News Waves

Sept - Dec 2019 Edition 2019-3

ROXANA SHIPPING S.A. KRISTEN MARINE S.A.

Contents

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Please recycle

Message from TEK

"And it is reasonable to assume that the amazing 3000000 injury free manhours record is very much linked to our commitment in the Roxana "ego" tree principles, the most important "me", take care about myself and my team, Return Home Healthy all times! Success for us is Incident Free, Effective and Efficient, IF EffEff!"

The end of 2019 marked a record of 3000000 continuous manhours with zero lost time injuries for our fleet.

Since the late 2016, along with the Shell Partners in Safety and OCIMF and Intertanko working group on behavioral competence, we have been working on introducing into our system and practices the soft skills dimension of competence.

The "ego" tree was developed, starting with the foremost question, "who is the most important person on earth", and when we came to understand that each one me is the most important person on earth, we naturally concluded that each one of us must take care of oneself. The principal order "Return Home Healthy" was then introduced. Elaborating on taking care of myself, and when in team, we came to the conclusion take care of myself=take care of my team.

The S.H.E.L.L model was incorporated in our system that time to classify the factors which each individual is in interface with, ie Software (procedures, instructions), Hardware (equipment, tools), Environment (time and space) and other human beings.

And it is reasonable to assume that the amazing 3000000 injury free manhours record is very much linked to our commitment in the Roxana "ego" tree principles, the most important "me", take care about myself and my team, Return Home Healthy all times! Success for us is Incident Free, Effective and Efficient, IF EffEff!

Starting from the Roxana "ego" tree concept we have concentrated into three axes of activity: the 3 pillars and engagement, the soft skills and the reflective learning.

More than 12 workshops ashore have been designed to elaborate particularly on the principles of:

- Incorporating soft skills, the three pillars and the non routine operations to Company procedures and audits
- take care of myself (and my team) and communication for resilience
- communication skills, as prerequisite for a successful leader and a successful team member.
- The Roxana 3x3x3 soft skills model

A remarkable number of projects are running in parallel to manage all changes necessary for our Company to achieve these short and long term objectives. Vessels are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects.

Crew welfare and mental health is another priority with BMI and Internet on board two of the related projects, which are now completed in the monitoring phase.

Smooth navigation with ECDIS is addressed in the ECDIS and ENCs and ECDIS NoNO projects.

We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Clear evidence of this commitment to excellence in terms of safety, environment protection and quality for this period are the KPIs where most of the targets have been achieved, even exceeded.

Extract of all above is included in the Hot Stuff section, which also contains the Best Practices for the period, and in the New Rules section, which also contains updates on SOx and NOx emissions, Chinese ECAs and fuel 2020 update.

The Who is Who section this time hosts Chief Engineer Negreba Leonid Sergeyevich, Master Melnik Evgeny Aleksandrovich and Chief Engineer Trukhachev Evgeny Sergeyevich, who are serving in our fleet for about 12 years and who have greatly contributed to the success of Roxana Shipping SA.

Our three offices in Brazil, Athens and Singapore ensure that we are covering the full spectrum of time zones and that we are available for our clients at any given time.

Update on the newbuildings and new acquisitions program is reported in New Ladies on the block section.

The Lessons Learnt section continues to remind us of wrong practices that we should refrain from.

All of us should study carefully what we should by all means avoid doing.

Prompt and effective learning process facilitates career development for our employees and ensures the smooth and effective implementation of changes in behavior and operations required due to the fast changing Industry environment.

In line with this policy extended shore familiarization with occasional employment in Head Office is offered to selected officers. Details on the above, along with the records of promotions throughout the fleet, are addressed in the Human Resources section.

Last but not least we are proud to announce that the front cover is from a foto taken by 4th Officer Mukhamadsodik Gulshanovich Azamov. Congratulations to Mukhamadsodik Gulshanovich for a job well done.

Other interesting topics are addressed in the remaining sections of this edition.

Enjoy the reading!

