



## **SYNERGISTIC SOLUTIONS™**

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### **Seminar/workshop Report on Creating Learning Experiences/ Auditing Learning System™ (CLE/ALS)**

**Held on:** 5<sup>th</sup> September 2009

**Seminar Site:** Grand Hyatt, Mumbai.

**Executing Agency:**

Conception and Promoters:  
Event managers:

Synergistic Solutions™  
Endeavour associates

**Report Date:** 6<sup>th</sup> October 2009

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## **1. Synopsis**

The quality of training of seafarers that gets reflected through the quality of officers and ratings has had mixed feedback from the industry and observers. Due to the surge in maritime academies post STCW 1995, there have been vast investments in training infrastructure. The vastness of maritime training and its growth in past ten years calls for a more dedicated approach to ensure quality of output such that Indian seafarers shall maintain position of choice in the growing demand for trained seafarers. There is a dire need for safer practices at sea.

The main resource “the Trainer” has had only an exposure to a Train of Trainer and assessors course” to support his or her ability to transfer. This coupled with the industry perception of collapsing training, learning and performance as one has not assisted in the production of quality seafarers.

The increasing Gap between training, learning and performance and competence is being experienced by the end user of maritime training.

The Auditing Learning system (ALS) project aims to support the Administration, Training Institutes and onboard training towards effective measures for creating Learning and ensuring performance in Maritime Education, Training and Development. In order to ensure workability it has been kept simple and enhances the existing control and monitoring systems of Quality audits, Inspections and Grading.

The uniqueness of the ALS gives it the flexibility to be used with any one of the three above administrative and implementation tools, and can also be worked separately.

Synergistic Solutions™ is promoter of this seminar/workshop which was ably managed by Endeavour associates.

This report represents the outcome of the genesis/formation meetings at DGS followed by six technical committee meetings and many hours of preparation by the demonstrators and auditors over three months. The Demonstrators were established Teachers Trainers and volunteered to carry out the Demo, be audited for over 5 presentations by the technical committee.

The Seminar took its birth in The DGS Conference room where DG Shipping Ms. Lakshmi Venkatachalam, Nautical Adviser GOI Capt MM Saggi, Chief Surveyor Mr Amit Banerjee, Joint DG Mr Venkataramana, DDG Capt Uppal, Mr Bhonsale, DDG Training Ms. Ashima Gupta were presented with the concept and intention of ALS by Capt Ajay Achuthan of Synergistic Solutions.

It was then decided to hold a seminar and act based on the results of the Seminar.

The technical committee members were Capt Bhardwaj, Capt Y Sharma, Capt MC Yadav, Mr BK Saxena, Capt Mohan Naik, Capt S Kishore, Mr. Pawan Kapoor, Mr. Sanjeev Pannicker, Capt Vernon Sequeira, Capt Vivekanand, S Manjeshwar, Krishnamorthy Iyer, Kaushik Seal, Anand Shingatgere, Sunil Sule, Capt KN Deboo, Uday Acharya, Shyla Seghal, Kamal Chadda and Ajay Achuthan,

The outcome was the development of an audit checklist which was freely distributed to all the participants in their course hand out which also included an Audio Visual Kinesthetic (AVK) check list to assess the type of Participants

In all three cases the intended "Performance" of learners was tested and assessed through a viva/ written/ and Simulator and actual demonstration by participants, concluding in positive and measurable assessment.

## 2. The stake holders

The Event had MASSA and FOSMA as the premier supporters and Pentagaon, MMSI, ARI, Germanischer Lloyd as Co hosts. Griffin as the Lunch and refreshment host, AMET, HIMT, Kongsberg, Dynacom, TORM shipping, IMS ship management, MOL, AESM, AEMTC as Co-Partners.

A total of 160 Delegates attended and 120 stayed till the end of the seminar, demonstrating their commitment and passion towards improving and empowering Education, training and development in India

The feedback for the faculty and the programme is attached herewith. The seminar was accorded an 82% success factor obtained though data from filled survey forms .

