Lista to Sunndalsøra in Møre og Romsdal. SC Express is the host vessel and Captain

Navigators on vessels up to 150 metres can apply for a PEC. However, a limit is a limit. For navigating SC Connector with a total length of 155 metres, Seatrans Ship Management had to apply for dispensation. "We have had a very positive dialogue with the Norwegian Coastal Administration, and we have now received the necessary permission for our navigators with PEC for this vessel," Gisle Rong explains.

PEC interest peaks

In 2014, around 60 percent of all traffic along the Norwegian coast was steered by navigators with PEC, according to Senior Nautical Advisor Sten Terje Falnes in the Norwegian Coastal Administration (NCA).

The Ministry of Transport and Communication, the NCA and the shipping community in Norway have developed and streamlined the rules,

regulations and application regarding PEC in recent years. For vessels up to 150 metres, there has to be one navigator on the bridge with PEC when sailing in regulated waters. For vessels over 150 metres, a new rule was implemented on 1 January this year, stating that such vessels shall have one navigator with PEC and an extra navigator as support.

"Since we released our electronic

application form, e-PEC, we have reduced the amount of days for administrative work with each application from eleven to three and a half. Interest in PEC has also reached new heights, from 400 PEC tests in 2012 to 650 in 2014. From our perspective, this has been a success," Sten Terje Falnes concludes.

Positive bunker

PRICE

development

It all started last summer: Oil prices started to fall. Many analysts and oil traders thought this was a correction that would soon adjust. Some shipowners and fuel traders forward purchased bunkers last year at prices considerably higher than today's market. The oil prices dropped from USD 110 per barrel last summer to around USD 45 per barrel in mid-January, and are presently close to USD 60 per barrel.

"From the summer of 2014 till today, the price on HFO 380 Cst has decreased from USD 600 per ton to approximately USD 300 per ton. Fuel is the number one cost on a chemical tanker vessel. A reduction of 50 percent in bunker costs does have a positive influence on the voyage results, especially in the short term," Managing Director in Seatrans Chemical Tankers, Tom Skare explains.

Spot vs. contract

"Due to the nature of the spot market, we have experienced that it usually takes a month or two before lower fuel costs are reflected in equally reduced freight rates. In a balanced to a soft market, the immediate benefit of lower bunker prices will therefore be neutralised over time.

In our Contract of Affreightments (COA) we usually have bunker clauses to regulate major fluctuations in fuel prices. Reductions in fuel costs will therefore be credited to our COA customers. Such mechanisms go both ways. Voyage results shall therefore ideally remain neutral regardless of fuel prices. Compared to one year ago, our COA partners will therefore experience reduced freight rates as a direct result of the present lower bunker prices."

"What does this really mean, Tom?"

For the benefit of all clients

"Let's say that we save USD 300 per metric tonnes of fuel. A vessel consumes

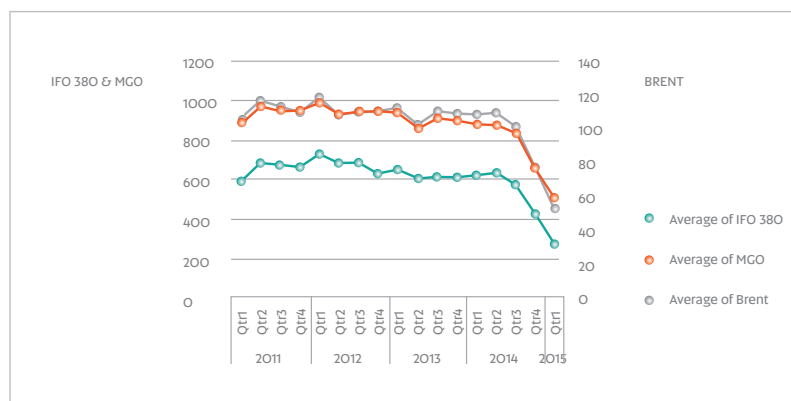
some 15 tonnes of fuel a day at sea. At 60 percent of the total time the vessel is under way at sea, this will represent an improvement equal to USD 2,700 per day in time charter result compared to prices one year ago. It is seldom that one Charterer utilises the full capacity of a vessel. In order to be as fair as possible, we therefore calculate savings based on each client's part of the total capacity of the vessel and the duration of the voyage."