Takis E. Koutris
Managing Director

Who is Who

Negreba Leonid

Leonid was born in Nakhodka, Primorskiy region, Russia on 31May78.
He graduated from Admiral Nevelskoy Far Eastern State Marine Academy, Vladivostok, in 2001.
Leonid, joined Roxana Shipping S.A. as 3rd Engineer on 12Jan08, where he rendered his services on board M/T MALBEC.
He received Chief Engineer's License on May 2015. Since 28Jun15, he has been offering his services on Roxana Fleet vessels as C/E.
Leonid has a total sea service of 6.2 years with our Company.
He is married to Olga and has three children.
Leonid enjoys fishing all year round and traveling.
For the time being, he is enjoying his vacation in Vladivostok, assigned to join our M/T MIRACLE on Dec19.

Melnik Evgeny

Captain Melnik Evgeny was born in Partisansk, Russia on 15Feb82.
He is a graduate of Maritime State University.
Cap. Evgeny joined Roxana Shipping S.A. as 2nd Officer on 24Aug08, where he rendered his services on M/T Ocean Dignity. He acquired the Master's License on 2014.
Since 04Jun14, he has been offering his services on Roxana Fleet vessels as Master.
He has a total sea service of 5.9 years with our Company.
He is married to Natalia and they are looking forward to welcoming their first son.
Evgeny is keen on sports cars and snowboarding.
For the time being, he is enjoying his vacation in Vladivostok.
We wish him a happy holiday!

Trukhachev Evgeny

Chief Engineer Trukhachev Evgeny was born in Vladivostok, Russia on 02Sep74.
He graduated from Maritime Academy Vladivostok in 2013.
Evgeny, joined Roxana Shipping S.A, as 4th Engineer on 24Apr07, where he rendered his services on M/T Ocean Quest. He received Chief Engineer's License in 2014.
Since 27Mar16, he has been offering his services on Roxana's Fleet vessels, as Chief Engineer.
He has a total sea service of 7.2 years with our Company.
He is married to Tat'yana and he has two children.
He is fond of fishing.
For the time being, he is on our M/T ATHIRI, since 05Dec19.
We wish him safe seas and to Return Home Healthy.

RoKcs Activities

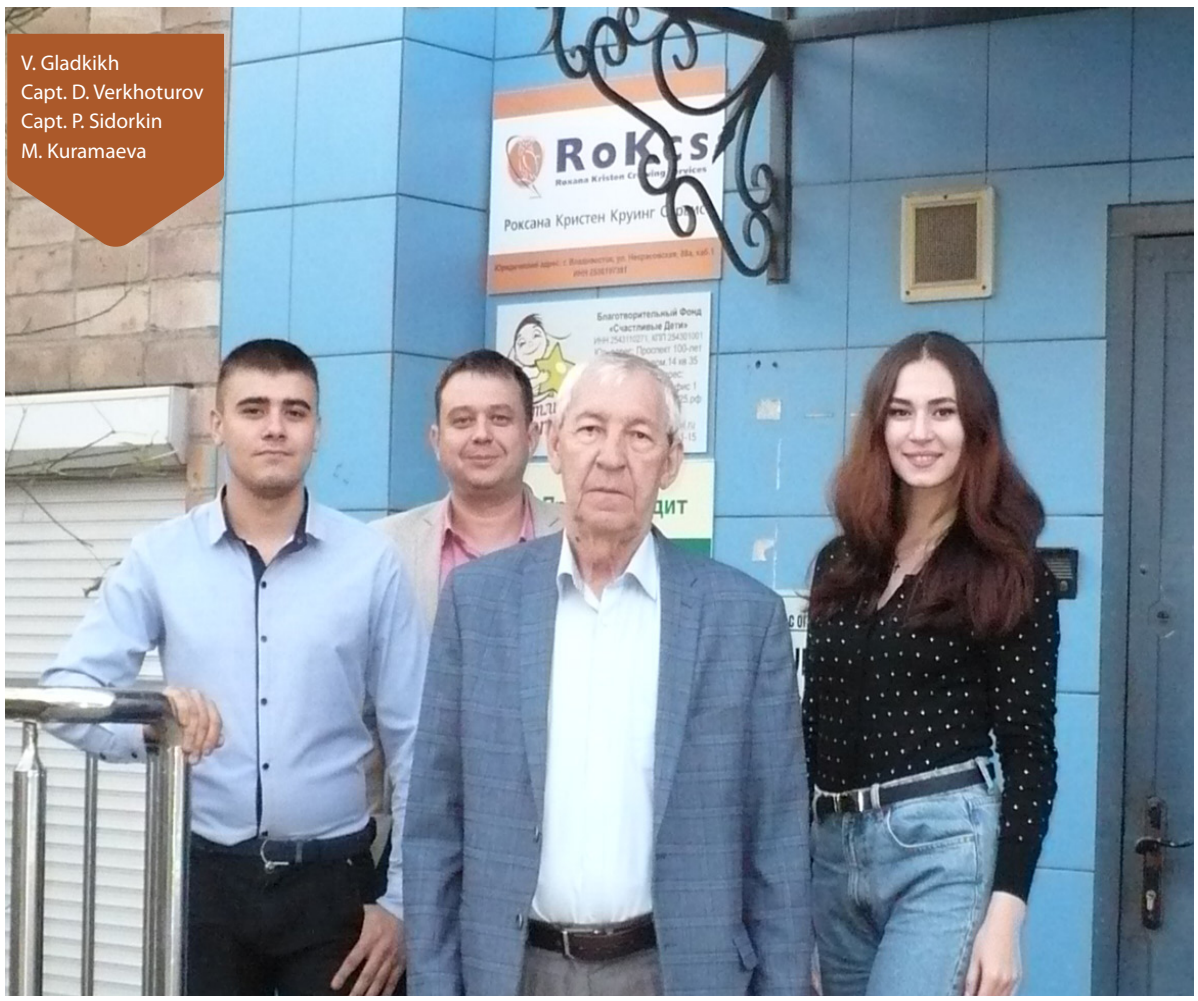
As usually the last trimester of the year is full of different events on the calendar in the same row with other routine activities of manning agency.

