

AUTUMN 2006

SAFE PASSAGE

THE AUSTRALIAN MARINE PILOTS ASSOCIATION (AMPA)

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CONFERENCE EDITION

President's report

The AMPA Conference, 'Managing the Evolution of Modern Pilotage' was an excellent event and well received by all who attended. In summarising the conference, Sandy Galbraith said that he had attended many conferences in his capacity as assistant editor of the DCN and that the AMPA conference is one of the best he has attended. AMPA is in debt to Neil Farmer for the amount of work he has put into developing and managing the conference. It takes considerable effort and time to put on a successful conference. Many thanks Neil for your perseverance.

There were many excellent presentations that will be of significant value to those who attended. The Conference identified several important initiatives which will be discussed in this issue of Safe Passage, in particular two presentations which discussed results of research that will directly impact on the plans being developed by AMPA.

Firstly the Maritime Safety Culture survey of Australian and New Zealand pilots. The survey conducted by Dr. Rosa Darbra identified several areas that AMPA can address over the next year. For example Rosa showed that pilots recognise new trends towards management of Safety in Australian Ports, however we are unsure of the role of the regulator. In particular the role of ATSB and the difference in the roles of the State and Federal maritime authorities.

When we combine the outcomes of this research with the work being conducted by the Dr. Mathew Thomas (Australian Aviation Psychology Association), it is easy to identify the strong parallels of operating in a complex socio-technical system for the Aviation and the Shipping industries. There is a need for us to identify the

'latent failures' in our systems and to develop safety systems which pilotage organisations can implement in an effort to provide high reliability organisations. This is an ongoing theme for AMPA and one we will to continue to discuss.

Greeting to all AMPA members, and other readers of Safe Passage.

The second, Risk Assessment of Pilot Ladder Transfers is another item from the Conference which AMPA is following up. The problems associated with pilot boat transfers is ongoing and we will be working towards improving these by assisting IMPA in developing a coordinated approach to IMO to address these problems. Nick Cutmore commented that six pilots died as a result of pilot ladder accidents last year and that IMPA is very keen to take to IMO a proposal which will improve pilot ladder safety.

AMSA has developed a Marine Notice, based on pilotage issues addressed at the conference. This Notice will discuss the role of the pilot on ships in Australian waters. One of the items AMSA is reinforcing is the need for ships to provide correctly rigged pilot ladders and encourages pilots to report ships that present with sub standard pilot ladders. AMSA is working closely with AMPA to address many of our concerns and this relationship is beneficial to both organisations.

AMPA is your professional pilotage organisation. The executive will attempt to represent the interests of Australian Pilots. To achieve this we are developing good working relationships with AAPMA, AMSA, ASA, ATSB and Shipping Australia. We



Rory Main giving the opening address.

may differ on various issues, however, by forging improved working relationships there is greater opportunity for us to identify how to resolve problems.

To achieve these tasks AMPA needs the assistance of the members of the organisation. For the Executive to properly represent your interests we need your ideas to assist in developing programs and resolving the issues faced by Australian pilots. In May this year AMPA members will receive a questionnaire that aims to set the direction Australian Pilots would like AMPA to take over the next few years. Please take time to provide clear and concise feedback to the questionnaire. This is your professional organisation, take the time to assist where possible!

I would like to thank the executive and council for their continued support, especially Steve Pelecanos, Ravi Nijjer, Chris Haley, Rob Chopin and especially Neil Farmer without whom the conference would not have been the success it turned out to be. Well done Neil and on behalf of AMPA Thank You for your support (I am also grateful that you have agreed to stay on to assist Rob in editing Safe Passages).

Conference Comments

Captain Neil Farmer Conference Committee Chairman

If there was any doubt about the value of AMPA, this conference has shown that our professional organization is value for money. AMPA has demonstrated that it is the driving force behind all ongoing developments in pilotage, developments that benefit all industry stakeholders. No other industry body has the depth of marine knowledge and experience to recognize the practical needs of the industry or the courage to get on with the job. We should all be proud of the progress that AMPA has made.

As Rory mentioned at the welcome reception, hosting this conference was a bold undertaking for AMPA, putting its reputation and finances on the line. It has now been acknowledged across the industry that this conference was a great success and I am happy to say our finances and reputation are intact. This would not have been possible if it were not for the speakers, all of whom demonstrated an infectious passion for their area of expertise and responsibility. Speakers represented all corners of the industry, they captivated the audience with enthusiasm, humor and an insight into the industry that impressed us all and kept us in our seats to the end. Sponsorship was also a key factor in the success of the conference and the industry has demonstrated their support for ongoing developments in pilotage with this support.

Behind the scenes were two very professional women from the company engaged to coordinate the event. Rosemary and Helen from the Meetings Managers did a superb job in ensuring everything ran smoothly and the committee remained calm. I recommend their services to any organization requiring the services of event managers.

I believe that significant progress was made with GBR issues with the frustrations being aired publicly at this conference. The industry is now on notice that all is not well in the reef. Unfortunately more Pilots from the Barrier Reef were not able to attend, however they were well represented by Wel Gamble.

We heard about our frustration with some industry bureaucrats who seem to have a lack of practical understanding of pilotage, while it

was encouraging to hear them recognize the need for us all to continue to work together. The diminishing Australian shipping industry was discussed in terms of its impact on the supply of seafarers and pilots, Lachlan Payne assured us that Australian Shipping is alive and well, it has simply changed its port of registry. This sounded to me a bit like the debate about the "Made in Australia" label. He mentioned that a possible solution to a shortage of Australian seafarers would be to offer tax breaks similar to those offered to foreign seafarers. This might encourage Australians to pursue a career at sea and have a long term flow on benefit to the economy. I guess it might be too much to ask politicians to think long term.

Safety Management Systems featured in almost all papers and the industry cannot ignore the need to implement suitable systems in all ports. Brisbane pilots described the system they have developed and proved that it can work with the commitment of both the pilots and port authorities. Many ports have a lot of work to do to come up to this standard.

Those who flew into Sydney would have had second thoughts about getting onto the plane to return home after the presentation by Rob Graham. We have certainly learnt a lot from the airline industries approach to safety management.

The session on Risk Management and the Courts was one of the most anticipated sessions of the conference, and we were not disappointed. We should all read these papers in detail and consider our legal position in all respects of pilotage. None of us can plead ignorance!

It was disappointing that a number of significant industry representatives who registered for the conference were unable to attend some of the latter sessions; hopefully they will take the time to read those papers when they receive the conference CD. I was equally disappointed that some others saw no benefit in attending the conference at all; perhaps they already know everything about pilotage.

I was surprised that Port Kembla was not represented at the conference, apart from three, self funded, retired

pilots. Here is a port one hour south of Sydney that has recently experienced a major accident, the Judge that presided over the appeal was speaking at the conference and the port is about to undergo expansion to cater for additional shipping when it moves from Sydney Harbour.

There were over forty international guests at the conference including many from the Asia Pacific region who were pleased to be able to enhance a relationship between AMPA and their organizations. Hopefully we will be able to continue this exchange at conferences in the future.

Without exception, all speakers at the conference offered us an insight into the complex industry of pilotage and, if we didn't before, we now realize that there is still plenty of work that needs to be done. All who attended will have left the conference with a positive vision for the future of pilotage in Australia and I encourage all members to get a copy of the papers and read through them, you will all find somewhere that you can contribute to make your job, your port and your industry better.

Special Points of Interest:

Pelecanos Slams Bureaucrats Inertia	6
Sandy Galbraith	7
Letters	9
Conference Pictures	11
ISM – Marine Accidents	17

Editorial

This edition of Safe Passage is dedicated to the Pilots' Conference just held at Star City in Sydney. I have been promoted from Assistant Editor to Editor and I hope I can justify the Executive's faith in me. Before going further I must thank Capt. Neil Farmer, the previous editor, firstly for his dedication in producing the magazine and then accepting help from a novice like myself and finally handing the reins over to me. It has certainly given me a new insight into the world of Pilotage and an added interest in retirement.

My thanks to Neil and the Executive. I must however point out that like the coxswain of the pilot boat his skill in berthing and handling is really dependant on the skill of the crew in getting ropes ashore, a good crew makes a good skipper, that the success or otherwise of Safe passage is dependent on the members themselves providing material for inclusion in its pages. Once again, therefore, I appeal to all members to submit articles, items of interest from their ports, new members details and retirements. The magazine is designed to assimilate and spread information amongst members who are spread over the largest island continent and in some respects is their only way of communicating amongst themselves.

It was great to catch up with so many old friends at the recent most successful conference held at Star City in Sydney. The theme of the conference was "Managing the Evolution of Modern Pilotage" and judging by the papers presented this theme was brought home to many of us attending.