## 3. ALS Seminar proceedings

The Grand Hyatt Seminar room exuberated grand elegance on 5<sup>th</sup> September, 2009 which incidently was also Teachers Day. Capt Chadha kicked off the day's proceedings, welcoming the delegates and inviting some of the many luminaries present in the audience to light the traditional lamp while beseeching the Almighty to enlighten minds through learning. Thanking everybody present, Capt Chadha applauded the teachers in their midst, "There can't be a more auspicious day to begin a seminar that revolves around teaching and training," he said, referring to the fact that September 5 is also 'Teachers Day'. Capt. Chadha then yielded the floor to Capt. Achuthan, inviting him to address the gathering.

Pleased by the turnout, Capt Achuthan thanked everybody for their overwhelming response to the seminar. There were over 160 delegates at the conference. Confident that many of the decision makers in the audience would carry forward the 'decisions of today' after the workshop, Capt. Achuthan said that the team at SS and the association of auditors of learning systems (AALS) was committed to making this happen. "I request all of us here to stand up for a minute to thank all our teachers and the experiences that have created who we are today. Let us also acknowledge and thank ourselves, as every one of us somewhere, sometime has been a teacher to someone in our area of influence. Happy Teachers Day and thank you Dr S Radhakrishnan whose birthday we celebrate as Teachers Day!" he stated.

Capt. Achuthan lost no time in introducing the seminar and ALS, its predominant theme. "This seminar/workshop on Creating Learning Experiences and Auditing learning systems (CLE ALS) was conceived at the DG shipping conference room. How appropriate that a lady should be there at its conception! Though the predecessor to the CLE ALS was the Quality of Maritime Education and Training (QMET) project undertaken by CMMI-IMARIE, the roots can be further traced to my personal experience grooming faculty at MMA towards our vision and mission and the coaching and training received at Landmark Education Corporation, an organization where every individual is made to assume responsibility; and also at the powerful lunch and teatime faculty discussions that I enjoyed between 1991 and 1994 at LBSCAMSAR," he stated.

Learning Style Survey and Auditing Checklist, a precursor to the technical session, was immediately followed Ms Venkatachalam's address.

### **Understanding Learners**

Capt Achuthan brought to light during the seminar that there are 3 fundamental types of learners. First, those who are mainly audio learners. Second are visual learners and finally kinesthetic learners. The kinesthetic learner primarily learns during the learning process: by feeling, touching, solving exercises, practicing skills, et al.

During the seminar, the participants were made aware that in the seafaring sector- a large section of learners are the kinesthetic type, whereas most learning is taking place primarily through the audio medium and to a lesser extent, visual.

The exercise conducted amongst the audience amply proved that we are mainly kinesthetic learners...therefore future learning methods should be viewed in this new light.

It was discovered during the learning Style survey that whilst about 40 % of the audience were visual learners and 55 % Kinesthetic, only 5% were audio learners. Thus the seminar hit off on the right note as there were no Audio Visual sessions in isolation but the demonstrations were addressed around the Visual and Kinesthetic learners.

Capt Achuthan's introductory session was followed by the **Chief Guest Ms Lakshmi Venkatachalam's address**. Enthralled by this groundbreaking initiative, she said, "We have an illustrious gathering

from an array shipping divisions here. I am indeed pleased to be in the midst of this battery of great thinkers, teachers and mariners. It is befitting to have a seminar like this on September 5. A lot of demands are surfacing from various sectors of the industry for customised training; hence training capsules should be sector specific."

"Furthermore, with regard to the quality of training, we can easily get the required certification, grading et al. **But what about a seafarer's practical competency?** Can he/she apply it on board and share it with others at the same time?" she asked rhetorically.

"I am happy that we have a novel seminar like ALS, where Capt Achuthan has taken the initiative to break new ground. I hope that a thousand flowers like ALS bloom, facilitating and invigorating the mariners and the shipping fraternity. I congratulate SS for taking this step and hope that many more institutions present here can learn and start something similar. ALS has also influenced DG Shipping positively, and I'm sure this seminar, which is actually a workshop, will throw open a lot of ideas; there is certainly immense room to grow," Ms. Venkatachalam said, promising all support from the DGS to ensure that "India becomes the best knowledge centre worldwide". "May thousands of such flowers bloom" she asserted

## 4. A SLEW OF DEMONSTRATIONS & PANEL DISCUSSIONS

The first Demonstration by Capt Anand Shingatgeri was on '**Avoiding action during parametric rolling**'. Capt Shingatgeri is General Manager Training at Wallem Maritime Centre where he conducts value added courses. Capt Mohan Naik, General Manager India, Dynacom Tankers Management Ltd, was the Auditor of the first 'classroom session'. Parametric Rolling, or the lack of understanding it was the cause of the loss of over 10Million worth of containers on a vessel

It was important for the demonstrator to invite the auditor.