We wish calm seas to M/V Revenger, the third lady of Kristen Marine S.A. with full complement from RoKcs, which sailed in October after being purchased in China.

In late September and early October, the RoKcs LLC, together with the representatives of Olympic Vision Maritime and Roxana Shipping, conducted reflective learning sessions for officers ashore.
In October, we also wished the newly enrolled cadets of Vladivostok Marine College good luck and success in their studies.

In December, regular learning sessions were also held but in a more expanded format for the Olympic Vision company (totally 41 seafarers participated). A representative of MTI Hong Kong, Nick Roe, and a representative of the Marshall Islands in Greece, Capt. T. Lalas were invited. More detailed information is provided in the Training section of the magazine.

And the year traditionally ended in early December with two parties and entertainment program in the Rodeo Bar, which are addressed in a separate article in this magazine.



V. Gladkikh
Capt. D. Verkhoturov
Capt. P. Sidorkin
M. Kuramaeva

"Crewing Agency Roxana Kristen Crewing Services" LLC was established in 2008 recruiting seamen on Containers, Bulkers and Chemical Tankers"

RoKcs Training Center

Tanker/Bulker Officers Learning Engagement Sessions 9-11 October 2019

Company's DMS updates and reflective LFI/LET and Resilience sessions for Tanker/Bulker Officers of Roxana/Kristen pool were facilitated by Roxana Managing Director Mr. Takis Koutris, with the participation of 26 senior and 2 junior officers.

In particular, the purpose of the tanker/bulker crew pool learning courses, which took place on the 9th – 11th of October 2019, was to refresh Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Incident reporting investigation and CPARs, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 4 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- Soft skills 3x3x3
- Take care of myself (and my team)
- Communication for resilience
- CP20 Fuel and Lub oils management 2st draft Workshop CP08 RAICPA 1st draft, Bunkering operations, hazards for ordinary and non routine operations, bunkering team, responsibilities as team leader or team member
- FOM13 Security management 2st draft
- VIQ7 in TIARE
- Incident Reporting Investigation analysis Corrective Preventive actions
- FOM06 cargo audit and forms, Cargo operations, hazards and measures for ordinary and non routine operations, cargo team, responsibilities as team leader or team member

Particular attention was paid to:

- Return Home Healthy and therefore Care about myself and my team

to achieve HSQE incident free, effective and efficient operations IF EffEff.

- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation.
- The soft skills and the function of teams to accomplish HSQE incident free operations, effectively and efficiently IF EffEff.

