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Seminar/workshop Report on Designated person Ashore (DPA)/ Chief learning Officer(CLO)

Submitted to DGS/INSA/MASSA/FOSMA

Held on: 4th September 2010

Seminar Site: JW Marriott, Mumbai

Executing Agency:

Conception and Promoters:

Synergistic Solutions™

Event managers:

Marex Media

Report Date: 20th September 2010

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Report on the DPA/CLO Seminar held on 4th September 2010 at JW Marriott

THE DPA CLO Seminar was conceived by Synergistic Solutions and brought into existence on the on 4th September 10, 2010, at the J Marriott through the efforts of the event managers Marex Media and 4 technical committee meetings which was chaired by none other than our DG Shipping, Dr S.B Sgnihotri. IAS.

Capt Kamal Chadha from Marex Media welcomed the 115 guests and after lighting the traditional lamp by the Chief Guest Dr Agnihotri and other luminaries, he reminded the audience about the teachers day on 5th and that this seminar on learning was a fitting tribute to the Teachers of our maritime industry. He shared how Synergistic Solutions believed that there was a teacher in each one of us and it was our responsibility to share our learning and experiences with our next generation.

"Count time not by minutes but by your senses" said Benjamin Franklin and Capt Chadda invited all the delegates to relax and invoke their senses

Capt Achuthan welcome all the delegates with a "Sawa Bona" meaning (In Natal South Africa) "I see you" and invited the delegates to get respond Sikhona "I am Here". This he believed was the origin of the present requirement of attendance

in a class. Ensuring the physical and mental presence of the transferor and the transferee.

Like the explosion of Ship management brought about an ISM code, the explosion of maritime training Institutes has brought about the need for an International learning management (ILM) code.

The challenge ahead for the Maritime community was to making transferring Learning simple versus making it easy

He shared about the resolution of attendees of the September 2009 seminar on Auditing Learning Systems (ALS) which shared the best practices. He then carried out an exercise collating all the stated dissatisfaction items amongst the representative maritime community with respect to "Transfer of Learning" to the new seafaring generation. The delegates responded as per the list below and he then invited them to share their individual visions.

Invite us to think as a maritime community and create within the freedom in our ability choose

The dissatisfactions of the maritime community recorded within the short time available were:

- ❖ Too much Greed
- ❖ Lack of greed
- ❖ Chalte hai attitude
- ❖ Morals and attitude
- ❖ We don't know what we want
- ❖ Audits which were not result oriented
- ❖ Inability to implement regulations effectively

"The financial and economic meltdown had occurred because of financial mismanagement and lack of regulations by the developed countries."
- Amartya Sen

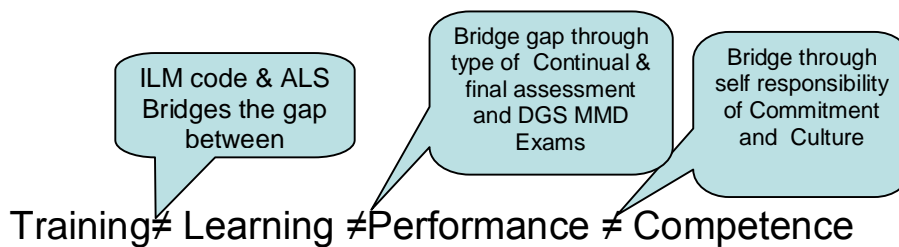
**In India (assuming) we have the regulations are we able to implement it?
Are we heading towards a Indian Seafarer Utility and usability meltdown?**

The various individual visions of he delegates recorded were:

- ❖ No paper work or a paperless environment
- ❖ Authorities/ regulators loosening control without loosing control
- ❖ Monitoring of response to our applications to DGS
- ❖ High moral values and no corruption
- ❖ No walking into any shipping office without qualification: all shore based personnel to be qualified to run a shipping company
- ❖ Implementation along within just Regulations

- ❖ Seafarers/ Ship owners more reliable and accountable professionals
- ❖ Effective self regulation
- ❖ Effective owner manger relationship
- ❖ To be the leading ship building/repairing/ managing/ manning/ technology based and to bring back and share from the knowledge and experience gained

