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SøSikker

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Pirateri presser søfarende

Pirateri er blevet en reel erhvervsrisiko for søfarende. Det er de søfarende, der står over for truslerne, når skruppelløse pirater med stigende hensynsløshed forsøger at kapre skibe. Det er en voldsom psykisk belastning at sejle gennem piratfarvand, fortæller en kaptajn, der har erfaring fra sejlads i det truede farvand både før og efter uvæsenet for alvor tog til.

“Angrebene er jo hver gang også et angreb på menneskerne om bord”.

Pirateri eller truslen om pirateri er formentlig det største arbejdsmiljømæssige problem i disse farvande. Usikkerheden, som strækkes over flere og flere dage i takt med, at piraterne udvider deres operationsområde, slider på både fysik og psyke.

SøSikker indeholder denne gang et interview med en kaptajn samt reportager og interviews med medarbejdere i rederiet TORM A/S om, hvordan de håndterer udfordringen med at forberede sig på et piratangreb, og hvad rederiet tilbyder besætningerne, der har været udsat for kaptjansforsøg. I den forbindelse spiller Seahealths tilbud om krisehjælp en vigtig rolle.



The straight route between two points is generally the shortest but pirate-infested waters make frequent course changes necessary. Photo: TORM A/S.

Piracy pressurising seamen

Piracy has become a real risk for mariners. It is the seamen who face the threats where unscrupulous pirates are increasing reckless in trying to capture vessels with valuable cargoes. “Sailing through pirate infested waters means acute mental strain”, reports a captain with experience of sailing through the threatened waters both before and after the attacks seriously increased.

Every time, attacks actually mean an attack also on a person.

Piracy or the threat of piracy is probably the greatest occupational health problem in these waters. The prolonged uncertainty that stretches over more and more days as the pirates expand their area of operations is wearing both physically and mentally.

This issue of SøSikker includes an interview with a

captain and reports on interviews with employees of the company TORM A/S on how they tackle the challenge of preparing for an attack by pirates and what they do for crew who have been subjected to attempted capture. And this is where the emergency assistance provided by Seahealth plays an important part.

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About Seahealth Denmark

Seahealth Denmark was established in December 1993 and is a private institution with a Board of 12 members – six from shipowners and six from unions representing employees.

Seahealth Denmark is the occupational health service for the Danish merchant fleet charged with promoting health and safety for crew aboard Danish merchant vessels and with preventing industrial accidents and injuries at work. All Danish registered vessels with a GT over 20 must be signed up with Seahealth Denmark.

Piracy – an occupational health and safety risk

One of the major international shipping routes is heavily plagued by piracy these days. For some years the situation has become more and more troubled in the waters around Somalia and the area in which the pirates now operate is vast. Shipowners, ships and crew are now making great efforts to prepare for sailing through the area but working in waters where there are pirates is not without cost, financial and personal. Sailing in high-risk areas is naturally something that occupies many of the thoughts of seamen and especially their family at home. Even though hardship supplements are payable and there are naval vessels in the area, it only amounts to treating the symptoms to provide a little relief from the situation. The reality is that it is not much fun sailing these waters and especially so for the family back home.

As time has passed, quite a few guidelines and examples of best practice have been drawn up on the basis of the wealth of experience gathered in recent years from the situation. And fortunately, experience shows that it really pays to follow these and make an effort. But there is naturally no guarantee. And if it goes wrong and shipping is subjected to an attack, it is important for the company to be aware that the crew need all the support and backing they can get, regardless of whether they are taken as hostages or are amongst the "lucky ones" who successfully fight off an attack by pirates. Even though people have won through, they have been subjected to great stress and it is important to follow up on whether seamen are OK and ready to keep on sailing. In this, we are just people - there are no nationalities that do not need to get recognition, backing and follow up. It is also important to ensure that seafarers react effectively and correctly the next time a stressful situation arises.

It is great to see that shipowners are increasingly also aware of this aspect of human relations with crew and are tackling the task with professional commitment. It is also necessary. Piracy is an occupational health and safety risk that must be considered and tackled. So it is critical for the captain and crew to be educated and trained in the task facing them and for them to be supported in the job they have to do. Looking after the crew's welfare after a voyage through a high-risk area is also a core part of the company's tasking if seamen are not to be worn down by stressful working conditions.

Connie S. Gehrt, *Managing Director Seahealth*

Sponsorer: PFA-Pension, BIMCO, Nordic Tankers, Weilbach og Clipper.

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Søfarende omkring søen

Det Blå Danmark cykler
Sjælsø Rundt

Søndag den 29. maj 2011

Tilmeld dig på
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cykelløb for dig

Det Blå Danmark cykler
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Med det slogan opfordrer en række af de søfarendes organisationer de søfarende til at hoppe på jernhesten og deltage i det traditionsrige motionscykelløb, der finder sted søndag 29. maj.

Læs mere og tilmeld dig
på www.soefart.dk.



Emergency assistance

Seahealth provides the merchant marine with various types of emergency/psychological assistance.

We can be contacted round the clock on T: (+45) 33 11 18 33.

In an emergency, we can normally have a psychologist on site in a few hours, depending on where assistance is required. In other circumstances, a psychologist can normally be available in 1-2 days at most.

IMPORTANT INFORMATION

In recent years, Seahealth psychologists have been providing emergency counselling and psychological assistance to companies associated with piracy, accidents, death and fatal accidents aboard, heavy weather injuries, pressure of work, stress, depression, etc.