The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker/Bulker Officers Learning Engagement Sessions 9-11 October 2019

The number of participants was 14 deck Officers and 14 engine Officers in four groups, listed as follows:

TANKERS
DMS/ BTM (Bridge Team Management)

Name	Rank	Group
Ivanov Eduard	Master	Gr 1
Sukhodoyev Oleg	Master	Gr 2
Gulin Alexey	Master	Gr 3
Syrov Andrey	Chief Officer	Gr 1
Budilov Anatoly	Chief Officer	Gr 2
Gorbachev Vladimir	Chief Officer	Gr 3
Khristovich Timofey	Chief Officer	Gr 1
Bykov Denis	Chief Officer	Gr 2
Snegurenko Evgeny	2Off>ChOff	Gr 2
Snytko Ivan	Officer 2nd	Gr 3

BULKERS
DMS/ BTM-ERTM (Bridge-Engine Room Team Management)

Name	Rank	Group
Saulin Vladimir	Master	Gr 4
Bekirov Vitaly	Master	Gr 4
Korolev Sergey	Chief Officer	Gr 4
Kleshcherov Anatolii	Officer 2nd	Gr 4
Khlebnikov Aleksei	Chief Engineer	Gr 4
Kulazhnikov Alexander	Chief Engineer	Gr 4
Tarapaka Sergey	Chief Engineer	Gr 4

BULKERS
DMS/ ERTM (Engine Room Team Management)

Name	Rank	Group
Selifontov Boris	Chief Engineer	Gr 2
Mayorov Alexey	Chief Engineer	Gr 3
Triakin Andrei	2Eng>ChEng	Gr 1
Epishin Stanislav	Engineer 2nd	Gr 2
Vazhenin Maksim	Engineer 2nd	Gr 3
Nilov Aleksandr	Engineer 2nd	Gr 1
Ushakov Vitalii	El Tech Officer	Gr 2
Ivantcov Eduard	El Tech Officer	Gr 3
Yakimov Maxim	El Tech Officer	Gr 2
Mitiushin Andrei	El Tech Officer	Gr 3
Gorbik Roman	Apr El Tech Off	Gr 1

RoKcs Training Center

Tanker/Bulker Officers Learning Engagement Sessions 4-6 December 2019

Company's DMS updates and reflective LFI/LET and Resilience sessions for Tanker/Bulker Officers of Roxana/Kristen pool were facilitated by Roxana Managing Director Mr. Takis Koutris, with the participation of 21 senior and 6 junior officers.

In particular, the purpose of the tanker/bulker crew pool learning courses, which took place on the 4th – 6th of December 2019, was to refresh Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Incident reporting investigation and CPARs, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Oil Record Book, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 4 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- Soft skills 3x3x3 behavioral scenarios
- Take care of myself (and my team)
- Communication for resilience
- CP08 final draft, Incident Reporting Investigation analysis Corrective Preventive actions
- CP20 Fuel and Lub oils management final draft
- FOM03.1 Mooring operations audit checklist
- FOM06 Cargo operations audit checklist
- FOM13 Security management final draft
- Communication for Commercial IF EffEff

Particular attention was paid to:

- Return Home Healthy and therefore Care about myself and my team to achieve HSQE incident free, effective and efficient operations IF EffEff.
- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation.
- The soft skills and the function of teams to accomplish HSQE incident free operations, effectively and efficiently IF EffEff.
- The Roxana 3x3x3 soft skill model and soft skills assessment by monitoring behavior and by interview