Towards the various visions (especially 1,2,4,5,6,7,8,9,and 10) Capt Achuthan went on to share that the first small step within the context of building up the competence and commitment of the seafarer was to bridge the gap between



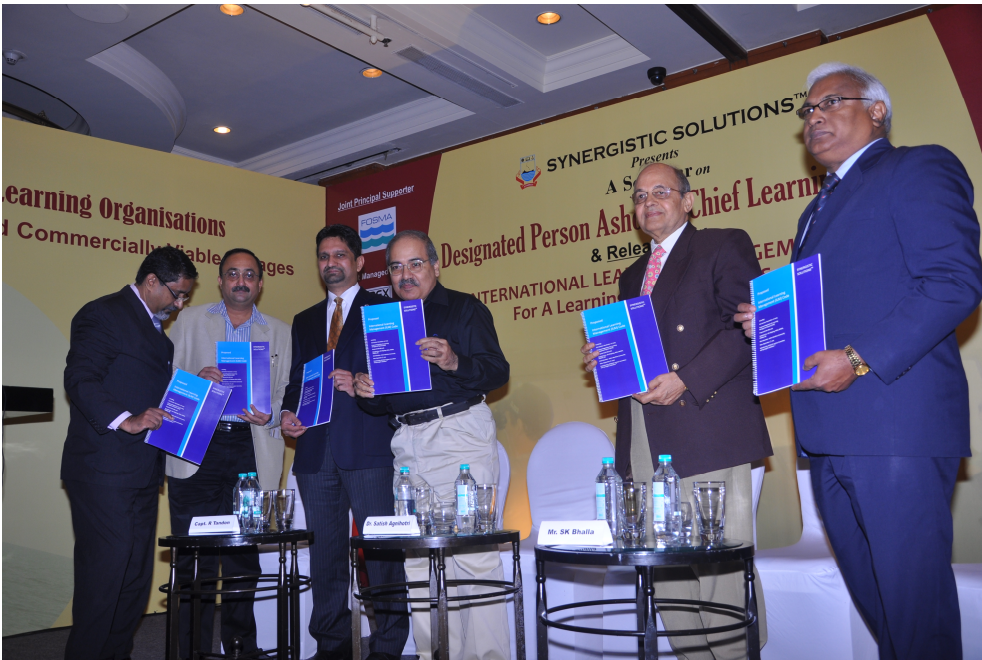
This could be effectively carried out through an Auditing of learning systems (ALS) which could be incorporated through a learning management system (LMS) which in turn required a code, a self-regulation and primarily a resolution created by the mariners, implemented by the mariners, for the mariners.

The Release of the ILM code

Dr Agnihotri was then invited to release the proposed ILM code which had been created to bridge the first gap, i.e, between training and learning.

The Proposed code was in a booklet and consisted of

- a) Resolution 1 of 2009
- b) Resolution 2 as The Proposed regulation
- c) Resolution 3 as the proposed International Learning Management (ILM) code



Additional advantage of the Learning Management System and ILM code was that it will be a Plug-in to the existing control measures like existing DGS requirements of Grading and inspections

- The present Pre Sea institutes grading can continue but include requirements of ILM code
- The present DGS inspections can continue but include the requirements of ILM code
- The QMS requirements system will have to be tweaked to include the Auditing of Learning systems

The various presentations followed

Prof Vijayan stressed the need for the Indian management to keep up with the pace and diversity and the requirement of a generalized specialist in most of the fields of operation including sailing a vessel. IT Being the driver of changes we have to cater to the global seafaring requirements and presently we have to introspect as to whether we are able to cater to the new generations requirements. He referred to Tofflers that lack of unlearning, learning and relearning would cause the possible extinction if the seniors of any profession did not embrace change.

He applauded the efforts of Synergistic solutions to encourage the learning style questionnaire at this seminar which was in a way the first step towards unlearning.