The Demonstration for 8 members of a class included an audio visual, a workbook and a simulator based performance assessment where at least one of the 8 participants could demonstrated that the learning of the action to be taken in case of parametric rolling has been transferred.

Most importantly the "Performance" was tested and assessed through a viva, written and Simulator, demonstrating positive and measurable assessment.

The following panel discussion was moderated by Capt S Bhardwaj, Vice Chancellor, AMET University. Capt Jasdeep Loney (TORM shipping), Mr IN Bose (Great Eastern and GEIMS) , Capt JS Uppal, (Deputy Nautical Advisor, GOI) Mr Ajoy Chatterjee (Ex Chief Surveyor GOI), Mr Sanjay Bhavnani (MMSI) , Capt Shyam Jairam (Seaarland) and Mr Shrikant Bhat (Varun Shipping) were the panelists.

Capt Bharadwaj through his lucid style generated thoughts, alignments and concerns appropriate to the genesis of any major dignified revolution, with questions such as:

Will AIS help us identify and repeat the underlying process of transfer, and bridge gap between learning and performance? Each one of us learns differently will ALS help identify student's prior knowledge? Does the present curriculum achieve the necessary industry purpose? Does the comfort level of the industry increase by the industry, regulators and students being aware of being aware of the learning goals? Academic Freedom- does it pose a threat and micro manages teaching. Does ALS help in designing and planning the transfer process? Like an ECOMark or ISI mark, ALS will be specific to a product rather than just a process and as such there is accountability. Will the auditors be able to carry out this responsibility? Is there a standard or International learning (ILM) management code required? Will the ALS be advantageous for the auditors? What will be the merits and demerits of making this mandatory? Will the institutes be willing to bear the costs? Many industries take pride in supporting Institutes and academies. Will ALS provide such an impetus for generating Industry support?

Capt Achuthan asked the audience to contemplate on whether the onus of competency had moved over from DGS approved courses to value added courses?

The Panel discussion concluded that the entity, i.e., industry, put their resources to meet the business objectives, and the industry has a need to have the support of organizations who can ensure if the Attitude, Skill, Knowledge (ASK) is being transferred. Other than this the industry does not have means to verify where the three components - Content (is it as per our requirement), People (who are delivering it, to whom is being delivered to) and Platform (is it AVK, is it e-learning,etc) are being delivered. This is where an organization such as ALS could assist the competency process.

The best of students are not coming out to sea. This would essentially mean that audio listeners are not coming out to sea and hence it's important to **identify the how a student learns** best and deliver in that style. This could be a very good element of ALS.

The regulators expressed concern as to whether ALS will work given the present environment where there are no standardized Lesson plans, good teachers or good raw material in the form of students

Academic freedom can only be permitted for the process of transfer but not for the achievement of clearly stated end standards.

All stake holders objective is to **ensure the competitive edge of Indian seafarers** is maintained and ALS would be a great way to ensure this.

MR Ajoy Chaterjee rightly brought about **the similarity of the skepticism** during implementing ISM code and that this would be the case where ALS implementation is concerned. He invited the audience to understand that raw material (the seafarer selected) is poor and all this affects the ability of the Maritime institutes to deliver, for example lack of engineering knowledge of graduate engineers

The auditing process is not the objective. The objective will be to bridge the gap between the good institutes and the weak ones: good transferors and poor transferors. The reference that the auditor has been given will be subject to revision based on best industry practices.

An ALS management manual will be a necessity.

Though money is important, it is secondary to the quality what the institute can provide. Thus it will be prudent on institutes to accept this.

ALS can bring forward the standardizations of lesson plans, ensure delivery and performance.

**Autonomous seafarer- can we create seafarers-** brought about the concept of sensitizing the seafarers to train themselves with creating real situations and support of training actors vis a vis the regular trainers. Here in the autonomous seafarer system, where the onus of training was shifted to the trainees themselves. What cannot be measured cannot be monitored and auditing on board was the way ahead. Looking up and role modeling our seniors is no more existing or declining. We should look for the best and in the absence Best fit in the industry. This is where the ALS can be useful.