When a crisis occurs, stress typically affects the whole organisation. In this kind of situation, Seahealth

can take the load off you, leaving you free to concentrate on the many other tasks that follow in the wake of a crisis.

Support from the first call to final evaluation via:

- Identifying whether and how much psychological counselling is necessary.
- Psychological defusing and debriefing personnel on location and at the office.
- Sparring with company managers.
- Help in drawing up best practice following a crisis process.
- Sparring when drawing up internal guidelines and procedures for crisis management.
- Psychological follow-up interviews.
- Individuals may benefit from subsequent one-to-one interviews. Seahealth has psychologists who can handle these.

You are also very welcome to contact us if you need to clear up other questions to do with crises and psychological first aid. This might be for example if you have a colleague or co-worker that you are worried about, if you would like to have a refresher on how to do a debriefing yourselves or if you as a shipowner would like to check whether your emergency systems are good enough.

Read more at www.seahealth.dk

Seahealth has issued a new crisis folder, which also serves as back up and a tool after talking to psychologists.



Krisehjælp

Seahealth tilbyder handelsflåden forskellige former for krisehjælp og psykologbistand.

Vi kan kontaktes døgnet rundt på telefon +45 33 11 18 33.

Normalt vil vi kunne have en psykolog på pletten inden for få timer, hvis det er en krisesituation – afhængig af hvor behovet er opstået. I andre tilfælde anvises en psykolog normalt inden for højst 1-2 dage.

VIGTIGE OPLYSNINGER

Seahealths psykologer har det seneste år bistået rederierne med krise- og psykologhjælp i forbindelse med piratoverfald, ulykker, dødsfald om bord, dødsulykke, hårdtvejrsskader, arbejdspress, stress, depression mv.

Når krisen rammer, bliver hele organisationen typisk ramt af stress. Seahealth ønsker i den sammenhæng at aflaste jer, så I kan koncentrere jer om de andre opgaver, der følger i kølvandet på en krise.

Seahealth tilbyder støtte fra første opkald til afsluttende evaluering via:

- Afklaring af om psykologisk krisehjælp er nødvendigt og i hvilket omfang.
- Psykologisk defusing og debriefing af såvel medarbejdere on location og på kontoret.
- Sparring med rederiansvarlige.
- Hjælp til udarbejdelse af best practise som opfølgning på kriseforløb.
- Sparring i forhold til udarbejdelse af interne retningslinjer og procedurer for håndtering af kriser.
- Psykologiske opfølgningssamtaler.
- Enkelte kan have behov for individuelle samtaler efterfølgende. Seahealth har psykologer, der kan håndtere dette.

Læs mere på: www.seahealth.dk

Forberedelse og træning mindsker risikoen for kapring

TORM RAGNHILD. TORM KANSAS. TORM KRISTINA.

Alle har de været udsat for piratangreb. Heldigvis resultatløse angreb.

Heldigt? Ja måske, men det handler ikke udelukkende om held eller uheld, vurderer security manager Lene Thomsen, TORM A/S.

Det handler i høj grad om planlægning, forberedelse og træning og at følge rådene i BMP3 – d.v.s. 3. reviderede udgave af Best Management Practices to Deter Piracy in the Gulf of Aden and off the Coast of Somalia (forkortet BMP).

- Der er en klar sammenhæng mellem kaprede skibe og dem, der følger retningslinjerne i BMP. Har man styr på tingene og er godt forberedt, har man statistikken med sig og minimerer risikoen for at blive kapret, vurderer hun.

- Når et af vores skibe skal gennem en højrisikozone, kontakter jeg straks skibet. Afhængig af den aktuelle risikovurdering og skibet, beslutter rederikontoret, om skibet skal sejle i gruppetransit eller eskorteres af militære fartøjer, uanset om det forlænger transporttiden.

- Vi gennemgår skibets sikkerhedsudstyr. Har de nok razorwire? Er kvaliteten af det i orden? Har de veste og hjelme? Har de erfaring med at sejle i risikofyldt farvand? Har de ikke erfaring, bliver samtalen ekstra grundig med en opfordring til at gennemgå de forholdsregler, der er ridset op i BMP3, og jeg indskærper behovet for træning og øvelser, så alle får ind på ryggraden, hvordan de skal agere og hvem, der skal kontaktes, hvis de bliver angrebet.

- Vi følger naturligvis vores skibe nøje, når de passerer

Piracy

Well-prepared seamen have the statistics on their side



TORM RAGNHILD. TORM KANSAS. TORM KRISTINA. All have been attacked by pirates. Fortunately, unsuccessful attacks.

Lucky? Well maybe but it is not only a matter of being lucky or unlucky, says Lene Thomsen, Security Manager, TORM A/S.

It is very much a matter of planning, preparation and training and following the advice in BMP3 – that is the 3rd Revision of Best Management Practices to Deter Piracy in the Gulf of Aden and off the Coast of Somalia (or shortened to BMP).

"There is a clear correlation between captured ships and those that follow the BMP guidelines. If you are well prepared, the statistics are with you and you minimize the risk of being captured," she says.

"There is naturally no guarantee. The pirates are also getting smarter but if everybody aboard knows his role and his duty when the pirate alarm sounds, the chances of getting away from the attack unharmed are considerably greater than if they do not," she says.

For the same reason, as the security manager, she stays in close touch with the company's ships when passing through high-risk waters which are being extended practically day by day.

DETAILED DIALOGUE

"When we know that one of our ships is on passage

through a high-risk zone, I immediately contact them. Depending on the current risk assessment and the actual ship, the company decides whether it should sail in group transit or have a naval escort regardless of whether this extends the voyage time.