In this edition of Safe Passage I want to bring to those members who were

unable to attend as many reports and pictures as time and space in the magazine will permit. Some of the presentations were controversial and clearly upsetting to some of the AMPA members. I felt the GBR pilots should have got some uplift from the speakers who are in positions to help, such as IMPA President Captain Geoff Taylor. His view on competition wonderfully compared to the idea of competing Police Forces and Fire Services. There is a noticeable absence of praise for safety initiatives already brought about by Australian pilots and the sound of safety is normally Silence. Safety according to Geoff should be praised. He reminded us that the next IMPA conference would be held in Cuba in November this year.

Another speaker observed we were witnessing the end of pilotage as we know it. No doubt all those who resist the changes now being implemented and the many more changes to come will all be forgotten in 20 years time as pilots go about their business in a manner that many of us older pilots wondered at. All the while there are ships, there will be pilots, I am sure, just doing their work differently to today's pilots. Never the less the abiding concept of pilotage in the future, as we now are coming to grips with today, will be safety.

Marcus John's paper on the cost to the industry of accidents involving infrastructure and other ships due to collisions, in port I assume, cost \$1 billion. However his figures were more than 10 years old and it would be interesting to see some modern comparisons where it will be seen, I am sure, that the cost of accidents is reducing. In Australia at least. Some notes of warning, however, were given. We were told that Safety Management Systems would not work unless driven from the CEO and the board down. This makes sense, as those who do not see the need for change may be unwilling to participate in a SMS if there is no compulsion.

Dr. Rosa Darbra's report on the survey carried out on Australian marine Pilots presented us with two main views, one from port pilots and the other from Reef Pilots. Not unexpectedly their views of hazards were different. Port pilots are much

more concerned with tug line breakages, poor boarding arrangements and the like whilst on the reef they had concerns for prejudicing their relations with their customers. This probably referred to Incident reporting, a feature of SMS, where near misses and the like are reported in order that other pilots may learn from them.

Justice Brian Tamberlin gave an interesting account of how Braverous Shipping, the owners of the SA Fortius which collided with a loader in Port Kembla, are attempting to use the Trade Practices Act to absolve the pilots' immunity so that his employer would pay for damage caused by an employee of the Port Authority instead of the ships' insurers. The shipping company has sought leave to appeal to the High Court; we were informed that the appeal is still current.

Nick Cutmore, Secretary General of IMPA, gave a convincing paper on the reasons for pilots and their associations to be members of IMPA. At the very least problems with pilot ladders would get no airing at IMO if it were not for the strenuous efforts of IMPA at IMO meetings, and it all costs money! IMO is not run by people who know anything about piloting; they only know that ship owners don't want to employ them.

There were many other fine speakers presenting their papers and hopefully with other contributions to this edition you will get the feel of the conference. The delegates were unanimous in their desire to attend another conference in the next few years. The Executive will be looking for a committee soon.

It has given me a great deal of pleasure compiling this edition and I hope that all future editions will give you as much pleasure, please don't forget I need your help.

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Professional Forum

By Martin North - Hobart, martin.north@tasports.com.au

The Conference – small port perspective

I have elected to change tack a little this edition since the title of the column “Professional Forum” seems to be little off the mark with no one really electing to contribute in recent times. It had been difficult to gauge the interest that the column was generating without feedback. Certainly amongst the many professional people present in Sydney last month no one criticised this column and several professed satisfaction at the various technical issues raised. However for this edition rather than the more usual ship handling topics I am going to comment on the Conference from a small regional port pilots perspective.

Like us here in Tasmania I suspect a lot of Regional Pilots feel disadvantaged by not being part of a large critical mass of professionals working for themselves. As in some of the larger Ports, here we worked in a climate that didn't view - or at least openly acknowledge - that our efforts were crucial to the regions economy. Indeed until very recently my former organisation excluded its own pilots from offering professional advice to the State Authority on technical marine matters. I would have to say that we conducted pilotage here in an almost hostile atmosphere. But times have changed and Tasports promises a rational constructive environment. When I look back on similar antagonistic situations faced in the past by pilots all over the country the future appears surprisingly bright. The March conference renewed my respect for our profession and its ability to adapt and reposition itself in these sometimes challenging times. Despite the best efforts of spin gurus our profession seems to be flourishing and maturing in almost all regions after decades of sometimes whacky experimentation, from which very few of us emerged unscathed. As *Steve Pelecanos* noted most of these ambitious people have returned to their burrows whilst the true professionals - pilots - remain.

Listening to the papers and debate generated in Sydney I was genuinely heartened. In spite of the siege of lunacy that a lot of of us have endured, the profession under shrewd AMPA leadership has presented a conference that I believe will go down as an absolute watershed in the constructive way that pilots are viewed across the country, the region and indeed the world. This Sydney conference was one in a regular series of annual events organised by AMPA intended to challenge and assist pilots, and to raise contemporary issues in all areas of professional development in a very public open forum. Rich and poor, well managed or struggling, pilots from all over get together to learn from one another and from other relevant specialists. It was by far the most ambitious and comprehensive conference to date and it delivered on its objectives in a most inspiring and professional way. The organising committee in particular and the AMPA executive in general is to be commended for having the self-assurance and vision to present this splendid event. Perhaps this transparency and confidence in the open sharing of ideas and developments is our greatest strength.

For those willing to listen and learn there were volumes of innovations, human factors, legal and technical thoughts to

take home. Renowned legal, technical, human factors and aviation risk specialist speakers from fields not normally available to marine pilots were on hand to answer questions. The President and Secretary of IMPA attended as did delegates from many countries near and far. So many New Zealanders were on hand that they held a separate after hours pilot meeting taking advantage of so many in the one location. This was a most impressive occasion.

The dynamics of professional development have greatly accelerated during my working life as pilot. Simulators of course have been around for many years but their use as specific tool for Pilot training has evolved hand in hand with the relatively recent awareness of the crucial role that human factors play. Manned models are also a relatively recent innovation and these allow the exploration of the physics and hydrodynamic forces fundamental to pure ship handling. All these things are important and complementary but; as *Kit Filor* suggested in his paper; I believe that it is the Human Factors element - and people wishing to avoid an interview with *Kit's* men - that has driven Australian Pilots to consider issues that had been largely missed by previous generations who relied chiefly on the individuals technical skill. Such pure technical skill is best practiced when complemented by the correct mind set and within the correct safety environment. Issues raised in ATSB's methodical and “Blame free” systems have consequently been addressed by pilot services all around the country in innovative and: most importantly: eminently practical ways. All of our ports strive for excellence in service delivery. This is not lip service or the smoke and mirrors spin previously established by ambitious middle men promoting themselves - it is a genuine pursuit of excellence and pride in safe efficient pilotage by professional pilots.

Captain Magnus Gottberg of Star Cruises was on hand to explain how his company took advantage of systems developed for Scandinavian ferries and has applied them to cruise ships. Specifically designed technology is successfully meshed with a bridge team applying advanced human factors. Those fortunate enough to have worked with Star Cruises will know the system accommodates willing pilots and makes them a welcome part of the bridge team. They do not absolve themselves of responsibility once the pilot boards but include all toward the common goal of a successful passage. Australian Pilots have gained a lot out of the Star approach.

From my point of view as a regional pilot working in a port not enjoying any kind of shipping boom I was able to confirm at the conference that the professional mind set of my local colleges has not wandered off the track being blazed by our big mainland brothers. In attending these sorts of showcase events we can grasp the worlds best practice in risk management experience on display and readily made available by practitioners right here in Australia. In Tasmania we are addressing many of the human factor issues raised and will incorporate the new information. Oh, we may be off the pace a little, in technology and training facilities. We may not have the budget that self governing and busy ports have, but we are following the track as best our meagre resources will allow. *Captain Chris Kline* GM BMP spoke of the need to set aside a “Tythe” for Safety Management. We believe we are doing what a “reasonable person” would say is our best,

Professional Forum

continued

given our resources. We accept the "Tythe" concept.

Hobart Pilots now working for Tasports have responsibility for several outports which receive very little shipping. In these outports there is little repeatability in the evolution of the pilotage. With only one or two ships a year, with a "bulky" one time without tugs and a small very manoeuvrable expedition cruise ship the next it is difficult to build up any depth of experience. All we can do is apply generic experience from other ports, delve deeply into ATSB reports to surmise at likely issues, learn from other pilots and then set very conservative parameters. In setting stringent safety management standards at the port of Hobart we create a culture that benefits us in the infrequent outport work. With care, innovation and commitment small ports need not fall far off the pace and can set "reasonable" safety management standards despite limited resources. I have always found the larger centres more than willing to share knowledge and experience to professional visitors who are not seen as threatening or as competitors. If you feel isolated pay a visit to a big neighbour. I'm sure you will be made welcome.