Auditing is for continuous improvement, and in an ALS scheme the **domain expert and auditor needs to be integrated** unlike a process audit. This will be Unique unlike other ISO audits

Auditing Learning Systems (ALS) is the way ahead) and maybe it could be **incorporated through a voluntary system rather than a compulsory system**. It will not only be desirable but will be the way to the future.

ALS could be merged with the existing Quality audits, Inspections, Grading systems or incorporated as a separate system.

The Moderator concluded that ALS is to be made self regulatory rather than non mandatory. **How this can be achieved in a compliance culture environment is still to be addressed**. It will work in an organization which needs to be learning organization, with self improvement as a way of life, planning, reinforcement, diligence and commitment

The next Demonstration prepared by Mr. Kaushik Seal and delivered by Capt Sunil Sule covered '**Relation between near misses, accidents, incident analysis, documentation and teamwork**'. Mr. Seal is associated with the Anglo Eastern Ship Management Training Centre (AEMTC) as the Risk Manager. Capt Sule is also involved with AEMTC, taking senior level management courses.

The intention of the demonstration was to remove the corrupt practices in reporting near-misses as a way to prevent accidents.

Mr. Pawan Kapoor, MD of ISF Maritime Training Services presented the Auditors' report on assessing transfer of learning.

Post lunch, Capt Y Sharma, Principal IMTC, and Ms Shyla Sehgal, Associate Faculty, Synergistic Solutions, enacted a wonderful play along with some mariners that **displayed poor methods of transfer and how to deal with them**.

The second panel discussion of the day was moderated by Dr T Sahay, Director, Indian Maritime University (IMU), and included Shri Uday Acharya, Capt Vinay Singh, Capt Pradeep Correa, Capt MC Yadav and Capt K Vivekanand.

Dr Sahay emphasized the need for ALS to look beyond training into education and research areas keeping in line with the formation and

progress of the Indian Maritime University. He called for the synergy between training, education and research.

The classic question was asked by the Master of CMMI Capt Gupta who said that the Learning objective of the student was to Pass the exams rather than acquire competency; so he in fact audits the learning system so that the teachers plays to his tune. Do we need to change the existing examinations system to take care of this? Most of our examinations the student crams and passes rather than Does the system of COC whittle down the desire to learn? At such tender age are we killing the quest for knowledge?

There is a gap between passing a certificate of competency and this gap needs to be addressed. Possibly different types of assessment which are performance centric could address this issue. We are certified for a position before holding that position and this peculiarity needs to be addressed maybe through STCW. If a dependant person like a student runs the driving force for quality, maritime training and education will continue in this mess.

The student is not getting a certificate of Training, or Learning or Performance but the highest that is certificate of Competency. The responsibility that goes with this has to be understood.

Like a non compulsory ISMA code and DNV SEP preceded ISM code and SMS, the ALS could be a possible precursor to a mandated system promoted by IMO.

Organizations will have to make its own efforts to buildup the competence.

Is there a real shortage of faculty or a shortage of Intentions? Given that there are so many Master Mariners and Chief Engineers why cannot we give them an opportunity to train by making it mandatory for them to train.

In standard institutes thee is no shortage of faculty. Where quality is concerned we have to pay money. Strong faculty may need to be paid more. However if the certificate obtained through weak faculty or strong faculty are the same then the whole purpose is defeated. Finally it is the market that decides.

Therefore there is an acute shortage of faculty for DG approved courses but not for value added courses

Having Faculty to teach and sail seems to be the best option. In which case should we provide incentives to Sailing Masters and Chief

Engineers who teach? Maybe by a waiver for the revalidation course or other.

If such decisions are taken the shortage of faculty can be addressed and then a quality system like ALS would be effective

Good teachers are not scared of Auditing, doubtful teachers would like some feedback and weak teachers are scared of auditing.

Auditing identifies gaps called the area of truth. This is a self referral system. Thus ALS has to be by invitation only.

The first demonstrators, Capt Anand Shingatgere was a standing example of a self improvement system, wherein he volunteered for demonstration and being audited.