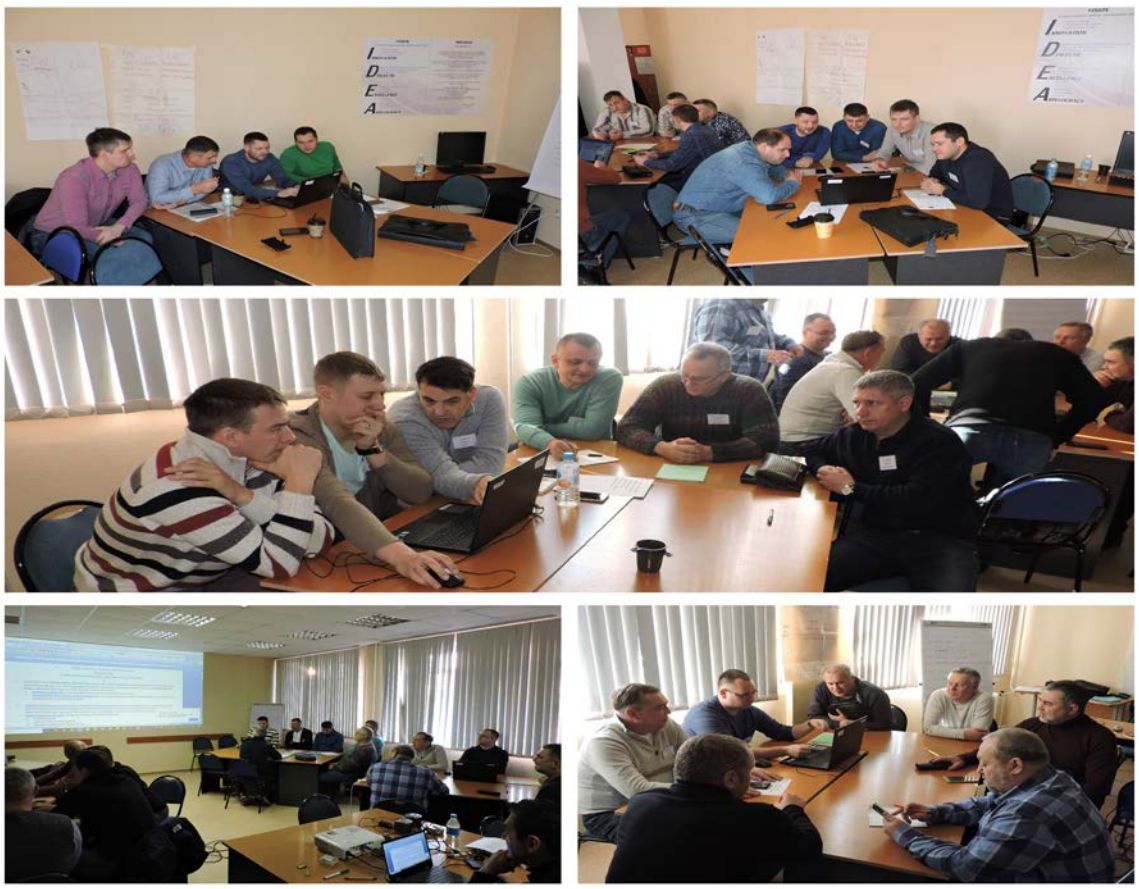
The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker/Bulker Officers Learning Engagement Sessions 4-6 December 2019

The number of participants was 11 deck Officers and 15 engine Officers in four groups, listed as follows:



TANKERS
DMS/ BTM (Bridge Team Management)

Name	Rank	Group
Koshetov Igor	Master	Gr 1
Rubanov Valerii	Master	Gr 2
Okolo-Kulak Andrey	Master	Gr 3
Cherepanov Viacheslav	Chief Officer	Gr 1
Belkin Roman	Chief Officer	Gr 3
Berezkin Viktor	Chief Officer	Gr 1
Popov Artem	2Off>ChOff	Gr 2

BULKERS
DMS/ BTM-ERTM (Bridge-Engine Room Team Management)

Name	Rank	Group
Demchenko Aleksandr	Chief Officer	Gr 4
Gavrysh Roman	Officer 2nd	Gr 4
Gladkikh Viktor	Officer 2nd	Gr 4
Vetkov Mikhail	Officer 2nd	Gr 4
Smirnov Nikolai	Engineer 2nd	Gr 4
Levin Dmitry	Engineer 2nd	Gr 4
Smolnitckii Denis	Engineer 3rd	Gr 4
Rybas Oleg	Engineer 4th	Gr 4

BULKERS
DMS/ ERTM (Engine Room Team Management)

Name	Rank	Group
Valchun Valerii	Chief Engineer	Gr 1
Kril Oleg	Chief Engineer	Gr 2
Mikhailov Iurii	Chief Engineer	Gr 3
Svistunov Evgenii	Chief Engineer	Gr 1
Potyanikhin Andrey	Chief Engineer	Gr 2
Kulik Roman	Engineer 2nd	Gr 1
Avdeev Roman	Engineer 2nd	Gr 2
Baykov Alexander	3Eng>2/Eng	Gr 3
Serous Igor	El Tech Officer	Gr 1
Chimishliu Vladislav	El Tech Officer	Gr 2
Pakhomov Mikhail	El Tech Officer	Gr 3

RoKcs Training Center

Tanker Ratings Learning Engagement Sessions 8 October 2019

Company's DMS updates, reflective LFI/LET and Resilience sessions for tanker ratings of Roxana pool were facilitated by Roxana Managing Director Mr. Takis Koutris, assisted by RoKcs Training officer and senior crew co-ordinator capt Pavel Sidorkin and 2nd Officer Fauzer Victor, 3rd Officers Emelianov Anton and Lozovoi Smitrii, with the participation of 18 ratings.