For a small pilot station looking to evolve I can only reiterate the steps recommended by *Captain Chris Kline* of Brisbane:

- An inquisitive confidential incident reporting system is essential to any Risk Management System.
- A "no blame" edited version of the unidentified pilots incident report is to be completed then sent on to the agreeable regulator.

- There MUST be a commitment by the pilots organisation in providing resources.
- A "Tithe" should be committed to training and safety.

and I will add:

- Send a widely experienced pilot to do extreme ships or infrequent tasks

The one area of concern in the otherwise bright future of Australian Pilotage is sadly the reef. It was quite appalling to hear the speaker for AMSA in Sydney state that the Reef Pilots were not the worst in the world but were better than some third world pilot services. AMSA should really set a higher benchmark. This is not a market regulators issue, it is "safety issue in need of regulation" and it is not as if Australia is without many examples of excellence. Personally I do not accept "better than third world values" for the two ships a year piloted at Grassy on King Island or Port Davey in Tasmania's SW Wilderness. I seek to apply contemporary Australian standards. Is AMSA doing what a "reasonable person" would say is their best given their Federal resources?

On a final and lighter note just consider the names of some Pilots. "North," "Lysons," "Gamble" and "Ding" attended this conference. Ted Lysons of Port Headland told me how he used to enjoy being introduced when working at the salt port Useless Loop:-

"Hello, this is your useless pilot license."

Ted: like all of us: is far from that.

Safety

During the first 4 months of 2005, the MAIB has been notified of three significant collisions involving harbour tugs. In the first incident, a tug running stern first ahead of a merchant vessel lost control, turned broadside across the bow of her charge and was holed beneath the waterline. In the second, a tug guiding the stern of a merchant vessel moving stern first lost control, struck the stern, and ended up with her tow line wrapped completely round her bridge superstructure. In the third incident, a tug attempting to pass a line to a merchant vessel underway lost control, ran in under the bow and struck the bulbous bow. Fortunately, in two cases the damage was reasonably minor; in the third, the tug had to be beached. No lives were lost, however the consequences could have been much worse.

The common theme to all three of the above incidents was that the tug master, although in each case quite experienced, was operating a tug with an unfamiliar propulsion system, and was attempting a manoeuvre with that system for the first time. The tug propulsion systems in the three incidents were not the same, however, each required a very different thought process on the part of the tug masters to manoeuvre the vessels effectively and safely when compared to the systems they were accustomed to. The key point is that, although the tug masters had a wealth of professional experience, they had received

insufficient training and familiarisation with the systems they were using when the collisions occurred.

SAFETY LESSONS

MAIB strongly urges that:

- All tug operators review their training schemes, to ensure that tug masters receive comprehensive familiarisation training before taking control of a tug which is equipped with a significantly different propulsion system. Such training should incorporate instruction and validation on all manoeuvres that the tug master is likely to be tasked in the port.
- All harbour authorities, pilots and tug operators regularly review the capabilities and limitations of their harbour tugs and their crews, to ensure a common understanding of each tug's strengths and weaknesses. This should be supplemented for each towing task with a local appraisal of the intended operation to ensure the "tug to task" allocation is appropriate before the tow or move begins.

See also www.maib.gov.uk

Pelecanos Slams Bureaucrats' Inertia

In a thundering attack on industry bottlenecks, Steve Pelecanos encapsulated pilots' growing frustration with a bureaucracy that has failed to keep up with pilots in the modernising of their profession and continues to grow remote and out of touch with contemporary pilotage issues.

He told the Asia-Pacific Pilotage Conference there are two types of bureaucrats, "there are those who come to the industry with an ego so large so as to make ours almost inconspicuous. They know everything. They don't need to ask pilots anything about anything because they know it all. Yes, these bureaucrats are on a mission; they're going to change the industry where others failed."

"We have seen them trying to apply theoretical economic and management models and ideologies to the real world, and then bang them into some disfigured form to try and make them fit. You've got to watch these people. They're dangerous. They should be picked up by the scruff of the neck and kicked up the backside well out of our industry before they visit irreparable harm upon us. They are worthy of the highest disrespect."

But Steve Pelecanos said that on the other hand there are those bureaucrats that enter our industry and want to learn. "They engage all stakeholders in open (not contrived) debate. They build platforms of mutual respect. They deliver quality outcomes that are the result of genuine, rigorous analysis and debate that capture the wisdom of all stakeholders. Such outcomes stand in stark contrast to those contrived in the minds of the know-it-alls."

The Master Mariners who work in bureaucracies came under his scrutiny also. "There are those who become sycophants and after a while take on the mantle of their bureaucratic superiors. In my experience such people were useless on the bridge of a ship and take their uselessness ashore. They are destined to a life of uselessness. But on the other hand, there are those who use their knowledge and their positions to work hard at ensuring that the bureaucracy supports the industry, not the other way around."

Pelecanos backed up his claims by saying, "if we look around this

country, we can see many examples of pilotage jurisdictions that exist in a professionally developing and harmonious environment and those that are a bloody mess. In each case take a look at the type of individuals who man the bureaucratic desks and it's not hard to understand why one jurisdiction flourishes while the other struggles."

Captain Pelecanos spoke at length about the many initiatives that Australian pilots have introduced to keep pace with, and even, lead the evolutionary imperatives that impact on our profession. He said, "not one, repeat, not one, has been initiated by any bureaucracy in this country." It's always been the pilots!

"Pilots are practical people," he said, "we are men and women of the sea. We know ships, we know the commercial environment in which they operate and intimately understand the pressures that a merchant ship Captain confronts: we have lived and breathed it since we began our careers as teenagers."

We know what it's like to stand on a ship with 100,000 tonnes of crude oil under our feet and 60 cms separating a rocky seabed from the ship's hull – a piece of thin steel plate. It's something that no one ashore will ever understand.

We do that every day. And we're good at it. It's taken us 20 to 25 years of education and experience to get us to the threshold of a pilotage career. In what sort of regard do you think we would hold someone with a 4 year university degree in some unrelated discipline sitting behind a desk in some ivory tower telling us the way we should be running our profession?"

Captain Pelecanos also touched on the MAIB Reports following the *Sea Empress* accident and the debacle on the *Humber*. "What have pilots learned from all this? Some bureaucrats, it seems, are prepared to cover up, turn a blind eye, engage in selective hearing and hang the pilots out to dry in order to protect their comfortable existence."

"We are sick of the jealousies and the blind stupidity that drives some individuals to become nuisances and road bumps on our way to developing and nurturing our profession." He said that pilots world-wide had reached the stage where they were fed up with dealing with obstructionist bureaucrats and in growing numbers were now starting to by-pass them and deal with politicians and community groups direct. "We're also improving our skills in dealing with the media," he said.

Captain Pelecanos told the conference that the culture of the pilotage profession is in the throes of significant change. He said that the external imperatives that impact on how pilots about their business are in the main, poorly conceived, underdeveloped, driven by market economics, and meagre in rational thought.

"Our profession, on the other hand, is built on a platform of mature, well-developed systems and processes, careful judgement and rational planning," he said.

"When an environment, still in its diapers, clashes with a profession of long-standing such as ours, the inevitable result is chaos, confusion and brinkmanship. Our profession's challenge has been to seek a safe passage through the disorder, to integrate the rapidly changing environment with the strengths of our profession and hope that the result is one that will continue to serve the interests of communities around the world."

"In spite of the innumerable hurdles we have had to tackle, we have done well. There is still much to do, but in general, our tenacity has paid off. We have good reason to be enormously proud of the way we have conducted ourselves and the way we have managed our profession's recent evolution. We have laid the foundation to ensure that the wealth derived from our collective knowledge and experience prevails over the insanity that emerges from time to time from those know-alls who enter our industry for five minutes, try to apply their theoretical economic models to the real world, fail, collect their handsome payouts claiming success, and leave a trail of wreckage in their wake for us to put right again."

Conference Summing Up

Sandy Galbraith

Lloyds List DCN

Good afternoon ladies & gentlemen, we have just witnessed one of the best, most stimulating maritime conferences in Australia in recent years.

We have listened to some of the most intelligent, knowledgeable and influential speakers around this industry today, who have not only given of their time, but have spoken with a degree of openness and honesty you do not normally hear at such fora.

Yes, this has been a ripper of a conference with talk inside and outside the conference room both stimulating and interesting.

In my job, I go to many conferences – some good, some bad... some really, really bad.

I think the low point for me was being asked to chair a conference in Melbourne on "GST and the Transport Industry".

I found myself trapped in a land that time forgot surrounded by earnest accountants and tax lawyers talking animatedly about a subject that left me for dead.

No danger of that happening here though. For from the start to well, not quite the finish, it has been of a supremely high standard.

I would like to offer my hearty congratulations to AMPA and its New Zealand counterpart for organising things so well.

The major consolation for me in speaking here today is that I know a good proportion of you. Some I have known for a very long time indeed – 35 years in fact.