"So from now on, the Seatrans Chemical Tanker vessels will run on full steam?"

Cooperation

"Even if fuel is cheaper now compared to prices we experienced only a few

months ago, we will continue to optimise speed and fuel consumption with our Charterers' need for delivery and how we best can optimise the voyage results for each vessel. Many factors influence voyage result at the end of the day. One important factor for a good voyage result is a sound cooperation between the Master and the ship operator, and between the ship operator, chartering broker and our charterers. Our ambition is to serve our clients in the best possible way. We have to balance all the cost factors, and these comprise much more than just the fuel price. In addition, we optimise fuel consumption to reduce emissions to air," Tom Skare concludes.



▲ **Half price:** The graph shows how the oil prices started to fall summer 2014.

Top seminar for 70 in Poland

An extended “Top 2-seminar” was held in Gdynia from 17 to 20 February. For the first time, the top officers were joined by all the office staff in Seatrans Ship Management, taking part in a special programme. Through parallel sessions, all the participants got the most out of the days spent in the lovely hotel where the seminar was held, Dwor Oliwski.



“We have been planning this session for a long time. We want to forward information and education among the various groups of officers, and allow the top officers and the people in the onshore organisations in Croatia, Romania, Poland and Norway to get to know each other better. Seatrans Ship Management is a pretty new organisational structure and we thought it was a good idea to let the various groups of staff members onshore meet each other and meet our officers at sea at the same time. The evaluation forms we have received afterwards and our impressions from the session all concur: This was a success,” Head of Crewing & Human Resources in Seatrans Ship Management, Erik Mohn concludes. In March, the other Top 2 officers will come here for a similar seminar.

Relevant

The Top 2-seminar is a great event in itself. However, it is far more than just pleasant meetings and socialising. All the participants are split into groups where they took part in lectures that are relevant for each of them. At the seminar in 2015, some participants attended lectures in the new UNISEA software application, others got involved in the new regime developed for the Cadets, while other groups focused on the fundamentally but most important topic of safety. The office staff from all the four Seatrans Ship Management offices focused on team-building, technical issues, crewing and more. On Wednesday, the two Shipowners Johan Hvide and Lars Helge Kyrkjebø took part in the seminar and gave the audience an update about the market, general trends, new prospects, results and how Seatrans looks towards the near future. All in all, four intense days with information sharing, discussions and networking.



▲ **Groupselfie:**
The seminar was a good occasion for on shore staff to get better known with each other.

Ice-breaker

"I'm green. What are you? Blue or red?" This was a common topic after the Team Building session for the office staff who participated on the Top 2-seminar in Poland. Confused?

Not if you've followed the introduction Managing Director Gisle Rong in Seatrans Ship Management held for some 25 office employees in Croatia, Norway, Poland and Romania. Based on the results from a one-page questionnaire prepared by the company – Diversity Icebreaker – all the participants were separated into three groups. The red ones chose preferences such as easy-going, emotional, positive, understanding, warm, tolerant and inclusive. The blue ones were linked to characteristics such as careful, logical and practical, self-disciplined,

effective, honest and constructive. The green ones however were slightly more courageous, energetic, impulsive, philosophical, playful, alternative and provocative. If you look carefully at the list, all these characteristics are positive when exposed to common goals, but the sets of attitudes that come with these characteristics may sometimes make communications challenging – to put it mildly.

"It is very important to note that this is not a test of personality. All people

have blue, red or green attitudes, and the dominant factors can differ for a person depending on how the others in a group express their dominant attitudes. The Icebreaker tool helps us to be more aware of how we behave in a group and respect the others' ways of expressing themselves or getting things done. This test says absolutely nothing about competencies, but indicates preferences we should be aware of – every one of us," says Gisle Rong.



Diana Corpade
Crewing Officer, Romania

"This is the first time I have tried such a tool, and if I find it brilliant. I will keep this with me in my mind when I meet seafarers in the office. It helped me get to know the other people in the group very quickly, and it increased my self-awareness a lot. It was a good exercise in terms of understanding the interrelationship that we all take part in," says Diana Corpade.



Tomasz Kaminski
Technical Superintendent, Poland

"The Icebreaker was a good tool for making teams more effective. As superintendents, we create project groups all the time both off and on shore. We deal with different kinds of people but we have to be aware of the fact that we relate differently when passing on facts and ideas. For example, some prefer dialogue to direct talking. We have to remind each other about the variations among us and the value that lies therein," says Tomasz Kaminski.