He referred to the 70:20:10: distribution of competency build up which signified that 70% of the competence was built up on the job (Apprenticeship) and only about 10% by the classroom and institutionalize training

The need was for agile learners and learning has to be anchored in competence. As a general average only 23% of the qualified personnel were found to be competent and this could apply to the maritime industry too. Thus the thought of a learning management code was a step in the right direction and the main responsibility of Chief learning officer(CLO) maybe incorporated with the DPA would be to create an ecosystem to learn

Shri IN Bose presentation clearly showed that the DPA doesn't run the company, the Board of Directors run the company. He went on to clarify the DPA's monitoring should include at least the following internal processes:

- ❖ communication and implementation of the safety and environmental protection policy;
- ❖ evaluation and review of the effectiveness of the safety management system;
- ❖ reporting and analysis of non-conformities, accidents and hazardous occurrences;
- ❖ organizing and monitoring of internal audits;
- ❖ appropriate revisions to the SMS; and
- ❖ ensuring that adequate resources and shore-based support are provided.

He believed that to a less extent the DPA was already carrying out the functions of a CLO

Shri Sundar Rajans shared that his organization, helps organizations to build up their manpower. He showed how the Human Job Analysis (HJA) could be matched with the Personality Profile Analysis (PPA) to identify the training needs, which then could decide the right investments in training and development. This could be done by comparing the dominance, influence, steadiness and compliance (DISC) of a job profile with the actual person.

The danger in the present generation is that they communicate through screen an this seems to kill emotion. This is also creating an inability for vthem to interact face to face.

He also showed how the tool on behaviour based safety could assess various aspects of human behaviour and help prevent accidents

Fluid intelligence measurements (Intelligence being fluid and crystallized) could also help determine the learning and retaining ability of a person. Using this tool would give a comparison of an individuals job capability versus the mental ability and thus help an organization to maintain, invest, realign or deselect a person. A good instrument to measure ROI

The Panel Discussion

Capt Bhardwaj in his eloquent style reminded he delegates that there was a lighter side of the relationship between responsibility, authority and accountability.

He recollected the consensus last year stating that the ALS was very good and a requirement for the Maritime Industry. He reminded that we are at crossroads as

- ❖ this code is not desired to be mandatory
- ❖ at the same time it is a no choice option

He first shared that Synergistic solutions code redefines learning in the ILM code as three levels of

- ❖ understanding,
- ❖ doing, and
- ❖ transferring ones knowledge and experience

The Panel consisted of Capt R Tandon, Chairman FOSMA; Capt V Singh, Chairman MASSA; Shri Bhalla representing INSA; Shri D Mehrotra, DDG, DG Shipping; Shri Shrikant Bhat, Varun Shipping; Shri Sriramurthy, IRS; Dr Bhavnani, MMS (India) management services; and the three speakers. It also consisted of a sailing master from GEM shipping

Through his interactions with Capt Vinay Singh, Chairman of MASSA, it was established that though the code was required it could cause harm if it was made mandatory. This was because of the way mandatory requirements were being implemented. Moreover there was concern that if it was made mandatory then there should be a way of recovering the investment from the seafarer if he decides to change jobs. One of the possible ways was to follow the airline industries norms that enables them to retain Pilots after extensive training invested in them

Required Action Item 1 Responsibility: to be identified

Thus one of the challenges for the maritime industry was to establish how does an organizations ensure that there is Return on Investment in learning

and like airline industry have a system in place to retain the personnel that they have invested in.

Shri Mehrotra from DGS believed that the “transferring of learning” was existing in shipping as a tradition and would like to examine whether this code would cater to that need. He agreed that concept of code is very good. However he will go through the code and needs to verify that will this code help in identifying the missing elements of competency a safe seafarer. He left the audience to ponder whether after ISM code (implementation) has the accident reduced? Can we change the attitude of a senior officer? Does he have time to train?

We need to look at attitudes before we go into this.

Required Action Item 2 Responsibility: to be identified
Behavioural assessments for seafarers along with functional competencies needs to be addressed.

If DG has to give an impetus for this . like grading etc..

Shri Pratap Bhonsle from DG shipping asked a heavily loaded question?