In particular, the purpose of the tanker crew pool learning courses, which took place on the 8th of October 2019, was to refresh tanker ratings' knowledge on the Company's Documented Management System.

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Management of Change and Risk Management, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo and Bunkering procedures were discussed.

All attendees, split in 3 mixed groups facilitated by the 3rd officers, were fully engaged in the learning sessions and workshops conducted with following topics:

- LET Personal Injury
- LET slips, trips and falls
- Take care of myself and my team
- Communication for Resilience

Particular attention was paid to:

- Return Home Healthy and therefore Care about myself and my team to achieve HSQE incident free, effective and efficient operations.
- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation
- The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker Ratings Learning Engagement Sessions 8 October 2019

The number of participants was 3 Junior Officers and 18 ratings in three groups, listed as follows:

Deck Ratings

Name	Rank	Group
Fauzer Victor	Officer 2nd	Gr 1
Emelianov Anton	Officer 3rd	Gr 2
Lozovoi Dmitrii	Officer 3rd	Gr 3
Plekhanov Vladimir	Bosun	Gr 1
Bashkirov Vitaly	Bosun	Gr 3
Dmitriev Sergey	A/B	Gr 1
Samoylenko Alexander	A/B	Gr 2
Afanasev Valerii	A/B	Gr 3
Pachkovskiy Igor	A/B	Gr 1
Komogortsev Sergei	A/B	Gr 2
Kartashev Denis	A/B	Gr 1
Semenik Vladimir	A/B	Gr 3
Poliakov Aleksandr	A/B	Gr 1
Poshtovyi Artem	A/B	Gr 2
Tikovenko Alexey	A/B	Gr 3
Yudin Il'ya	A/B	Gr 1
Litvinov Alexander	A/B	Gr 2
Shepilov Evgenii	A/B	Gr 3

Engine Ratings

Name	Rank	Group
Tsyrulnikov Oleg	Oiler	Gr 1
Volkov Roman	Oiler/Welder	Gr 2
Voronkin Dmitrii	Oiler	Gr 3

RoKcs Training Center

Tanker Ratings Learning Engagement Sessions 3 December 2019

Company's DMS updates, reflective LFI/LET and Resilience sessions for tanker ratings of Roxana pool were facilitated by Roxana Managing Director Mr. Takis Koutris, assisted by RoKcs Training officer and senior crew co-ordinator capt Pavel Sidorkin and 2nd Officer Durnov Egor , 3rd Officer Brezgin Aleksandr and 3rd Engineer Babenko Sergey, with the participation of 6 Junior Officers and 16 ratings.

In particular, the purpose of the tanker crew pool learning courses, which took place on the 3rd of December 2019, was to refresh tanker ratings' knowledge on the Company's Documented Management System.

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Management of Change and Risk Management, Garbage Management, cyber security and ISPS, last Management Review and KPIs, Cargo and Bunkering procedures were discussed.

All attendees, split in 3 mixed groups facilitated by the Junior Officers, were fully engaged in the learning sessions and workshops conducted with following topics:

- LET Personal Injury
- LET slips, trips and falls
- Take care of myself and my team
- Communication for Resilience

Particular attention was paid to

- Return Home Healthy and therefore Care about myself and my team to achieve HSQE incident free, effective and efficient operations.
- The three pillars (Incidents report investigation, MoC, RM) and engagement
- The crew engagement as ticket to culture and to the Reflective LFI session on risk normalisation and crew debate on board as further engagement tools.
- The responsibilities of each individual member as leader or member of a team or for keeping a watch throughout any operation
- The function of teams to accomplish HSQE incident free operations, effectively and efficiently.

The aim of these learning sessions was to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future and how to improve their communication skills.

All proposals were discussed and noted in Training Suggestions Log for further actions.