### **ALS A UNIQUE CONCEPT FOR THE CLASS ROOM- Mr S Hajra, President INSA and Charman SCI**

The guest of honour, Mr S Hajara, CMD SCI, was quite impressed by the day's proceedings as well as by ALS. He declared, "A ship can only be efficient and safe if seafarers on it are competent. It is, primarily, the man behind the machine that counts. However advanced the technology, manpower is key and the seafarer is the backbone of the industry."

It's not the visionaries but the man behind the machine that makes it efficient.

"Improvisation is always important; that is why Capt Achuthan's usual out of the box thinking plays a major role here. With regard to training, we do face shortages in the nautical and engineering streams. Nevertheless, companies should request their officers to cut short their voyage and come ashore to teach at times!" Mr. Hajara went on to say.

"To achieve quality one needs quantity". The present shortage of seafarers and teachers could affect the decision.

"With scarcity of seafarers aboard, there have been instances where a ship owner has had to choose between laying up a ship and employing mediocre seafarers. The owner will often end up using a run of the mill sailor even if millions of dollars are at stake! We must therefore encourage our proficient Masters and Chief Engineers to transfer knowledge to their subordinates. In addition, yes, the concept of ALS is unique: a parallel that I can draw to it is in the field of medicine as doctor's deal with the lives of people. As far as good auditors are concerned, maritime faculty must themselves serve as superior auditors."

"All said and done a person with a positive attitude is of utmost importance as he or she can make up for a lot of things in comparison with a person with a negative attitude. Making this a voluntary system is the way ahead." Mr. Hajara ended.

**The last demonstration** by Mr Uday Acharya, Director Mindflex and Associate Faculty, Synergistic Solutions, was on the Demonstration of transfer of knowledge, skill and attitude that **amply illustrated the power of teamwork**. The ability of a human being in a team situation was amply demonstrated by both the transferor and transferee through an exercise where 4 persons with their index fingers lift a human being of about 85 kilos.

The Seminar was audited By Capt H Subramaniam (Principal Emeritus, LBS CAMSAR) and he claimed that this is the first time that he had witnessed a seminar where the practical value could be assessed.

The auditors were audited by Capt Vivekanand (Pro Vice Chancellor, VELS University).

### **Vote of Thanks**

The curtains finally came down at this novel seminar with Capt Chadha thanking everyone involved. Elated at the outcome of the seminar, he said, "Today's event has been a coming together of so many brilliant minds to achieve one definite objective: the creation of an academic knot that binds us on a voyage of learning, the benefits of which will certainly accrue to the organisations we serve as well as to ourselves. We couldn't have even started this voyage without the selfless inputs of so many of you."

"I also appreciate and thank my friend, colleague, and teacher, Capt Ajay Achuthan. I am simply fortunate to know him, work with him and manage to absorb the copious amounts of learning that he comes loaded with. It is indeed a privilege."

"My express thanks to all our sponsors and supporters, whose ample generosity made this event possible in the first place. I also thank the DG Shipping, shipping luminaries, panelists, and the technical committee: who lay the foundation blocks of the seminar, laboring for the past few months, and all the delegates who brought this event alive," Capt. Chadha concluded.

## 5. Feed Back:

Of the 160 participants who attended the programme 83 submitted their feedback and comments. A compilation of the same has been included as a part of the annex. Over 80 percent of the participants agree for the need of such an ALS (see attachment)

## 6. Recommendations:

Based on the fact that

- Indian seafarers have established themselves as a favorable workforce in the maritime industry
- there is an acute shortage of competent seafarers worldwide
- India has a major role in providing those seafarers worldwide
- there has been a proliferation of training institutes with a lack of control
- Indian maritime community needs to evolve from a compliance culture to a self regulatory culture
- We need to strengthen our senior sailing and shore professionals in their ability to transfer in a national and international arena
- there has been a lack of appreciation for the types of learners and listeners in our transfer process
- the types of assessment and examination by MMD/DGS decides the level of competency
- the types of assessment and examination are not consistent with the performance requirements on board vessels
- there is therefore a requirement and an intention to bridge the gap between training, learning and performance
- **the customer (our participants) are inadvertently carryout a reverse audit and as such making the teacher teach for them to pass the competency exams rather than cater to the industry needs and performance**

Recommends that

- Auditing of learning (ALS) systems is not just needed but should be used effectively and voluntarily used by the industry and to enhance the competency of the seafarer towards safer and economic voyages through incorporating and implementing practices by designing an international Learning/performance management (ILPM) code
- Auditing is for continuous improvement, and in an ALS scheme, unlike an ISO audit, the domain expert and auditor needs to be integrated unlike a process audit.