Back then, Hobart pilot Martin North and I were pre-sea cadets at the School of Navigation, Warsash, near Southampton.

Our cadet captain was Richard Lorraine – today, harbour master at Sydney Ports.

Back then, pre-sea cadets had shorn hair and wearing uniform was compulsory except at weekends. It was not until you came back a year

or so later for MCR (Mid Cadet Release) that civvies were permitted in the college precincts.

Even all those years ago, I remember one of those lads who was either on MCR or up for second mates when we were in those early days at Warsash – he was a tall and good looking suntanned Aussie with a shock of long black hair and a penchant to chat up all the best looking women that all us younger "gadgets" chased in vain.

I remembered him because of his unusual name... Pelecanos!

I mention this because it illustrates the interconnections that exist in the maritime industry. It is a close, tight-knit community, which has long roots and is, by its very nature, global.

I have been asked to summarise this week's proceedings, so I thought I would open my remarks by stating how refreshing it is to attend a pilotage conference that is so outward looking, so forward looking.

Too much time has been wasted in the pilotage industry in Australia in recent years arguing among yourselves - looking inwards rather than outwards – looking backwards, rather than forwards.

At least that is the perception of your employers, the ports, some regulators and not a few customers.

The outsider's attention was not drawn to the fact that the pilotage industry was undergoing a major transformation in its training methods, its management methods and how it faced the market.

That was a tragedy given that what has been taking place here is in many respects world leading.

It is crystal clear that perceptions are changing – and with people like Rory and Steve and Neil and many others in this room, the profession is setting a confident and determined course for the future at a time when the pilotage industry faces many challenges.

I would just like to commend Neil and Rob on doing such a great job on editing *Safe Passage*. We would have you at *Lloyd's List DCN* in a flash – but hey, we can't afford pilots wages... unless of course you are a reef pilot!

And while we are on that subject, the

Barrier Reef troubles have been highlighted by several speakers and questions must be asked as to how much longer that market can continue to be deregulated in its present form.

The Wollongong study is important and its findings clearly show systemic problems and a level of concern within the industry concerning the results of 13 years of deregulation.

Competition is one thing, but if this "Brave New World" has heralded in an era of low morale for pilots being paid third mate's wages, then I say be damned with competition if it means the priority of the industry changes from "safe passage" to "safe profits".

I have always viewed pilotage as a natural monopoly – that is not to say that it should not be privately run. There are some great examples of successfully run pilotage operations in Australia.

Even back in the 70s, when I was at sea, private pilot operations like Hammond on the Dover Strait and Grey Ras a Khaimah in the Gulf were proving it could be done successfully and safely. So this is not a case of reinventing the wheel, perhaps just putting a new set of tyres on.

So where is our regulator in all this?

It seems AMSA wants to wash its hands of the issue, judging by Clive Davidson's comments here.

You know, I am beginning to worry about AMSA. It appears to be losing its direction. I find it so sad to see an organisation that after "Ships of Shame" became a beacon of light in marine safety – leading the world in Port State Control – seems to be moving from being a proactive and effective policeman to becoming a bureaucratic buck passer.

At the coalface, in the ports, the ship inspectors are doing a great job, but I wonder about Canberra. As a small example of what I mean, at *Lloyd's List DCN* we don't even get press releases from AMSA any more. Perhaps they should move AMSA out of Canberra to a port.

This buck passing mentality is endemic to maritime safety in this country. We are getting a "jobsworth" mentality with the line between state and federal maritime safety authorities regularly blurred.

Conference Summing Up

continued

I seriously question the need for there to be two layers of maritime safety for the commercial shipping industry, and I was heartened to hear John Watkinson agree with this.

Do we really need double handling of incident investigations? Especially when it can take two years for an investigating body to publish its findings.

What effect does this uncertainty and delay have on those being investigated? The profession is left in limbo.

Do we really want separate federal and state ballast water legislation? Don't the shipping lines love that!

Why don't we just do away with the state safety system for merchant ships and have a strengthened and improved national authority that is responsible for all vessels over a certain length. I think it is generally recognised today that LOA is a far more reliable criterion than tonnage when it comes to defining safety limitations.

Ben Burns at Adsteam brought another useful thought to the piloting issue – getting the principles of BRM to apply more broadly to port operations.

In other words, spread the bridge team approach to a port team approach – simple, but quite brilliant. Let's have more jopint pilot/tug master training.

Ben also discussed the issue of tug usage, warning that any further

reduction of tugs would risk prudent management.

The Wollongong report also highlighted this as an area of particular concern in Sydney and Brisbane.

The industry must address that. You the pilot are the professional on the spot. It is your call, not the ship's agent, not the CEO of your port. It is your call.

Remember the basic advice that every cadet received from his captain... "If in doubt, don't".

It is your head that is on the chopping block if things go wrong because you didn't have enough tug support.

As Marcus John pointed out, the costs and consequences of your mistakes are huge.

Pilot training has been a central theme of this conference and I have been following this issue with great interest for many years – back since Ravi and Hans launched BRM at RMIT in Melbourne way back in the early 1990s.

I have also been with a pilot group to the Port Klang facility, so I can appreciate how far you guys have come.

But, I must raise the question... how far do you want to take instrument piloting?

Few would argue with passage planning, but berthing?

Take 10 pilots to the same ship in the

same port at the same time and guaranteed you will get 10 different approaches to berthing that ship.

Watching Ravi's demonstration of that ship leaving Weipa under instrument control, I couldn't help but come to the conclusion that I was watching the first faltering steps being taken towards the end of pilotage – or at least the end of pilotage as we have traditionally known it.

Could this development ultimately see us ending up with pilotage by remote control? With you guys not spending your working days not on ships, but in harbour control, replicating what is happening in the aviation industry.

In operation terms, with the looming skills shortage in the maritime industry, it is quite conceivable that we may end up with no masters or chiefs at sea; instead ships will be manned by a very low grade of crew effectively operated by a data link from a shore based control room.

Modern technology makes this increasingly possible and a dearth of seagoing staff could easily accelerate this advance.

Old fashioned "mark one eyeball" pilotage may be restricted to the berthing pilot, who may join the ship a few hundred metres from the quay, the ship having been remotely piloted up to that point.

Just some food for thought, but worth reflecting on.

Letters to the editor

Alex

Bonzer conference! I have written to Rory more formally to express my admiration of AMPA's efforts. It was a real pleasure to spend time with you all although I have to say nearly a week later I still don't have my biorhythms back.

You asked me to keep you posted on ladder issues, so attached to this is our last working group report for Executive. If I can summarise, it contains three groups of proposals:

The first is a number of, shall we say, minor adjustments of dimensioning of existing ladders proposed by JPA; The

second is your rubbing strake issue and the third is a proposal from the APA regarding the position on a ship's hull where ladders are rigged. I must stress that this is just a working document going along a path of consultation. Before we put anything to IMO we will I believe have to consult again with the membership. We are looking to getting advice on the IMO procedure from the two guys who got A889 through last time.

Once again, congratulations on the conference – it was great to feel the buzz of the AMPA membership and their forward-thinking attitude.

Nick Cutmore.

Letters to the editor

continued

Dear Neil,

On behalf of the New Zealand Maritime Pilots Association I hereby thank you wholeheartedly for all of the many days and weeks of effort that you and the other committee members, Rory Main, Peter Liley, Chris Haley, Ravi Nijer and Steve Pelecanos, all contributed towards what can only be described as a thoroughly enjoyable, relevant, informative, thought provoking and educational event. The conference brochure provided a very clear reference document for all the information that a delegate might require.

The conference venue, both the meeting room and the accommodation were of a very high standard as was all the catering preparation and presentation. The technician did a splendid job of presenting all the various formats of electronic projection onto screens that were very easy to read and a sound system that clearly covered the whole room. No doubt 'The Meetings Manager' company was of great assistance in all that preparation.

The conference provided a welcome springboard from which NZMPA will launch several new initiatives in New Zealand as we strive to expand the profile of our own organisation. With that in mind I look forward to maintaining closer contact with your President, Rory, in Fremantle, whom I met for the first time at a conference that highlighted some national administrative differences as well as pilot company differences between our two countries; although the fundamental tasks and challenges of a pilot are recognisable world-wide.

My own employer, Ports of Auckland has already started to put in place initiatives sparked by at least two of the papers presented. That example highlights your approach of inviting not only pilots but company managers and regulators in order to achieve progress in our industry.

Please convey my thanks for a great conference to all those involved.

Yours sincerely,

Nigel Meek
President NZMPA

Capt Peter Liley,
Dear Peter,

Just wish to express my thanks to you and your associates for the excellent work organising and running the conference. Please pass on my regards to all involved.

Regards
Capt. Trevor Bozoky
Harbour Master / Pilot, Tasmanian Ports Corporation - Burnie.