The outcome of the Group actions will be considered by Company in an effort to revise procedures and improve practices, to achieve our targets for HSQE incident free, effective and efficient operations.

Tanker Ratings Learning Engagement Sessions 3 December 2019

The number of participants was 6 Junior Officers and 16 ratings in three groups, listed as follows:

Deck Ratings

Name	Rank	Group
Durnov Egor	Officer 2nd	Gr 1
Babenko Sergei	Engineer 3rd	Gr 2
Brezgin Alexander	Officer 3rd	Gr 3
Pershin Aleksandr	Bosun	Gr 1
Anisimov Pavel	Bosun	Gr 2
Chusovitin Evgeny	A/B	Gr 2
Chevtaev Aleksei	A/B	Gr 3
Aleksandrov Evgenii	A/B	Gr 3
Epov Alexander	A/B	Gr 3
Mordovskoi Aleksandr	A/B	Gr 1
Korostelev Aleksandr	A/B	Gr 2
Shatoba Igor	A/B	Gr 3
Timofeev Valery	A/B	Gr 1
Zenzin Ruslan	A/B	Gr 1
Dubrovin Andrei	Bosun	Gr 3
Dantsevich Vasiliy	Bosun	Gr 1
Verbilov Gennady	Bosun	Gr 2
Makarevich Kirill	Officer 3rd	Gr 2

Engine Ratings

Name	Rank	Group
Rusin Andrei	Engineer 4th	Gr 1
Grin'kov Anatoly	Oiler	Gr 2
Kotenok Vasilii	Oiler/Welder	Gr 1
Uzhegov Vladimir	Engineer 4th	Gr 2

Tanker Officers ECDIS Type Specific Learning Engagement Session Sep - Dec 2019

ECDIS type specific reflective learning courses on Furuno installation FEA 2107 and Furuno FMD 3X00 series for senior and junior officers of Tanker Fleet were conducted by VMC instructor Mr. Talgat Kenetbaev on the 19th of September, 11th of October and 6th of December 2019:

The courses were held with participation of the following Deck Officers, who shared their experiences during the sessions:

September 2019

Name	Rank	Group
Konishchev Andrey	Officer 2nd	Gr 1
Niukhin Sergei	Officer 2nd	Gr 2
Karipbaev Sergei	Officer 3rd	Gr 3
Kostyukevich Sergey	Officer 3rd	Gr 1
Lapshin Egor	Officer 4th	Gr 2
Danin Nikolai	Officer 4th	Gr 3
Migal Pavel	Officer 4th	Gr 1
Borovoi Ilya	Officer 4th	Gr 2

October 2019

Name	Rank	Group
Ivanov Eduard	Master	Gr 1
Sukhodoyev Oleg	Master	Gr 2
Gulin Alexey	Master	Gr 3
Syrov Andrey	Chief Officer	Gr 1
Budilov Anatoly	Chief Officer	Gr 2
Gorbachev Vladimir	Chief Officer	Gr 3
Khristovich Timofey	Chief Officer	Gr 1
Bykov Denis	Chief Officer	Gr 2
Snegurenko Evgeny	2Off>ChOff	Gr 2
Snytko Ivan	Officer 2nd	Gr 3

December 2019

Name	Rank	Group
Koshetov Igor	Master	Gr 1
Rubanov Valerii	Master	Gr 2
Okolo-Kulak Andrey	Master	Gr 3
Cherepanov Viacheslav	Chief Officer	Gr 1
Belkin Roman	Chief Officer	Gr 3
Popov Artem	2nd Off>ChOff	Gr 2
Guzhov Yury	Master	Gr 3

Particular attention was paid to:
1. Transition to AVCS, Caes & Cees database
2. FFF while ECDIS operations on board
3. 3rd Party inspections and observations
4. Issues of Celestial navigation
5. NoNO project

Tanker Officers Framo, Marflex, Kongsberg Learning Engagement Sessions Oct-Dec2019

Reflective learning courses for Framo and Marflex DWP, Kongsberg K-Chief 500 and Inert Gas System (Hamworthy & Moss) were conducted by Chief Engineers Mayorov Alexey and Svistunov Evgenii for tanker engineers and electro technical officers on the 11th of October 2019 and the 6th of December 2019 respectively.