We review the ship's safety gear. Do they have enough razor wire – of the right quality? Do they have vests and helmets? Do they have experience of sailing in high-risk waters? If they do not have experience, the discussion is extra thorough and they are urged to review the precautions outlined in BMP3. And I emphasise the need for training and drills so that they really know how to act and who should be contacted if they are attacked.

If required, we also urge them to get the bottom of the ship cleaned to increase maximum speed," says Lene Thomsen.

GOOD RELATIONS

She also mentions MSCHOA, the Maritime Security Centre – Horn of Africa and UKMTO, United Kingdom Maritime Trade Organisation, as being good partners. UKMTO personnel offer to board ships in port to identify points vulnerable to attack by pirates which the crew might not have noticed themselves.

UKMTO also keeps up to speed with respect to piracy operations since this is where ships initially report

piracy activities and the armed forces and other vessels are immediately notified, providing the option of either changing course or providing assistance.

EMERGENCY RESPONSE TEAM

"We naturally keep a close eye on our ships when they are sailing high-risk waters. If they are attacked – which we have now seen three times – our Emergency Response Team immediately kicks in and makes a start on taking the precautions that we can to help get everyone through an attack unscathed," she explains.

"Fortunately we have only seen unsuccessful attacks but they have been used as especially realistic drills for the office and the Emergency Response Team, which has also gained experience of immediately sending psychologists to look after the crew via Seahealth's emergency assistance scheme.



Lene Thomsen: - There is a clear correlation between captured ships and those that follows the BMP guidelines.



The Crew get together after a pirate attack to revisit their unpleasant experiences.

Piracy

Psychologist helps re-establish balance

An attack by pirates is an attack on people, not the ship

Immediately after the attacks on TORM KANSAS and TORM KRISTINA, the company contacted Seahealth to request crisis assistance and immediately afterwards psychologists were on their way to provide psychological first aid to the crews.

A pirate attack – or for that matter a bank robbery – is not directed against either the ship or the bank but against the people employed there. Being shot at with live ammunition is violently stressful.

"It is a matter of getting quickly through what you have experienced, in groups and individually," say Security Manager Lene Thomsen, TORM and Connie S. Gehrt, Managing Director, Seahealth.

They both just recently joined the two Danish psychologists in a follow-up

seminar in Manila with the Filipino crew of TORM KRISTINA, which was attacked during the night of the 20th January this year. The 233 metre long ship loaded with petrol was fired on for several hours.

Lene Thomsen: "We feel it is important for the crew to get help quickly but it is also most important to follow up on members of crew with new interviews with psychologists.

So all crew attended a two day seminar in Manilla to enable us to see whether they needed more help or whether they were mentally over the unpleasant experience.

They all were, fortunately."

OBLIGATORY

The seminar consisted of a serie of joint meetings supplemented with individual interviews. Participation was obligatory.

Lene Thomsen: "It is to review what people have experienced but also to check that they are fit for fight so they can join ship again at no risk to themselves. Clearly, as an employer, we are also interested in all the crew being fully fit to work and able to deal with a similar situation if it were to happen again.

Filipino seamen grow up under very different conditions than safe, secure Danish day-to-day conditions but despite that, there was just as much need for psychological counselling."

Connie S. Gehrt: "They were all well pleased with the offer and were very open in interviews with the psychologists so I am convinced that it has helped them to get well over their unpleasant experience."

gennem risikofyldt farvand. Bliver de angrebet, træder vores Emergency Response Team straks sammen og går i gang med at træffe de forholdsregler, vi håber, kan være med til at få alle hel-skindet gennem en kapring, fortæller hun.

Psykologhjælp

Straks efter angrebene på TORM KANSAS og TORM KRISTINA kontaktede rederiet Seahealth med en anmodning om krisehjælp, og umiddelbart efter var psykologer på vej for at yde psykologisk førstehjælp til besætningerne.

Et piratangreb – eller for den sags skyld et bankrøveri – er jo ikke rettet mod hverken skib eller bank men mod de mennesker, der er ansat. At være genstand for beskydning fra skarpladte våben er en voldsom psykologisk belastning.

- Det handler om at få arbejdet det oplevede igennem. Både gruppevis og individuelt, fortæller security manager Lene Thomsen, TORM A/S, og sekretariatschef Connie S. Gehrt, Seahealth.

De har begge sammen med to danske psykologer netop deltaget i et opfølgende seminar i Manila med den filippinske besætning fra TORM KRISTINA, der blev angrebet natten til 20. januar i år. Det 233 meter lange skib, lastet med benzin, var under beskydning i flere timer.

Lene Thomsen: - Vi vurderer, det er vigtigt, at besætningen får hjælp hurtigt, men også at det har stor betydning, at der bliver fulgt op på besætningsmedlemmerne med nye samtaler med psykologerne.

- Derfor var samtlige besætningsmedlemmer med til et to-dages seminar i Manilla, så vi kunne få konstateret, om der er behov for yderligere hjælp, eller om de også psykisk er kommet godt gennem den grimme oplevelse.

- Det er de alle heldigvis.

Du kender først din reaktion, når angrebet går i gang

Kaptajn Niels Hansen var efter eget udsagn heldig at komme med på et tre dages seminar på Maersk Training Center, hvor der stod pirateri og gidseltagning på programmet. I tre dage blev deltagerne, under ledelse af en psykolog og en tidligere britisk flådeofficer, trukket gennem realistiske rollespil, der afslørede, at "du først ved, hvordan du og dine kollegaer reagerer, når angrebet sætter ind".