Dear Sir

It was my great pleasure and honour to attend such a wonderful and meaningful conference and most of all I could make acquaintances with many persons.

It was really good chance for me to add up renew my knowledge and information on pilotage.

After the conference I stayed more a week with my son living in Sydney and had a good time, fishing in Forster, sipping wine in Hunter Valley, eating king crab and lobster and Thai food!

Upon arrival, I have to be back to piloting and paper work-reporting on conference, Really busy days but I love it because I believe that having work to do itself is a real blessing .

Now I am studying on pilot training in Australia for which I am contacting with Steve Pelecanos.

Among the papers presented in the conference, the Steve Pelecanos' paper was very impressive; May I ask for your personal opinion on his paper?

I was so pleased to meet you again and hope to see you again.

Will you go to Havana,Cuba in November?

Kind regards
Captain Kim, Busan harbour pilot in Korea.

Neil

Although I wasn't able to attend a lot of your conference last week, I really had a good feel about it and I am sure that you must be feeling extremely satisfied with the outcome.

I know full well the extraordinary amount of effort that needs to go into making sure such a conference works well. Congratulations on an outstanding result.

Regards
John Hirst, Executive Director
The Association of Australian Ports and Marine Authorities.

Dear AMPA Members,

All the persons I spoke to said it was the best conference they had attended! They found the conference very stimulating and enjoyable. This is to the great credit of AMPA and especially Neil Farmer.

However, I think to have a proper closure we need to conduct a proper debriefing otherwise valuable knowledge will be dissipated. Also I think a letter or e-mail needs to be sent to Richard Robinson and Kit Filor apologising for the reduction in time for their presentations. Both had put in a lot of work and were very disappointed. We can offer them another occasion for the full presentation at a later date. On a practical level both presentations are important for indicating directions for the future of AMPA.

The debriefing can be conducted via phone or video conferencing. I think that we should look into video conferencing as a way of reducing travel costs.

I wait to hear from you all.

A letter from Mr Ravi Nijer.

Letters to the editor

from Captain Bryan Hayes, Ret'd Port Kembla Pilot.

I have often been asked by other pilots over the years, 'What is AMPA? What's in it for me?' Many, perhaps most of what we might call professionals, form their own associations. Optometrists, Accountants, Port Authorities, Shipowners, Scientists, Doctors, Lawyers, Hoteliers, Engineers (even!) and many more. They do so primarily to provide a forum for discussion, for the exchange of the latest ideas and technology, for future planning and mutual support.

Professional associations also provide powerful and informed lobby groups to put their concerns and viewpoints to government bodies and others, and to advise decision-makers, whose lack of specialised knowledge in a particular field might otherwise lead them to make impractical and dangerous, ideologically based decisions. The Barrier Reef pilotage is a prime example of the perils of lack of specialised input.

Prior to the formation of AMPA our only federally representative body was the Merchant Service Guild of Australia, (now the MOU). This of course was a Union and was seen as such by government and maritime bodies. The primary concern of the MSG centred around the wages and conditions of sea-going officers.

Additionally, before AMPA, the Australian delegations to the conferences of the International Maritime Pilots Association (IMPA) around the world, consisted of a couple of pilots from each of the larger private pilot companies in Australia, plus a Union official or two from the MSG. This somewhat disparate delegation raised eyebrows from other member countries with fully functioning national associations. (What can one expect from a country that has kangaroos and wombats old chap?). I might point out that the West Australians already had WAMPA up and running.

As an observer I attended the IMPA conferences in Tel Aviv (1990) and Madrid (1992) and was impressed with the comprehensive reports and papers from the different formal pilot associations and experts from around the world. When the Vancouver Conference came around in 1994 I think virtually all of the 15 or so Australian pilots attending realised Australia needed to get its

act together and the decision was made to form AMPA. By this time the Queensland Coastal pilotage was descending into a bureaucratic and safety nightmare and there was even talk of two competing services in Sydney. ("Yes I'll do it with two tugs." ... "Well, I'll do it with one tug then."). Terrific.

Upon our return to Australia the wheels were put in motion, in accordance with the decision made in Vancouver, and thanks to the tireless dedication of a small group of people, AMPA was formed.

I see AMPA's Sydney conference as the culmination of the Vancouver decision. There were approximately 170 people at the conference. They included every strata of port management from all around Australia and overseas, legal counsel, simulator operators, training directors, operation directors, accident investigators, Justices of the Federal Court, AMSA, ATSB, RAN, OHS, AAPMA, Australian Shipowners Association, Maritime Safety, Adsteam, Aviation Psychology and the President and Secretary of IMPA, to mention just a few. They came from New Zealand, U.S.A., Britain, Taiwan, Malaysia, Sweden, Korea, Canada, China, Denmark, Hong Kong and the Netherlands.

The full programme was detailed in 'Safe Passage' and is available at www.ampa.asn.au All pilots should study the programme's content. The conference was well planned and run. Presentation and scale of papers was comprehensive, interesting, informative and educational.

Of the 170 attendees at the Star City Conference approximately 45 were pilots from seven different countries. Australian pilots came from as far afield as Port Hedland and Dampier. Conferences are necessarily costly to set up and to attend. If the Port Managers and Harbourmasters who were at Star City believe they gained something from their attendance (on their port's budget), and I am sure they did, they might consider the value of also sending pilot representatives to future conferences (on the port's budget). How much more valuable are pilot conferences to practising pilots?

Port Kembla, for one, gained very greatly as a result of one pilot attending an IMPA conference (at his

own expense!) years ago when I found, in discussion with Israeli pilots, that after painting the breakwaters of Haifa white and floodlighting them (for security reasons), they found it was possible to handle larger ships by night. This was adopted in Port Kembla with similar results.

It was also in Israel, in the port of Ashdod, sixteen years ago that I saw the first practical demonstration of what was then called the Port Approach System (PAS). They are now becoming more common under the name Portable Pilot Units (PPU).

At the Sydney conference it was notable that the majority of pilots were from private pilot companies. It was also very notable that Australia's private pilot companies are setting the industry standards, sorry, benchmarks in Passage Planning, Risk Assessment, Training, Safety Management Systems, Incident Reporting etc.

What did not impress me in talking to pilots at the conference was the number of ports where maybe one out of the five pilots and, in one case, only one out of the twelve pilots in a port were members of AMPA.

AMPA is only as strong as its members. I am told that only about 60% of serving pilots are paid up members of your own professional association. That is pathetic. Right now get your act together...

Go to www.ampa.asn.au click on 'Members', click on 'Membership Application Form' and print out the form. Send it away with your cheque, or transfer the annual fee electronically. The year starts April 1st so you'll get almost twelve months membership straight off. Now's the time to do it.

The \$200 fee is tax deductible so it will only cost you two dollars a week. Less than a middy really, when you think about it.

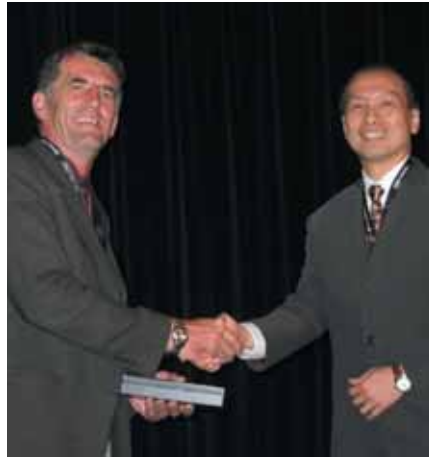
If a poor old self funded retired sailor like me, who can't claim it on tax, can be a member, surely 100% of my wealthy working colleagues can cough up!

On cold, wet, stormy nights I think of you all out there clambering up dodgy pilot ladders to pilot dodgy ships with dodgy flags and dodgy crews. You are not forgotten my friends. You are also not envied.

AMPA Conference 2006



Chris Kline.



Nigel Meek and Capt. Henky Ding.



Ravi Nijjer and Joe Sham.



Peter Dwyer, Chris Haley, Chris Gallagher and Alex Amos.



*The Hon Joe Tripodi,
NSW Transport Minister
with Peter Liley.*



Delegates with Geoff Taylor.



Tim Turner, Neil Farmer.



Nick Cutmore with Alex Amos.



Deep in conversation.



Alex Amos, Welyn Gamble with Geoff Taylor.



Jim Dargaville, Peter Liley, Craig Duthie and Geoff Taylor.



Peter Domigan and Steve Pelecanos.



Rory Main.



Chris Thompson, Richard Toone and wife Trisha.



Neil Farmer with some delegates from Asia.



Captain Zuradi Abidin.