- ❖ Do we need to learn to earn? A seafarer feels -I came for money?
- ❖ After learning do we need to use it? (we do not experience using all that we learnt ashore on board)
- ❖ Will I be able to tell what I do not know from what I know? (will I be able to think on my feet? Will I be able to identify hazards not realized by me before?)

Required Action Item 3; Education, Training and development to be sensitive to these needs

Responsibility: to be identified

Sailing Master from GEM shared his concern if the code would increase the workload on board.

Capt Gill suggested that before u call it a code call it a guideline. Britan is coming to India for skill development. These guidelines sharpen our officer and encouraged as guidelines

Two section of our MS act 441 and section 460 calls for a responsible officer. Could this be the way to promote the need for a CLO

Recommend that the ILM code come in as a M circular from DGS

Required action no 4; To create the MS notice. Responsibility:

Master of CMMI views shared later on the Telephone was that the CMMI, IMARIE and Institute of Naval architects had formed a federation and this could be taken up as an initiative of the federation.

Dr Agnihotri in his address as Chief guest and as the Director general of shipping shared some pertinent points

He referred to the earlier session of "What am I dissatisfied with" and greed seems to be the fundamental issue. In one of the earlier technical committee meetings he had shared the concept needed was "Jaldi mat karo, dher ho jayegi".

How can we continue to implement best practices for safety without cutting corners? He queried

Could this be overcome by making the CEO should be the DPA?

He cautioned against the praise that the corporatised media has tried to make of Jugaad and asked the delegates to ponder on Jugaad as innovation vs Jugaad as cutting corners

jugaad

n. an improvised or jury-rigged solution; inventiveness, ingenuity, cleverness

Can we create an incentive without cutting corners. Can we put a system in place which allows us to put a premium for not cutting corners? He queried

He reiterated what an earlier speaker had shared ,
"The bottom line does not remain so once we experience an accident

We keep imagining that there is no time and hence cut corners.

**Synergistic Solutions in its Incident investigation program asserts that
"Once we face an accident suddenly a lot of time becomes available" So
its not the lack of time but the partial loss of or absence of intention to
make safety predetermine profit making**

Dr Agnihotri suggested that we Audit the Training scenarios and issue them with one sigma.... Six sigma. No sigma then becomes a stigma

Synergistic solutions suggests that we grade the Institutes, Faculty and shipping company/ ships preparedness for on board training and grade them. The suggested grading for faculty is already enclosed in the ILM code. The METAL-C scenarios could be graded on their ability to conduct Competency, Modular and preparatory programs along with the results that the Participants produce for the MMD exams, and points be withdrawn if the participants fail the final exam or are involved in an accident or do not participate in near miss reporting, investigation and Corrective and preventive action

DG Agnihotri shared with powerful examples the need to borrow the “green channel” concept of clearing files- an example for loosening control without losing control. Let the law abiding citizen be put on the fast track

Society judges us not by what we do to the thief but what we do to the Saint.

Regarding approvals he also shared that we need to make simple process. Applications need to be tracked and with INSAs help they could come up with ideas of e-tracking of the files.

Regarding ALS and self regulation he mentioned that any regulator would like to step in. So its best to go for effective self regulation with a type of sigma grading of institutions and put these best practices we will be able to achieve quality without having to go through a mandated, regulated code.

The seminar may have been a success and the excitement of the ILM code being released will wear down. However in the opinion of Synergistic Solutions, it is important to establish trust with our regulators and empower them.

The role of regulations and strength in transporting best practices from a higher level to lower level through an established code is recognized worldwide and is a truth in principle

. Action item No 6: Responsibility – Set up ALS and bring ILM code into existence through Self Regulation

It is thus imperative that we set up our own regulators in the form of an auditors or regulators association. Seafaring profession is a wholly owned subsidiary of the seafarers both on board and ashore. Maybe its time to work alongside and empower and enable the Federation of CMMI, IMARIE, NI, INA who may be the only ones who can step in and fill this vacuum caused by regulators unwilling to take Responsibility, authority and accountability

Dr Agnihotri encouraged the delegates distinguish between Summation functions vs Product function with respect to safety

How is it we can make ISM do this instead of bringing in ILM? Can the ILM bridge the gap between ISM and STCW? These are the challenges he has thrown open

Let us not dilute it but be strategic

Regarding assessment of Behaviour safety he encouraged that the Management level on Board go through an annual Psychometric assessment and retain records for three years after which it has to be available to the Company and regulators. This could give them a great scope for self learning and transformation

It is this layer who will impinge of Safety culture. Make the top safety culture conscious coupled with the grading

In ISM (the SMA) why cannot the company and CEO be graded and just the DPA?