- Det psykologiske aspekt under et angreb eller en gidseltagning er fuldstændig uforudsigeligt, men én ting ved du: Du må som chef ikke gå i panik, selv om du er panisk. Du skal fortsat være den kølige, rolige og velovervejede chef med styr på situationen.

- Problemet er, at du ikke ved, hvordan du vil reagere, før du står i situationen. Nogen går i panik. Andre bevarer roen. Og andre igen går fuldstændig i baglås og kan ikke tage en beslutning. Alle typer er repræsenteret, du kan blot ikke på forhånd vide, hvem der er hvem.

- Men alene det at kurset gav indsigt i de forskellige reaktionsmønstre gør, at jeg føler mig bedre forberedt, hvis jeg skulle komme i situationen og under angreb. Det håber jeg naturligvis ikke bliver tilfældet, siger Niels Hansen.

Niels Hansen har flere gange sejlet gennem Aden Bugten, og det er sejlads med højeste beredskab i både seks og syv dage, ja helt op til en halv snes dage,

Piracy

You only know how you will react, once an attack has started

Capt. Niels Hansen is annoyed at the necessity but sees no way out of having armed guards aboard to repel pirates

Capt. Niels Hansen was, as he put it, fortunate to attend a three day seminar at the Maersk Training Center, where the program included piracy and hostage taking. For three days, a psychologist and a former British merchant officer took delegates through realistic role plays to reveal that "You only know how you and your colleagues will react once an attack has started."

"The psychological aspects of an attack or hostage taking are completely unpredictable but one thing you do know: as a manager you cannot panic even if you do feel panicky. You must continue to be the cool, calm, well-considered officer in control of the situation.

The problem is that you do not know how you will react before you are in the situation. Some people panic. Others stay calm. And others again go completely into reverse and cannot take a decision. All types are there – you just

cannot know in advance who is which.

But simply the fact that the course gave some insight into the various types of reaction means that I feel better prepared if I should get in the situation and come under attack. I

"The psychological aspects of an attack or hostage taking are completely unpredictable but one thing you do know: as a manager you cannot panic even if you do feel panicky"

naturally hope it won't happen," says Niels Hansen.

THEN AND NOW

Niels Hansen has sailed the Gulf of Aden several times and on into the waters that are more and more infested by pirates who are operating



Capt. Niels Hansen would like to see armed guards aboard ships to avert attacks by pirates.



Pirates are attacking further and further away from Somalia's coast, meaning that extra precautions have to be taken for longer than previously. Source: IBM Piracy Reporting Centre.

further and further away from the coasts.

This means sailing fully prepared for emergencies for six or seven days, in fact right up to ten days if the route goes north/south in the Indian Ocean.

In the 1990s, the Gulf of Aden was almost too relaxing. The waters are slightly sheltered and the weather is practically always good so it was a good tour, he remembers.

That all finished at the beginning of this century. After having been away for 4-5 years, he returned to these waters in 2001 and went back to a new world and new working conditions with fire hoses ready on deck and extra lookouts.

And it has only got worse since then.

TARGET

We have meetings and discuss

the best way to prepare ourselves and challenge each other with new, better ideas to protect ourselves and the ship. If anybody wants to leave ship, they can do so but the atmosphere aboard is pressurised. It

gets worse once we start on getting rigged and are on our way into high-risk waters.

"Personally

I sleep very badly and think almost constantly about whether our protection is correctly located and sufficient. And the thought that they can shoot at us whatever we do is not pleasant. They do not have peashooters. They use powerful weapons and rockets to get us to stop.

ARMED GUARDS

Niels Hansen thinks that

unfortunately there is only one way out and that is to have armed guards aboard. Not least because the pirates have started to use five or six boats in their attacks. Which is why he believes weapons are needed to frighten them away. Experience has shown that this is effective.

"It is irritating that it has come to this but personally I should like to see armed guards aboard."

AWAY AGAIN

Despite the uncertainty, the pressure and a worried family, Niels Hansen will soon be off again. And yet again, it might be through risky waters.

Frightened?

"No but irritated that just a few pirates and their backers have gained such a major impact on trade that seamen can probably see a future in which in some parts of the world we will have to work under the protection of armed guards."

hvis ruten er en nord/syd-gående passage i Det Indiske Ocean.

- Vi holder møder og diskuterer, hvordan vi bedst kan forberede os og udfordrer hinanden med nye og bedre ideer til at sikre os selv og skibet. Men stemningen om bord er trykket og den daler betydeligt, når vi begynder at rigge til og er på vej ud i risikofyldt farvand.

- Personligt sover jeg meget dårligt og tænker næsten til stadighed på, om værnemidlerne er til stede og placeret korrekt. Og tanken om at de kan skyde på os, uanset hvad vi gør, er ikke behagelig.

Niels Hansen tror, desværre, at der kun er én udvej, og det er at have bevæbnede vagter om bord.

- Det er ærgerligt, at det er blevet sådan, men personligt ser jeg gerne bevæbnede vagter om bord.

Trods usikkerhed, presset

"Problemet er, at du ikke ved, hvordan du vil reagere, før du står i situationen. Nogen går i panik. Andre bevarer roen. Og andre igen går fuldstændig i baglås og kan ikke tage en beslutning."

og en betænkelig familie skal Niels Hansen snart af sted på ny. Og endnu en gang kan det blive gennem risikofyldt farvand.

Bange?