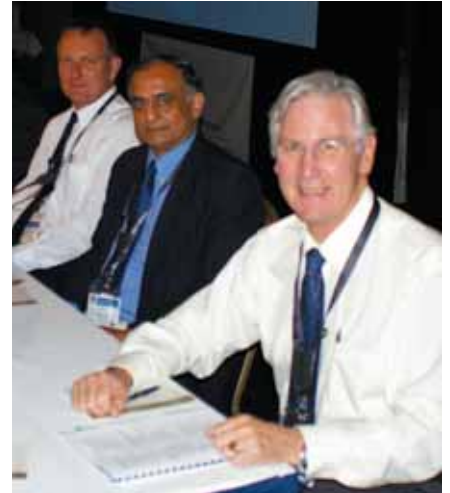
Dinner Band.



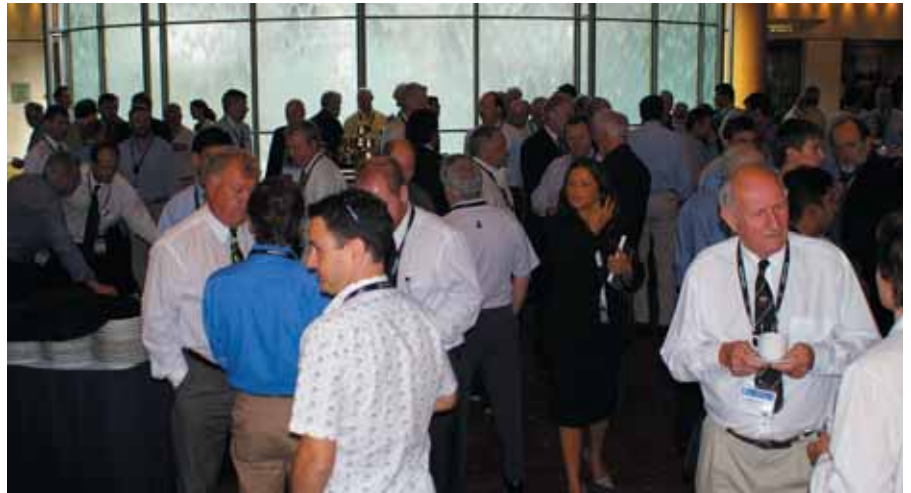
Delegates wives enjoying the Gala Dinner.



Tim Turner with Sue Blackwell and Tim Hirst.



Chris Thompson.



Delegates having a coffee break.



Asia Delegates at the Gala Dinner.



Ravi Nijjer.

AMPA Conference 2006



Conference Delegates.



Justice Brian Tamberlin.



Nigel Meeks.



Delegates wives at the Gala Dinner.



Delegates at dinner.



Some New Zealand Delegates.



Wasn't too exciting for everybody!!



More Delegates enjoying the dinner.

The Application of Bridge Resource Management

By Captain K. Fuge, Brisbane Pilot.

The Practical Approach from a Pilot's Perspective

As a pilot thinking about this subject, I asked myself this question. "Does it mean how we'd like to do it, or how we actually do it, or how to make the best out of limited resources?"

In 2004 I attended the Star Cruises Ship Simulator in Port Klang, Malaysia to participate in a Competency Audit for Maritime Pilots. This course consisted of a 5 day simulator course examining BRM methods and using them in a variety of exercises under varying degrees of stress. All Star Cruises bridge teams attend this course for training and the team work achieved by this training is very evident when piloting their vessels.

Following the simulator course I sailed on *Superstar Virgo* on a 3 day cruise out of Singapore to observe the BRM methods and how they were applied. The bridge team during berthing and sailing consisted of captain, staff captain, 2 watch officers and lookout, all of whom had been trained at the Star Cruises facility in Port Klang.

There were formal briefings involving all members, closed loop communications were used in English, between the three nationalities involved, challenges were invited if the plan was departed from and a debrief followed where the outcomes were analysed.

Pilots were invited into the bridge team as an extra member, but most just let the events happen around them without integrating fully.

Even without the pilots involvement, the team operated efficiently and effectively and to an external observer was most impressive. An ideal standard to aim for.

In practice well trained bridge teams are in the minority and as a pilot I aim to get the best out of the resources that are available. One thing I can do is to maximise my own resources as much as possible. This process may start ashore while waiting to board by checking the latest information available from Notice to Mariners, berth and channel surveys and expected weather conditions.

On the way out to the vessel, I listen to the VHF exchanges between pilot launch and bridge team and from this I can gauge whether to expect some language difficulties which may affect

BRM performance. The standard of the pilot ladder and the way it is rigged is also an indication of performance efficiency to be expected. If I expect to be using a tug forward of the bridge, I take mental notes on my way to the bridge of what bits and leads are available to make it fast to and note what the SWL is, if displayed. All this information is adding to my own resources should they be needed.

A 4,100 TEU container vessel usually involves a climb of around 8 meters up the pilot ladder then another 90+ stairs to the bridge, invariably in the hours of darkness. Pilots of advancing years are usually out of breath when they get to greet a silhouette of unknown age or nationality with an outstretched hand which may miss it's first attempt at contact. This is not an ideal situation in which to establish a business relationship. The first five minutes on the bridge is one of the most important parts of the pilotage.

Before any attempt is made to initiate a Master/Pilot information exchange it is crucial to confirm that the vessel is in a safe position and on a safe course.

It is important to be friendly and to impart confidence without appearing aloof or unapproachable. A good way to start is to request the Pilot Card and confirm the drafts and vessel particulars. Some ship's officers are only interested in their Safety Management System which requires the pilot's signature and as soon as this is obtained the card is quickly removed from the pilot for filing. Most pilots are now prepared for this and request that they retain possession of the document for their reference during pilotage.

Bridge Teams in uniform with rank insignia is very beneficial to pilots so it is apparent who the Master is and it maybe someone other than the best English speaker.

Comparison of Passage Plans can now take place so both the bridge team and pilot share the same mental model with limits and responsibilities defined.

Closed loop communications should be encouraged and challenges invited from anyone that is concerned that the plan is not being followed. It should be confirmed with the master that the pilot has the navigational control of the vessel (in a compulsory pilotage area) and the time logged.

Closed loop communications can be enforced by repeating any unacknowledged order or response until it is acknowledged in some form. Contingency plans impart confidence to a bridge team as it shows that the pilot has thought through most situations that are likely to occur. Some form of speed prediction approaching restricted channels or berths gives the bridge team a comfort level in knowing what speeds the pilot intends to navigate at. If a master suddenly starts quoting GPS speeds during approach it usually indicates a level of concern.

On longer pilotages watch changes should be monitored by the pilot. Whilst most Passage Plan details are passed on, the invitation to challenge rarely is. If this is omitted it should be reinforced by the pilot to the new watch along with a briefing if necessary.

One of Brisbane's Standard Operating Procedures is to confirm a course alteration waypoint by more than one means (ie visual, radar, electronic chart) and confirm the next course with the bridge team before altering course. This is promoted by alarms set up on the waypoints of an ECS at 0.7 miles and the bridge team advising the pilot that the vessel has reached this position by radar monitoring. In the event that advice is not forthcoming from the bridge team due to distraction or disinterest it needs to be stimulated in some form. This can be done by the pilot pointing to the waypoint navigation aid and stating .. " That is *ABC Buoy* next course is *123* - do you agree"?

This obviously requires a "Yes/No" response and attempts to rectify the deficiency.

Situational Awareness is probably one of the key skills that a pilot adds to the bridge teams resources due to his local knowledge and his/her ability to think ahead and predict what is likely to happen in 30minutes time.

A pilot's situational awareness can be summarised as follows:

A PILOT POSSESSES ENHANCED SHIP HANDLING SKILLS AND JUDGEMENT AND HE USES HIS JUDGEMENT TO PREVENT GETTING INTO A SITUATION WHERE HE MAY BE REQUIRED TO DEMONSTRATE HIS SKILLS.

ISM – What has been learned from marine accident investigation?

by Stuart Withington, Principal Inspector of Accidents, MAIB.

Pilots go to work everyday on ships that are operated under the ISM Code. It is important that we understand their systems, so we can integrate our own safety system with those operating in our workplace. It is timely therefore to include an edited version of Stuart Withington's paper. Stuart is the Principal Inspector, MAIB and a founder member of the UK's Marine Accident Investigation Branch. He is an experienced marine accident investigator and co-ordinates IMO's correspondence group on casualty analysis. He lectures internationally on human factor causation of accident. The full paper can be found at [http://www.he-alert.org/\(Ref HE00475\)](http://www.he-alert.org/(Ref HE00475))

Background

The international Management Code for the Safe Operation of Ships and for Pollution Prevention, (ISM Code), provides an international standard for safe management and operation of ships and for pollution prevention. It addresses the need for commitment to safety management from the highest level of the organisation.