Why can we not ensure a system where the DPA is the CFO ?

When we are looking at this code and as the new STCW and a tweaked ISM will it be able to achieve the same thing that the ILM code can achieve?

He shared that he came to learn and share his views and what he was taking away was specifically the suggestion for the vision statement

“We should loosen our control without losing our control”.

Post Lunch Session

The afternoon session established the relationship between Risk Management, Integrated management systems and incident investigation. This was achieved with a presentation on Risk Management by Shri Kar and Capt Makuden from IRS followed by an exercise on Risk management designed by IRS

The delegates were divided into groups of 7-8 and this interactive session was followed by a very dynamic presentation by Capt Y Sharma of IMTC on Incident investigation.

The exercise established the importance of integrating the out puts of Risk management into the Management systems and since no risk management would be perfect there would be Incidents(near misses and accidents). The ability of a concern to take action based on the near misses and strengthen their

Integrated management system would help them prevent and reduce accident and loss

The Delegates were invited to note that this was the same philosophy that could be applicable to Maritime Transfer of learning. Let us imagine that the present MET system consisting of the STCW, META Manual, Academic councils. Annual inspection, QMS, Grading etc.. were the controls in place after carrying out a risk management exercise. There still existed near misses and accidents in the Maritime Transfer industry. The end result of analyzing these incidents was the requirement of learning management system as required by the International learning management (ILM) Code.

The need for the ILM code has thus been established and it could be considered adopted by the DPA CLO seminar subject to any recommendations within a specified time frame, say December 31st, 2010

The need to establish a document on best practices for maritime transfer will be in place by December 31st 2010

It is to be understood that implementation of an LMS and the ALS under the ILM code will only bridge the initial gap between training and learning.

The seminar concluded by the Guest of honor Shri S Hazra presenting "Best transfer practices" awards to Mitsui OSK, Great Eastern Shipping, TORM shipping and Seaarland Shipping. He also praised the concept of the seminar and stated that INSA would extend support to ake forward this concept

Conclusion

The need to distinguish, clarify and delegate responsibility, authority and accountability for Maritime education, training and development is the need of the hour

During the various interactions with various stake holders during the build up towards the seminar it was interesting to note as to how they perceive the LMS/ALS and ILM code. While at the executive level the impression gained was that it was seen as a necessary evil, their main concern was they want is to reduce liability and shyness to pay for it.

At the Supervisors level some felt that it would turn out as another check mark to place in a checkbox and they don't really have the time for it. They would rather prefer to focus on training that increases the skill level of their employees and felt that there would be lack the budget to do it well.

Whilst the employees on board vessels felt that it is boring and would do it only because they have to. They were skeptical that they find most programs

forgettable and believe it's a waste of time. They also don't understand why the company makes them do it and why are there no programs for the company staff

However the seminar has established the following benefits to illustrate what an engaging, interactive and applicable compliance training program can do for each audience.

Executives can:

- a) Reduce liability.
- b) Increase safety records.
- c) Deliver ROI.
- d) Increase productivity.
- e) Directly impact the bottom line in a positive way

Supervisors can:

- a) Increase employee performance.
- b) Increase employee participation.
- c) Make efficient and effective use of training time and budget.

Employees can:

- a) Benefit from a valuable training/learning/performing experience.
- b) Become empowered to do their jobs better.
- c) Protect their safety and personal liability.
- d) gain confidence to delegate to future generations of seafarers

Synergistic Solutions wishes to thank Dr Agnihotri, DG Shipping, our Sponsors, our committee members, all the delegates and the event managers Marex Media for this synergized effort to bring this noble cause into a reality

Capt Ajay Achuthan
MD, Synergistic Solutions
20th September 2010