- The system has to be implemented through an International Learning and performance management (ILPM) code
- All assessment and examination of participants should be done keeping the holistic picture in mind such that the gap between Training, learning and performance is reduced
- For Quality and quantity of good maritime faculty should be ensured thro an ALS and creating an incentive for sailing Masters and Chief Engineers and senior sailing staff to teach ashore for a period of 6 months in 5 years
- A futuristic time- space based plan be created demonstrating a percentage wise increase in faculty, their ability to transfer and the performance of Indian Seafarers Index be created

## 7. Conclusions:

‘Teaching, Training, Learning and Transfer’ is a serious affair which needs a lot more input if one wants to achieve better results. Training is not equal to learning and is not equal to performance and is not equal to competence. Whilst ALS tends to bridge the gap between Training and learning, appropriate assessments will bridge the gap between learning and performance.

Our awareness of various aspects of Transfer increases by understanding what is to be transferred, whom is it to be transferred to, the process of transfer, the identification of barriers in the transfer process, and an effective assessment of learning and performance.

In our compliance culture environment, the types of assessment of learning and performance have a direct relationship to competency of the seafarer. Proficiency in transfer skills increases our effectiveness and efficiency on the whole, and gets us the rewards that we so deserve.

If each transferor can continue to be aware of ones own style of transfer and compare it with that of other successful people, one will be able to identify the areas which need to be improved.

Auditing of learning systems is one of the proactive, primary tools to enhance such a process. ALS is the starting point of a speedy and successful self-development process in Maritime training, education and research whose fruits we are going to enjoy for the rest of your life.

The benefits depend upon our own initiative and effort. The biggest barrier to our development is our own habits and attitudes, so think and change where necessary. There are simply no other barriers to self-development other than self imposed ones.

Of course Quality and quantity of seafarers are important for initializing the effective implementation of an ALS. But there is a catch 22 situation here. People believe that Quality can only come in after quantity is satisfied. This is self defeating. The fact is both always go hand in hand and should not be separated. Increase of quantity in one area will create a shortage elsewhere. For example, there is shortage of seafarers; however there is also a proliferation of training institutes. There are excesses of training berths. So from this argument quality should be now looked at. But is that happening? This is where the ALS comes in. The shortage can be overcome by providing incentives sailing masters and chief engineers to teach for at least one month in a year and at least 6 months in 5 years.

Every Senior mariner needs to be sensitized that transfer of learning/mentoring is an inbuilt responsibility with every profession

One question we can ask ourselves is whether we are deserving of the evolution and progress that our country has seen in the past decade? One of the measures of this progress is having the ability to dominate and influence the bodies of the United Nations. Will the ISM code ever had originated from our country in the present frame of thought?

Decisions made from compliance culture tend to lead to creating an evasion culture. If we intend to claiming to be a developed nation we need to first move on the Compliance cum self regulatory culture. We need to initiate and develop an International learning management (ILM) code in line with the ISM code. More importantly we need to generate a think tank that take the ILM code forward and present it to the world community.

The decision makers are invited to examine if they are interested in 'doing the things in a right way' or 'doing the right things'; however, 'right thing' and 'right way' is influenced by personal values and attitudes.

## Proposal

Synergistic Solutions™ hereby is willing to undertake this project and requests the support of DG Shipping, IMU, INSA, MASSA and FOSMA.

The support it urges from the DG Shipping is by way of

- a) A letter of recommendation to Synergistic Solutions,
- b) A circular to all training academies advising / urging them to choose ALS as a way ahead, and
- c) Choosing Synergistic Solutions™ to sensitize and conduct a 40 hour Train the Trainer/Assessor and auditor programme (spread over 10 days with 4 hours per day) for DG and MMD Examiners and maybe a few external examiners associated with the System

It is envisaged that in three years time after acceptance of the ALS project, the leadership, management and motivation levels of the Indian maritime academies and on board training will be at a dynamic level persistent with the requirements of the international maritime trade.

Indian Seafarers will establish themselves as the resources in demand for their quality ensured through consistent performance.

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