- Nej, men irriteret over, at nogle få pirater og deres bagmænd har fået så stor indflydelse på samhandlen i verden, at søfarende formentlig må imødesee en fremtid, hvor de visse steder i verden skal arbejde under beskyttelse af væbnede vagter.

”Har man set døden i øjnene, får livet et nyt perspektiv”

Psykolog Rikke Høgsted blev tilkaldt, da besætningen på **TORM KANSAS** var udsat for et piratangreb. Hun kom om bord efter få dage for at yde psykologisk bistand til besætningen og forklarer her om nogle af de helt almindelige reaktioner, der kan forekomme efter at have været truet på livet.

”Man kommer typisk i en choktilstand, hvis man uventet og uden varsel bliver truet på livet. Det er reaktioner, vi alle kan komme ud for uanset vores kulturelle eller etniske baggrund,” fortæller Rikke Høgsted, der er konsulent for Seahealth.

Reaktionerne kan være tankemylder, følelsesmæssigt kaos og fuldstændig tomhed eller en følelse af at være tilskuer til sig selv, som om man er med i en film. Det kan være rysteture og svedeture, eller man kan se sit liv passere revy.

”Som virksomhed kan man være med til at gøre det lettere at komme igennem den slags kriser ved at uddanne og træne lederne og den øvrige besætning,” fortæller psykolog Michael Linde, der kom til **TORM KRISTINA** efter et piratoverfald.

De første akutte reaktioner efterfølges ofte af en mere eksistentiel krise.

”Har man har set døden i øjnene, får man et nyt perspektiv på sit liv. Nogle kommer styrket gennem krisen, fordi man pludselig bliver klar over, hvad der er vigtigt i ens liv,” fortæller Rikke Høgsted.

”Det handler om at bevare sin selvrespekt, så det ikke lykkes piraterne at krænke den,” lyder budskabet fra krisepsykologen, der er med til at hjælpe søfolkene ud af offerrollen.

”Staring death in the face gives a new perspective to life”

Education and training may help people get easier over a personal crisis after a pirate attack

Psychologist Rikke Høgsted was called out when the crew of **TORM KANSAS** were attacked by pirates. She went aboard a few days afterwards to provide psychological counselling to the crew. Here she explains some of the absolutely normal reactions that can arise after having your life threatened.

”People typically go into shock if their lives are suddenly and unexpectedly threatened. We can all of us suffer such reactions regardless of our cultural or ethnic background,” reports Rikke Høgsted, who is a Seahealth consultant.

Reactions might be thoughts swirling around, emotional chaos and a complete sense of emptiness or a feeling of standing beside yourself as if you were part of a movie. You might get sweats and the shakes or see your life pass before your eyes.

TRAINING/EDUCATION AND RETENTION

”Personality is only one of many factors that decide how people react and how they



Psychologist Rikke Høgsted explained some of the normal reactions that can arise after having your life threatened.

get over a crisis,” psychologist Michael Linde points out. He was called to **TORM KRISTINA** in another case of piracy attack.

”As a company, you can help make it easier to get over this kind of crisis by educating and training managers and the other crew,” he urges.

The first acute reactions are often followed by a more existential crisis.

”If you have stared death in the face, you get a new perspective on your life. Some people come out of a

crisis stronger because they are suddenly aware of what is important in their lives,” Michael Linde says.

”It is a matter of keeping your self-respect so that the pirates do not succeed in violating you,” is the message from the psychologists who helps seamen get over their role as a victim.

FOLLOW-UP

The emergency crisis assistance with the opportunity to review the experience is important but follow-up is just as important, feels Erik Toft, Vice President and Owners Representative, **TORM Manila**. He attended the follow-up seminars **TORM** held in Mumbai and Manila respectively for the crews of **TORM KANSAS** and **TORM KRISTINA**.

”In my experience this has been of extreme importance for us as a company. We have had a professional screening of our seafarers and whether they are fit for duty. Further, our seafarers have had the opportunity to express their concerns and questions to the company.”

”The feedback makes it possible for us to improve current procedures and in general our seafarers have expressed confidence in the way we handle these situations.”

”The team from Seahealth has handled the whole case professionally from beginning to end and have been easy to cooperate with,” says Erik Toft.



The Filipino captain and two mates talk about their experiences to Vice President and Owners Representative Erik Toft of **TORM Shipping Phils, Inc.**



Deltagerne i arbejdsmiljønetværket var samlet hos Nordic Tankers for at drøfte, hvordan man bringer skib og kontor på bølgelængde.

De gode resultater skabes, når kontor og skib taler godt sammen

God kommunikation er kommet højt på dagsordenen i Nordic Tankers

Vi siger det næsten reflekterisk hver eneste fredag: God weekend!

En høflighedsfrase på land men det kan næsten være en fornærmelse, hvis man siger det til en kollega til søs, når man selv sidder lunt og trygt på rederikontoret!

I stedet for nærvær og tillid kan bemærkningen af føde mistillid og irritation og måske blive grobund for en uheldig udvikling til skade for trivsel og produktivitet.

Dette lille eksempel var et af flere, der blev hevet frem, da Nordic Tankers var vært ved et møde i arbejdsmiljønetværket, hvor kommunikation mellem skib og kontor i praksis var på dagsordenen.

ERFARINGER

Rederiet har deltaget i Seahealths kursus *Skib og kontor på bølgelængde*, og ville derfor gerne videregive sine erfaringer med, hvordan det har grebet opgaven an.