A key part of the ISM Code philosophy is the safety management system, (SMS). 690 accidents have been reported to MAIB with vessels operating the Code's Safety Management System, (SMS). MAIB inspectors investigated 169 of these accidents. The SMS provides a model for marine accident investigators to facilitate a structured approach to accident investigation. The model helps investigators focus on problem areas in management which underpin the actions of people involved in the events leading to the accidents. By addressing these problems, the reason for safety failures can be found and recommendations made to prevent similar accidents in future.

Safety Culture

According to the UK's Health and Safety Executive, (HSE), the safety culture of an organisation is a

product of individual and group values, attitudes, competencies and patterns of behaviour that determine style and proficiency of the organisations safety programs.

Success or failure of the SMS is dependent on the safety culture of the shipping company. The shared perception of the importance of safety, confidence that safety measures are experienced at all levels of the organisation, and sense of personal responsibility for safety are measures of an organisation's safety culture.

The ISM Code can foster these values among shore and sea staff. The concept of shared responsibility is particularly encouraging, as it can bring with it a greater awareness of how an individual fits into a particular situation and how his/her actions can influence the outcome. However, society's blame culture instils into managers and seafarers a fear of blame and criminalisation. It encourages mistrust, preventing them from being open and honest, by covering up mistakes when things have gone wrong. Further, it can give a sense of anxiety to individuals who think that by taking personal responsibility, they may be held responsible for an accident simply by following the dictates of the ISM Code.

The influence of this blame culture, with its consumer driven desire for personal accountability, punishment and compensation, hinders the chances of universal success for the ISM Code. When accidents happen, rather than learning the lessons, the probability of blame inhibits effective safety action to prevent similar accidents in future.

HSE list seven factors that create a positive safety culture within an

organisation. These are:

1. Leadership and the commitment of the chief executive
2. A good line management system for managing safety
3. The involvement of all employees
4. Effective communications and understood/agreed goals
5. Good organisational learning/responsive to change
6. Manifest attention to workplace safety and health
7. A questioning attitude and rigorous approach by all individuals

Accident investigation has found that if one or more of these factors is lacking, the organisation is prone to corner cutting, poor safety monitoring and poor awareness of safety issues. Effectiveness of the ISM Code .

Reporting non-conformities and defects

The ISM Code requires the company ensure any non-conformity is reported with possible cause, if known. Although the safety management system may have a system of reporting incidents and defects, views on what ought to be reported as a non-conformity can differ within the same Company.

Management can have conflicting views on what defects critical to safe operation ought to be reported. Their acceptance of not reporting safety critical items inhibits correct and timely safety action, and crew awareness of its responsibilities to ensure equipment is maintained in good condition.

Often consistent reporting of non-conformities is dependent on trust between ship's crew and the different levels and disciplines within of the management organisation. Defects or incidents caused by poor maintenance and supervision are not reported to higher level of management, often because of fear of blame or criticism. Management that is unaware of defects and

ISM – What has been learned from marine accident investigation?

Continued

incidents, is unable to properly identify and evaluate risk so that suitable controls cannot be put in place to manage the risk.

Operational requirements

Masters and crew are not always convinced of the value of the ISM Code. The reason for this view is not based just on the perception that application of the Code makes for more paperwork. Often it is because of short-comings in their understanding of the aims of the system. Crew fail to realise that the ISM Code not only gives them clear authority, but it also allows them to share responsibility for a vessel's safety with shore management.

Investigators have found that companies do not encourage such a questioning attitude. Individuals who have questioned the operational safety have sometimes been rebuffed and intimidated. Some leave the company because of this treatment, while others stay on subdued and discouraged. This situation does not support and encourage the commitment to values and beliefs which the ISM Code is meant to foster.

Monitoring effectiveness

The view of some management is that because STCW certificated officers should have sufficient knowledge and experience to know how to operate a vessel safely, they alone are responsible for on-board supervision and operations. Consequently, management discharges its obligation to ensure that operation and maintenance of the vessel is properly supervised and executed. Such a view inhibits management ensuring that proper and relevant documented procedures and guidance are available on board and that crew training needs are properly assessed.

The absence of a company standard leads to inconsistent and unsafe operation and short cuts. Moreover, seafarers not having a common understanding what the standard ought to be leads to inadequate assessment of what defect or unsafe

operation should be reported. This leads to management ignorance of how the vessel is being operated, so is less likely to properly assess safety of operation.

Above all, the effectiveness of the SMS is dependent on the conviction and enthusiasm of senior staff. Without their understanding of the philosophy and objectives of the ISM Code and the associated SMS, the SMS will only exist as a pile of worthless paper. Training alone cannot bring this about; a process of education is required.

Measuring progress in the improvement of safety management

Once a structured safety management system has been established, a company is in a better position to investigate incidents, identify weaknesses and risks in its operation and the root causes of incidents. In turn, this analysis helps the company develop safer working practices.

Effectiveness of the analysis is dependent on the:

- Quality of investigation of human factors and reporting of root cause of accidents;
- Expertise of accident investigators and auditors;
- Co-operation between seafarers and management;
- Making publicly available accident reports and databases of human factor causes
- Sharing of evidence with the flag State or other interested States investigating for improving safety rather than finding someone to blame.

IMO, through the FSI and its Casualty Statistic working group, is actively analysing member State investigation reports for human factor causes of accidents. The IMO database is being populated with causal factors and conclusions of its analysis is being forwarded to IMO committees for further analysis. The information accumulating on the database will eventually be an invaluable resource for assessing ISM Code's effectiveness and its need for improvement.

Conclusions

A major benefit of the ISM Code is that it encourages lessons to be learned from incidents. Although these incidents may not be significant, they could, in other circumstances, have endangered life and the environment. By learning lessons, safety procedures can be reviewed and amended to reduce risk of occurrence.

There are differing values within the industry as to what historical shipboard data, defects and incidents need to be fed up the management chain to enable a reasonable assessment for safety changes

Implementation of the ISM Code offers the opportunity for the industry to move away from a culture biased towards blame to one of shared sense of personal responsibility for safety throughout the organisation. It is the shipping companies who can provide the driving force needed for this cultural change.

The opinions expressed in this paper are those of the author.

AMPA Fees are due now.
If you have not paid your subscriptions for 2006 please do so as soon as possible.

Pilot Ladders

REPORT OF THE LADDER WORKING GROUP COMMITTEE

27 January 2006

*Capt Mike Watson – Chairman
Captain H Nakadai
Captain Bertil Hammargren
Captain Otávio Fragoso
Mr Nick Cutmore*

The JPA proposals have been seen and agreed by the APA. The Brazilian pilots have already seen JPA paper and had comments which were considered in conjunction with ISO standards.

Comments as follows:

1. Vertical spacing should be 300-350 mm. (note that the regulations give leeway of +/-20mm.
2. Diameter of side-ropes as per JPA paper.
3. Step Fixtures – New regulation should state that a fixture must be used, i.e. a wooden/other material wedge (Diagram will need alteration to take account of 1. above). It is not satisfactory to use whipping/lashing to hold the step horizontal and firm. A fixture must be used.
4. Man Ropes – Agreed that there should be an upper limit on diameter of 32mm. Agreed also on "how to rig" clause and that this should be added to the poster.

5. Distance between handholds at the gateway of bulwarks and handrails already agreed under A889 at 0.7m-0.8m (present regulation only applies to Bulwark and not to a gateway arrangement).
6. Side doors to be simultaneously provided with handholds 0.7m and 0.8m apart.

This concludes SOLAS/A889 amendments

7. The Bar on outward opening doors was seen as unlikely to succeed at IMO. The shipyard costs of changing pre-1994 vessels would be significant and would bring us into conflict with industry and flag states. (Pilots can still choose whether to board such ships with outward opening doors.)
8. Ladders rigged too far aft – APA proposal, . Agreed to ask membership to include within the SOLAS amendment that ladders should be rigged at or about the midships point +/- 10% of the plimsoll mark. The Executive are specifically asked to consider this proposal before the membership are circulated.
9. Accommodation Ladder – the angle of ladders can be compounded by trim (ship down by the stern) so a reduction could be desirable to 45° but this could be clarified by saying 55° to the horizontal not the deck. Fixing of combination ladders to

ships side. JPA propose eye plate for securing of both ladders and the Working Group consider that this should be a separate regulation.

10. Height of lower platform – Working Group agreed to adjust to minimum of 5m (rather than 3-7 as at present).
11. Width of Accommodation Ladder – the Working Group would like to see a width of 600mm as recommended by UK to ISO. We feel the need to obtain advice on how achievable this recommendation is.
12. Adjusting distance between pilot ladder and the lower platform – agreed to adopt JPA recommendation of 0.1 – 0.2 metres.
13. Mechanical Pilot Hoists – Agreed with JPA that their use should now be prohibited/abandoned.
14. The four lowest steps may be of rubber of sufficient strength, stiffness, durability, shape and dimensions of the upper steps or other material to the satisfaction of the administration.
15. Rubbing Band – Working Group agreed JPA drawing should be the basis of IMPA proposal to Inter Industry Group.