Trond Helland
IT consultant, Bergen

"I think this was a very nice way to get to know each other better. Knowing each other better gives more room for improving our cooperation skills. This is important for the company as well. Differences have a greater impact than we acknowledge on how we solve various tasks. We have to be more aware of how we read a task and how it can be solved effectively through team work," says Trond Helland.

“We will ask everyone in the Company, and we will tell everyone about the results,” says Erik Mohn, Head of Crewing & Human Resources, in a comment regarding the coming assessment of safety culture in Seatrans. The Top-2 seminar marked the start-up of the project that will assess the maturity of the safety culture in the Seatrans Group.



Safety Maturity Assessment 2.0

“Before we started on the safety project in 2011, we carried out a major assessment of safety status, from the top executives in the office to the youngest AB on deck. Now, four years later it is time to repeat that exercise in order to see how far we have come. We sense that attitudes and awareness have changed for the better. Now it is time to hear from everyone and see how they see view our safety performance. Our statistics are good and all auditors and vetting inspectors report good standards on board, so we have improved. A safety culture project never stops, we have to continue this work because we know that we can always be better,” Erik Mohn says.

“This project underlines our commitment to continue to develop our safety culture throughout the organisation,” says Managing Director in Seatrans Ship Management, Gisle Rong. “Our Top-2 officers are role models and key players in the company’s effort to be industry leaders when it comes to safety and quality.”

Safety realities

“We have a saying: It is the feeling of safety that is the biggest threat to being safe. I think we can conclude that we have seen a positive development in Seatrans over the years. But it takes time to change a culture. Think of the seat belt campaigns run by the road authorities all over the world. It took quite a few years before drivers started to feel unsafe and uncomfortable withOUT having their seatbelt fastened. This is how we believe seafarers will also feel if they do not follow procedures. It even takes time just to define what safety shall be. The seafarers need competence and only

then will it be possible to change attitudes and behaviour,” says Erik Green, who challenged the Captains at the seminar meeting.

On the right track

“We will never complete this part of the job. Developing and cultivating a safety culture needs continuous attention. But I think we are on the right track. Procedures have been improved and tool box meetings are taking place prior to any challenging operations. We have a clear strategy in this field and we have no plans to changing it. On the contrary, we have to expand our scope. We have to improve our thinking on shore as well at all levels – from recruitment to the give-aways we purchase. Everything we do shall incorporate safety and quality,” says Gisle Rong.

Three steps

A reliable and valuable assessment relies on sound input data. The fact-finding phase consists of three steps. It starts with in-depth interviews of employees on shore and at sea. During office visits and ship visits, the interviewers will host focus groups counting six to eight persons who are invited to discuss safety for two to three hours. Finally, all employees at sea and on shore in Seatrans Ship Management will be asked to complete a web-based questionnaire about safety, from various perspectives. Based on the material and findings from these measures, the consultancy firm Green Jakobsen will write an assessment of Safety Maturity in Seatrans.



Mandatory

“Safety is crucial to our business. We claim that safety is as important on a personal level as on a corporate level. If something or someone fails in terms of safety, Seatrans risks

exclusion from the market. In other words: An excellent safety culture is a prerequisite for being able to compete on a very demanding market,” Erik Green concludes.

With Seatrans on Columbia

It is difficult to be a Captain without a vessel, and this could have been the case for Mihai Grigore. However, thanks to the close relationship between Seatrans Ship Management and Columbia Shipmanagement in Constanta, Romania, Captain Grigore can stand proud on the bridge of his vessel.



“Columbia Shipmanagement runs some 300 ships on behalf of a number of shipowners. When there was no ship for me in the Seatrans fleet, I was asked to take a vacancy on one of the Columbia vessels. I saw this as a challenge, and it is a valuable experience for me. The large scale of their business makes the company very different from Seatrans, I can tell. With Columbia, you are more

like a number, whereas you are a family member in Seatrans. Despite this and due to the high turnover among crews and officers, Columbia Shipmanagement has developed a very good regime for describing the procedures we have to follow. The main operation manual is very detailed and the procedures are described in an easy and understandable language. Everybody can understand them.