“Fordi god kommunikation mellem skib og kontor er

forudsætningen både for at skabe gode resultater og for gode arbejdspladser, der kan være interessante at arbejde på. God kommunikation er også en forudsætning for en god sikkerhedskultur, så vi kan leve op til kundernes krav,” påpegede Kurt Rye Damkjær, managing director i Nordic Tankers.

Der bliver nemlig endnu hårdere konkurrence om transporterne i fremtiden, forudså han bl.a. på baggrund af en konference, hvor olieselskabet Shell havde oplyst, at det over de næste fem år ville reducere antallet af operatører fra 1.243 til ca. 300.

GUIDE TIL E-MAILS

At kommunikationen mellem skib og kontor ikke er tilfredsstillende alle steder, kan man konkludere bl.a. af undersøgelsen, som Seahealths gennemførte i 2009 om livet til søs. Derfor har Seahealth udviklet kurset *Skib og kontor på bølgelængde*. Det har været medvirkende årsag til, at Nordic

Tankers nu har øget fokus på kommunikation.

Der er bl.a. udarbejdet en guide til god e-mail kommunikation, om hvornår og hvordan man skriver en e-mail. Det viser sig nemlig, at hvert af rederiets skibe modtager mellem 8.500 og 12.000 e-mails om året! Kun ca. 10% af disse er af privat karakter,” fortalte Hanus Mikkelsen, director, marine HR fra Nordic Tankers.

Hver fleet manager holder nu et ugentligt telefonmøde med sine skibe.

“Vi betragter kommunikation som et af midlerne til at nå vores forretningsmål,” tilføjede han.

FART OG ROLLER

Under den efterfølgende debat blev det fra flere sider erkendt, at tillid mellem de kommunikerende har stor betydning. Uden tillid ingen god kommunikation.

Hvorfor der opstår mistillid, når det aldrig har været nemmere at kommunikere på

Fortsættes side 10



Good communication

We say it almost as a reflex every Friday: “Have a nice weekend!”

A courtesy ashore but almost an insult when said to a colleague at sea when you yourself are nice and warm and safe at the company office!

Instead of closeness and trust, such a remark can lead to irritation and loss of trust and possibly become the breeding ground for unfortunate developments that can harm well being and productivity.

This little example was one of several mentioned when Nordic Tankers hosted a health and safety network meeting with communication practice between ship and office on the agenda.

The company had participated in a Seahealth course *Ship and office on the same wavelength* – and then wanted to pass on their experience of tackling the task.

“Because good communication between ship and office is a precondition for achieving good results and for good workplaces that are interesting to work in. Good communication is also a precondition for a good safety culture, and to enable us to live up to our customers’ requirements,” points out Kurt Rye Damkjær, Managing Director, Nordic Tankers.

Nordic Tankers have increased their focus on communication.

Among other things, they have drawn up a guide for good e-mail communication, on where and how to write an e-mail. It actually turns out that each of the company’s ships gets between 8,500 and 12,000 e-mails a year! “Only about 10% of them are private,” reported Hanus Mikkelsen, Director, Marine HR from Nordic Tankers.

All fleet managers now have weekly conference calls with their ships.

“We regard communication as one of the means for



achieving our commercial targets,” he added.

During the subsequent discussions, several people acknowledged that a major factor in communication is trust between the individuals involved. No trust – no good communication.

There are also several explanations for why a lack of trust arises when it has never been easier to communicate at a distance than it is today.

The sheer extent of communications is perhaps one of the problems. And the speed with which we can communicate. Perhaps we do not always get to think twice before we answer!

Bo Kiel Jespersen, Seahealth: “I think that weekly conference calls are a good idea. Wherever we might be in the world, we want to be seen.”

Visit www.seahealth.dk to read more about the course on *Ship and office on the same wave length*, which will be available in the beginning of summer. The aim of the course is to create trust between ship and office so that company employees stay on the same wavelength and get a better understanding of why and how to communicate, with positive outcomes for themselves and the company.

New tool for nearmisses

At a meeting of Seahealth’s Nearmisses User Group, psychologist Mads Schramm reported on how we motivate each other. At Seahealth we often hear shipowners using lack of motivation to explain why they do not use nearmiss reporting as a tool for creating a better safety culture.

Mads Schramm reviewed five of the most widespread theories about what motivates us and then listed a range of motivating factors that individual workplaces can work on:

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distancen end i dag, blev der givet flere bud på:

Omfanget af kommunikationen er måske et af problemerne. Og hastigheden hvormed vi kan kommunikere. Vi når måske ikke altid at tænke os om, inden vi svarer.

Og så er der rollefordelingen. Hanus Mikkelsen: - Når en kaptajn får job på kontoret, går han 30 % ned i løn og 50 % ned i ansvar! Alligevel betragtes det som et avancement. Vi skal passe på, at

vi fra land ikke underminerer besætningens ansvar og skaber det indtryk, at ”det ordner de nok fra kontoret på et eller andet tidspunkt”. Det er vigtigt, at alle kender til ansvarsfordelingen.

Bo Kiel Jespersen, Seahealth, om avancement: “Det hænger måske sammen med, at man er online med beslutningerne, når man er på land og offline, når man sejler.

Jeg synes i øvrigt, det er en god idé med ugentlige telefon-

møder. Uanset hvor i verden vi befinder os, vil vi gerne ses.”

På www.seahealth.dk kan du læse mere om kurset *Skib og kontor på bølgelængde*, som udbydes først på sommeren. Kursets formål er at skabe tillid mellem skib og kontor, så medarbejderne i rederiet kommer på bølgelængde og får en bedre forståelse for, hvorfor og hvordan man kommunikerer med, positivt udbytte både for en selv og for rederiet.