A draft resolution be drawn up by Norm Lemley and Bob Markle and then circulated to IMPA membership.

Lloyd's List Daily Commercial News

12 January 2006

INTERNATIONAL NEWS

Plunge highlights pilot ladder peril

Marcus Hand, Singapore

SINGAPORE authorities have highlighted the perils of pilot ladder defects after a pilot fell into sea when a rung snapped.

In a circular to shipowners and managers, the Maritime & Port Authority of Singapore said that in a recent incident involving an overseas flagged vessel in Singapore harbour, a pilot ladder rung broke while the pilot was trying to board the vessel, causing him to lose balance and fall into the sea.

Fortunately the pilot was rescued by the pilot boat.

MPA said that investigations revealed that the wooden rung had an inherent defect in the form of a hidden knot. "Over a period of time, the tight knot would have weakened the pilot ladder rung causing it to break under the weight of the pilot," the circular said.

The MPA urged shipowners and ship managers to bring the contents of IMO Resolution A.889(21) on Pilot Transfer Arrangements to the attention of their ship's crews and suppliers to ensure that International

Maritime Organisation recommendations are followed.

Among the requirements is that the steps of pilot ladders, if made from hardwood, should be a single piece free from knots.

"The incident could have been avoided had IMO recommendations been observed by the concerned parties," the MPA said.

A Fremantle Pilot ladder incident

One night in June 2005 whilst boarding a ship in moderate seas and low swell the pilot became dislodged from the ladder. The ship was providing a reasonable lee with the swells astern and on the stbd quarter. The ship was rolling through approximately eight degrees in the swell conditions, causing the pilot boat to surge a few metres alongside the ship.

The pilot judged the rise and fall of the pilot boat and stepped onto the ladder at the top of the swell. On the next wave the pilot boat, still alongside rose on the wave causing several rungs of pilot ladder to pile on the deck of the cutter.

This pulled the ladder astern, causing the ladder to fall back at some angle from the vertical. The pilots shoes became dislodged from the rungs of the ladder causing his body to swing. The swinging action dislodged the pilots hands, one after the other, and he fell approximately 2 metres onto the deck of the pilot boat, his upper arm landing on the edge of the aluminum plating adjacent to the large rubber rubbing strake. The impact of his body landing on the arm which landed over this edge caused a clean break of the humerus bone.

The transfer was conducted in conditions which are considered quite normal for pilot transfer.

The pilot ladder was not excessively long and that the rolling of the ship in conjunction with the rise of the pilot boat caused the pilot ladder to pile on the deck of the pilot boat.

Other recommendations from the accident include:

1. The Pilot Boat to have an improved medical kit,
2. A dodger constructed to protect the pilot from the elements on the return voyage to the port
3. A 'space' blanket be available to keep the pilot warm
4. An improved design of stretcher be placed on the boat.

Sydney Pilot survives fall from ladder

"While boarding a ship in rough weather off Sydney at 0300 hours on 20th March a Pilot had a lucky escape after falling over two metres to the deck of the pilot cutter, partly landing on the crewman. The ship had rolled heavily over the cutter causing the Pilot to swing outward after which he lost his grip on the right hand manrope resulting in him falling. He sustained minor injuries including a snapped achillis tendon and is expected to be off work for some months. The seaman was shaken but uninjured.

The Pilot was lucky not to have fallen between the cutter and the ship's side. This accident demonstrates the hazardous nature of pilotage work and the need for ongoing assessment of the risks involved, including assessing alternative transfer arrangements.

An investigation is underway into the cause of the accident."



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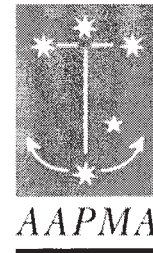


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Pilot transfer methods – time for review?

Fiona Weigall, Certified Professional Ergonomist – Director, Health & Safety Matters Pty Ltd

Pilots aren't acrobats, but they are expected to have a similar level of agility when it comes to doing transfers at sea on the pilot ladder, climbing between two moving structures. In rough seas in particular, the pilot's physical and mental skills are put to the test. They must achieve a perfectly timed transfer between the vessels and highly co-ordinated climbing on the ladder. Another transfer may also be required moving between the ladder and a gangway ladder system. With such complex physical tasks conducted in often difficult environmental conditions, there are many factors that can contribute to a slip or a fall, and the consequences can be serious as was recently illustrated with the tragic fatalities in Hawaii and Oregon earlier this year."

A risk assessment undertaken for Sydney Pilot Service and Sydney Ports Corporation last year confirmed that the task of transferring at sea via pilot ladders poses extreme risk to pilots. This study, 'A risk assessment of pilot ladder transfers' undertaken by consultants in ergonomics (Health & Safety Matters Pty Ltd) followed the model used by Australian occupational health and safety jurisdictions – the risk management model – as well as following the requirements under the IMO's Formal Safety Assessment, by identifying the hazards, assessing the risks, and developing risk control options.

The findings from the Sydney pilot ladder assessment have provided the industry with useful data on:

- the wide range of risk factors impacting on the task and their interaction,
- some advice as to the factor's relative contribution to the risk, and
- the likelihood and consequence of the risk.

In summary, the Sydney study and the literature suggest that the variables posing the greatest risk for fall accidents are working conditions (such as the environment and the equipment) rather than a person's personal characteristics (such as health problems, risk-taking behaviours, body dimensions etc). The focus of future work must therefore be on these most important factors. Time and effort is also better spent to

improve the design of the workplace and systems rather than to try to change the worker to solve the problem. This is also the approach required by law under the 'risk control hierarchy' where the priority is given to redesigning the task or equipment or better managing the work environment rather than focusing on the worker. Basically good systems and good equipment facilitate safer work, and injuries and accidents are symptoms of problems with the system.

So to progress this work, the next step is to explore exactly how the transfer task can and should be made safer for the pilot and for others involved with the task, and investigating the cost-benefit of changes. Some preliminary suggestions and recommendations arising from the study were provided in a presentation at the Asia-Pacific Pilotage Conference in March, but these suggestions now need proper exploration. This research should use an evidence-based approach – using sound, scientific data and factual information on which to base decisions and develop sustainable solutions.

Further research should be directed to the following questions, ensuring that all issues and options for transfers are systematically investigated and considered:

- What are *all* the options for sea transfers?
- What methods are being used at other ports – around Australia and overseas?
- What transfer systems suit different sea conditions and vessel types?
- What does the injury and incident data say about different methods, and can associations be drawn from the data?
- How do people in other industries perform similar tasks? Eg climbing in construction sites, and performing inspection tasks and rigging etc at elevation?

If the results of a thorough review indicate that transfers via a ladder are still the best method, then a review of fall arrest systems is indicated. Falls from even 3 metres can result in serious injury, so should be prevented where possible. Pilots

have valid fears about some systems they've seen or experienced, and again the data should be carefully assessed to compare the relative risks associated with each system so that any change does not increase the risk for pilots or others. Experiences and data from other industries and occupations may guide this aspect of the research.

As well as reviewing fall arrest systems, the design of the ladder and the materials used for each component of the ladder require a comprehensive evaluation. While timber steps and manila rope may have been the best and most appropriate material when the IMO Regulation was developed, alternative products with superior qualities may now be freely available. The step depth, width, and height should all be reviewed, and the diameters of all ropes or parts that are gripped should be assessed. Ladder design should be based on what we know about biomechanics – that is how structures should be built to allow the body to work most efficiently and with most power and least exertion. For example a preliminary review of ladder design suggests:

- the distance between steps should be much lower than is currently permitted
- the timber used for the step should be wider (from front to back) to allow more ankle torque

Good ladder design is critical as a vertical ladder is much harder to climb than a sloped ladder for a host of reasons. For example there are significant forces on the elbows and hands as the upper limbs take approximately 30% of the body weight when climbing a vertical ladder.

However the only way to properly evaluate the pilot ladder is to first conduct a comprehensive review of the scientific literature in this area to determine which areas may benefit from a design change. From this data, mock-ups of what are considered to be superior designs could then be developed and trialled. In the first instance the ladder trials could be conducted in a controlled laboratory setting such as a purpose-built biomechanics laboratory, then tested in more difficult conditions.

Pilot transfer methods *Continued*

This proposed research crosses many domains – such as epidemiology, biomechanics, work physiology, psychology and engineering - but also requires a good understanding of the realities of working in a marine environment, and the demands placed on a marine pilot.

In order to take the next step, AMPA and Health & Safety Matters Pty Ltd have had some preliminary discussions and hope that pilots and relevant authorities both in Australia and overseas will support this important initiative that started with Sydney Pilot Service and Sydney Ports Corporation in 2005. It is only with a collaborative and scientific approach that this dangerous task can be improved for all parties.



1881



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Any difference?

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