I am really impressed,” Mihai Grigore explains. He has been sailing with Columbia since early 2015 and will do so until the autumn. Captain Grigore has sailed with Seatrans for 13 years and he is looking forward to coming back home. “I have been invited back to Seatrans and I’m looking forward to being part of the family again. I was particularly happy to be invited to the Top 2-seminar!”

On-the-spot analyses

improve safety

during tank cleaning

“If we can improve safety by using the UV spectrometer during tank cleaning and at same time reduce man-hours on tank cleaning and the use of cleaning chemicals on our vessels, then this is most welcome,” says Jonleif Danielsen in Seatrans Chemical Tankers

“We aim to reduce man-hours and the number times crew have to enter a tank to check cleanliness. A reduction in the use of cleaning chemicals and reduction of fuel consumption during tank cleaning are also important factors for better performance on a chemical tanker vessel. The new devices used to analyse cleaning water play an important role,” Jonleif Danielsen explains.

“What we do is pure and simple”

“What we do is pure and simple. When we start the cleaning operation, we take a sample of the cleaning water as a reference sample. We put the sample into the analysing unit. In just a few seconds, we get a profile of the cleaning water. Then we start tank cleaning and, after certain intervals, we take a new sample and we analyse this and compare it with the reference sample. A new sample is taken at specific intervals for that particular cargo and an analysis is performed for the content of cargo residue. Tank cleaning is an ongoing process until no cargo residue is identified in the cleaning water and the tank is considered clean. For the time being, we are in a test mode for this procedure. We are sending UV scans to our chemical expert in the UK, who is evaluating all the data. The equipment has to work properly and the vessel must be able to send all the required data to our chemical expert in UK,” Jonleif Danielsen says.

Analytical saving: By making active use of the UV meter during tank cleaning, the crew can follow the cleaning process of the tank without entering the tank before it is clean. A visual inspection or a wall wash test of the tank afterwards will be carried out to confirm the result.





▲ **Start-up:** Seatrans Chemical Tankers started the project in Antwerp in January on M/T Southern Zebra after discharging. "We took the opportunity to visit the LBC Cepsa terminal in Antwerp to discuss operational matters on our vessels discharging there," Jonleif Danielsen says. (From right): Daniel Portael, LBC/Cepsa Tom Vanhoeyland LBC/Cepsa; Jonleif Danielsen, Seatrans Chemical Tankers; Michael D' Haemer Euronordic Agency Belgium; and Abel Nieto Barreiro Cepsa Supply Chain.

During 2015, all the chemical tanker vessels in the Seatrans fleet trading in the Mediterranean Sea for ARA will be visited by our cargo superintendent, Srdan Zelcic. He is in charge of testing and using the equipment onboard together with the chief mate and the other officers present during the cleaning process. This is good training

for the crew in how to use the equipment. "This procedure will certainly reduce the number of tank entries and the man-hours required for tank cleaning, and will also help the crew maintain their rest hours. We also believe this will have a positive effect by further reducing the use of cleaning detergent that in turn will have a positive

impact on the environment. This method can be used on almost all the products we are carrying," Jonleif Danielsen says with a smile.

ANNIVERSARIES

50 years

Ion Hapenciu	22.02.2015
Robert Legac	27.02.2015
Marko Njegovan	04.03.2015
Piotr Ostrowski	01.04.2015
Janusz Wierzbowski	09.05.2015
Eduard Covrig	29.06.2015
Ovidiu Ionel	10.07.2015

60 years

Jerzy Szczepanski	06.03.2015
Ion Cabau	20.05.2015
Hilary Witte	22.05.2015
Lech Lewandowski	18.06.2015
Eduard Lovric	10.07.2015
Erik B Paulsen	30.07.2015



Training at sea

Following the practice of the entire Seatrans fleet, the crew members on Trans Sea have regular drills in order to prepare for and learn how to cope with the worst case scenarios. Captain Zarko Orlic on Trans Sea sent us these photos and explains: "We train in how to operate the fire engine, and we rescue men over board or evacuate the vessel. The photos are from an exercise when we were in the Mediterranean Sea in January. It was part of a regular abandon ship drill carried out close to Sardinia. The crew put on immersion suits as part of the drill. We made a Williamson turn based on the MOB function on ECDIS. However, no rescue boat or lifeboat was dropped due to unfavourable weather conditions."

Seatrans core values:
Care - Involvement - Innovation - Performance