Nearmiss er godt sømandsskab

Seahealth har udviklet værktøj for at gøre det nemt at arbejde med begrebet nearmiss og derigennem højne sikkerhedskulturen

Min hustru stod foran spejlet, let påklædt, og synede sig selv efter julens mange fuldfede middage og frokoster. Først fra den ene side. Så den anden. Rankede ryggen. Trak maven lidt ind og spurgte: Synes du ikke, jeg trænger til at tabe mig et par kilo? “Hvad svarer jeg? Hvordan motiverer jeg hende?”

Med dette lille billede af en hverdagsagtig situation fik psykolog Mads Schramm forsamlingens fulde opmærksomhed. En forsamling, der fortrinsvis bestod af mænd, som erfaringsmæssigt vidste, at ”nu skulle hvert ord overvejes rigtig grundigt!”

Svarene vender vi tilbage til.

MOTIVATION

Mads Schramm var tilkaldt til møde med medlemmerne af Seahealths brugergruppe for nearmiss for på et generelt plan at gennemgå, hvilke faktorer der kan motivere os til bestemte handlinger. I dette tilfælde motivere til at indberette



Mads Schramm: “Sandheden om at motivere findes ikke. Der er mange faktorer i spil.”

nearmiss, fordi ”Seahealth ofte hører, at mangel på motivation er rederiernes forklaring på, hvorfor de ikke bruger nearmiss som et værktøj til at skabe en bedre sikkerhedskultur. Og denne mangel på motivation skulle gælde for både skibs- og kontoransatte”.

Sandheden om at motivere – at få mennesker til at bevæge sig i den retning, man ønsker – findes ikke. Vi

er forskellige og motiveres ikke af det samme.

MOTIVATIONSFAKTORER

Mads Schramm gennemgik fem af de mest udbredte teorier om, hvad det er, der motiverer os, og på den baggrund oplyste han en række motivationsfaktorer, der kan arbejdes med på den enkelte arbejdsplads:

- Vi skal forstå, hvorfor nearmiss er vigtigt.
- Vi skal være i stand til at indberette en nearmiss – have evner og tid til at gøre det, eventuelt have mulighed for at gøre det mundtligt.
- Indberetning af nearmiss afhænger af den feedback, man får – belønning er bedre end straf, og belønningen skal ikke blot være en automatisk reaktion.
- Omgivelsernes anerkendelse hjælper med at bevare fokus på opgaven.
- Man skal være involveret og med til at træffe beslutninger.
- Nøgelpersoner i kraft af deres personlighed er vigtige.
- Chefer er en vigtig rollemodel for sikkerheden.
- Man skal føle sig som en del af et hold.

NYT VÆRKTØJ

Arbejds miljøkonsulent Bo Kiel Jespersen, Seahealth, fulgte op med en præsentation af et nyudviklet værktøj, der både kan hjælpe med at skabe forståelse for



Der blev diskuteret livligt, da deltagerne fik præsenteret værktøjet "Self-assessment for nearmiss reports".

vigtigheden af at indberette nearmiss og samtidig gøre det nemmere at få hul på opgaven med at motivere til brug af nearmiss.

Han fastslog samtidig, at ud fra et sikkerhedsmæssigt synspunkt er "nearmiss reporting good seamanship".

"Brug 10-15 minutter en gang om ugen på at følge op på nearmiss og motivere til af-

rapportering," opfordrede han.

Værktøjet består af to dele: 8 Nearmiss Links – d.v.s. overordnede emner – som via tilknyttede spørgsmål kan give et overblik over, hvordan arbejdspladsen motiverer til nearmiss i dag.

Derudover 80 såkaldte near-miss indikatorer, der er Seahealths eksempler på best practice. De er kun

eksempler, så den enkelte arbejdsplads kan frit vælge, om den vil bruge dem eller udvikle sin egen best practice.

Det kan lyde overvældende med så mange emner og indikatorer, og Bo Kiel Jespersen anbefaler da også, at man går forsigtigt frem.

"Vælg det område, hvor I ønsker at skabe forbedringer, og vælg nogle enkelte indikatorer og lav en plan for, hvordan I vil implementere dem. Begynd med noget, der er nemt og hvor I er forholdsvis sikre på succes," lød hans råd.

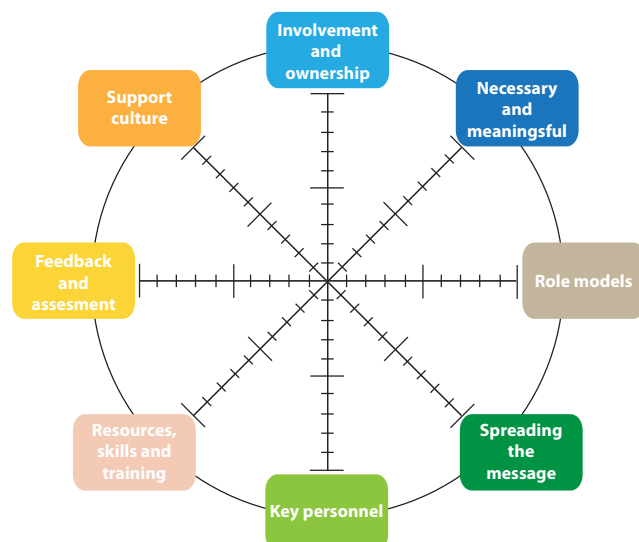
"Og husk på, at værktøjet er skabt til at gøre det nemmere at motivere til at bruge nearmiss, som et redskab til at højne sikkerhedskulturen. Det er ikke ment som en karakter-skala til at måle sikkerhedskulturen," understregede han.

Og svarene på Mads Schramms indledning om kvinder og væggtab?

De spændte vidt: Fra køb en hund til en aktiv ferie; belønne væggtab; moralsk opbakning og støtte: Vær et godt eksempel! De kom således godt rundt om nogle af de motivationsfaktorer, som Mads Schramm senere gennemgik.



Arbejds miljøkonsulent Bo Kiel Jespersen forklarer, hvordan man bruger værktøjet og får motiveret til at bruge nearmiss.



De 8 Nearmiss Links som kan være med til at give overblik over, hvordan arbejdspladsen i dag motiverer til nearmiss.

- We need to understand why nearmisses are important.
- We need to be able to report a nearmiss, and have the ability and time to do so, possibly with the option of doing so orally.
- Reporting nearmisses depends on the feedback we get.
- Recognition by those around us helps maintain focus on the job.
- People need to be involved and help make decisions.
- Thanks to their personality, key personnel are important.
- Managers are an important role model for safety.
- People need to feel part of a team.

Bo Kiel Jespersen, Seahealth, presented a newly developed tool that can help create understanding for the importance of reporting nearmisses while also making it easier to tackle the task of providing motivation to use nearmiss reporting.

The tool consists of two parts: 8 Nearmiss Links – and 80 so-called nearmiss indicators that are Seahealth's examples of best practice.

"Select the area where you wish to make improvements and choose some individual indicators and make a plan for how you will implement them. Begin with something easy and where you are relatively certain of success," is his advice.

A few of the questions that the new tool asks are aimed at giving individuals the chance to assess how their workplace tackles nearmiss issues:

- Does the office report nearmisses?
- Are nearmisses extra work for the captain, when he has enough to deal with already?
- Are the crew involved in risk assessments?
- Is there anything about nearmisses in risk assessments?
- When company representatives are aboard, do they show that they appreciate the importance of nearmisses?
- Are crew rewarded for their work on nearmisses?
- Are nearmisses used as a measure of good seamanship?

Vurdering af ”Self-assessment for nearmiss reports”:

Et godt værktøj vi allerede har taget i brug

“Jeg mener, vi har fået et godt værktøj til at arbejde med nearmiss. Vi er allerede gået i gang ud fra den model, som Seahealth præsenterede på brugergruppemødet. Vi har udvalgt et par af emnerne blandt de 8 Nearmiss Links, som blev anbefalet på mødet og arbejder så videre ud fra de svar, vi får fra skibene,” fortæller Nikolaj Nielsen, der er Safety and Environmental Officer i rederiet Erria A/S, og som er deltager i netværksgruppen om nearmiss.

“Vi vil bruge værktøjet til at skabe opmærksomhed og dermed motivation. Altså at påvirke sikkerhedskulturen

i en gunstig retning og vise, at vi bruger nearmiss til at skabe forbedringer.

”Vi vil bruge værktøjet til at skabe opmærksomhed og dermed motivation. Altså at påvirke sikkerhedskulturen i en gunstig retning og vise, at vi bruger nearmiss til at skabe forbedringer”

Det må aldrig blive sådan,

at vi får nearmiss for papirets skyld. Vores besætninger skal gøre det, fordi de finder det meningsfuldt, og det er jeg overbevist om, at det nye værktøj kan hjælpe os med at skabe forståelse for. Min forventning er, at vi gennem arbejdet med det nye værktøj får nogle informationer, vi kan bruge fremadrettet,” forudser han.

Nikolaj Nielsen er i øvrigt glad for arbejdet i brugergruppen om nearmiss.

“Det giver ny viden, og netværksdelen er rigtig god, fordi vi får lejlighed til at diskutere med kollegaer og høre, hvordan de tackler opgaverne,” påpeger han.

Vurdering af ”Self-assessment for nearmiss reports”:

Gode tanker bag men det bør videreudvikles

“Self-assessment for nearmiss reports rummer gode tanker, men det er designet til den ideelle verden. Sådan ser dagligdagen ikke ud. Nearmiss som begreb er jo ikke slået igennem for alvor, og hvis man tager ordene i værktøjet for pålydende, er jeg nervøs for, at vi kommer til at skabe frustrationer og ikke motivation til at bruge nearmiss. Værktøjet kan blive bedre, hvis det udvikles til at motivere en trinvis udvikling.”

Det mener Michael Hjortø Larsen, Senior Manager, SQE Systems and Security, TORM A/S, og han eksemplificerer:

“Der kunne være en basisdel for de ting, der først skal være i orden, og så en anvisning på trinvis forbedringer frem mod de mest avancerede.

Det virker som om, at værktøjet er målrettet det enkelte fartøj, og det er også godt nok, hvis man kun har et par skibe eller tre, men ikke når man har 70. Tendensen i dag er, at vi ser på hele rederiet, så

vi får niveauet på alle skibe løftet. Det vil også gøre, at man kan genkende systemet, når man skifter skibe.

Jeg synes ikke, værktøjet er for ambitiøst. Jeg vil hellere betragte det som et udviklingsprojekt. Nogle af tingene kan vi jo godt bruge som inspiration og til at få et overblik over, hvor langt vi er nået, og hvor vi skal sætte ind. Nok ikke i forhold til det enkelte skib men i form af en kampagne målrettet alle skibe,” påpeger Michael Hjortø Larsen.