Workshop on COT heating system operation and troubleshooting along with advantages and disadvantages of operation of main Engines, D/G and other engine room equipment on fleet vessels took place.
Particular emphasis was given to sharing experiences from system operation and maintenance.

The courses were conducted with participation of the following 22 Engine and electro technical Officers, who shared their experiences during the sessions:

Participants of the reflective learning courses as follows:

October 2019			**December 2019**		
Name	**Rank**	**Group**	**Name**	**Rank**	**Group**
Selifontov Boris	Chief Engineer	Gr 2	Valchun Valerii	Chief Engineer	Gr 1
Mayorov Alexey	Chief Engineer	Gr 3	Kril Oleg	Chief Engineer	Gr 2
Triakin Andrei	2Eng>ChEng	Gr 1	Mikhailov Iurii	Chief Engineer	Gr 3
Epishin Stanislav	Engineer 2nd	Gr 2	Svistunov Evgenii	Chief Engineer	Gr 1
Vazhenin Maksim	Engineer 2nd	Gr 3	Potyanikhin Andrey	Chief Engineer	Gr 2
Nilov Aleksandr	Engineer 2nd	Gr 1	Kulik Roman	Engineer 2nd	Gr 1
Ushakov Vitalii	El Tech Officer	Gr 2	Avdeev Roman	Engineer 2nd	Gr 2
Ivantcov Eduard	El Tech Officer	Gr 3	Baykov Alexander	3Eng>2/Eng	Gr 3
Yakimov Maxim	El Tech Officer	Gr 2	Serous Igor	El Tech Officer	Gr 1
Mitiushin Andrei	El Tech Officer	Gr 3	Chimishliu Vladislav	El Tech Officer	Gr 2
Gorbik Roman	Apr El Tech Off	Gr 1	Pakhomov Mikhail	El Tech Officer	Gr 3

RoKcs Training Center

Junior Tanker Officers Learning Engagment Sessions 19 September 2019

Learning engagement courses on Company's DMS for Junior Officers and Engineers of Roxana fleet were conducted by RoKcs Training Officer Capt. P. Sidorkin.

In particular, the purpose of the tanker crew pool learning courses, which took place on the 19th of September 2019, was to refresh tanker Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Focus was given on topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Career development and appraisals, Incident reporting investigation and CPARs, Risk Management and Management of Change, Garbage Management, Cyber security and ISPS, last Management Review and KPIs, New Rules, Log Book entries, Celestial navigation, observations from 3rd party inspections.

All attendees, split in 3 mixed groups, were fully engaged in the learning sessions and workshops conducted with following topics:

- LET Slips, Trips and Falls
- LET Personal Injury
- Communication for Resilience module
- Take care of yourself

The number of participants was 10 deck Officers and 10 engine Officers in three groups, listed as follows:

DMS/ BTM (Bridge Team Management)

Name	Rank	Group
Konishchev Andrey	Officer 2nd	Gr 1
Ulivanov Sergey	Officer 2nd	Gr 3
Niukhin Sergei	Officer 2nd	Gr 1
Karipbaev Sergei	Officer 3rd	Gr 2
Kostyukevich Sergey	Officer 3rd	Gr 3
Lapshin Egor	Officer 4th	Gr 2
Danin Nikolai	Officer 4th	Gr 3
Gontar Aleksei	Officer 4th	Gr 1
Migal Pavel	Officer 4th	Gr 2
Borovoi Ilya	Officer 4th	Gr 3

DMS/ ERTM (Engine Room Team Management)

Name	Rank	Group
Filippov Andrei	Engineer 3rd	Gr 1
Kalenchenko Aleksandr	Engineer 4th	Gr 2
Kazakov Aleksandr	Engineer 4th	Gr 3
Skachkov Leonid	Engineer 3rd	Gr 1
Golovko Andrei	Engineer 4th	Gr 2
Semenikhin Maxim	Engineer 4th	Gr 3
Leontichev Dmitrii	Engineer 4th	Gr 1
Bezrodnykh Vadim	Engineer 5th	Gr 2
Ivanushko Andrey	Appr. Electrician	Gr 3
Bryzgalov Vladislav	Appr. Electrician	Gr 2

Pancoast Singapore

Pancoast Trading (Singapore) Pte. Ltd started its tanker activities in 2014 has successfully completed more than five years and is continuing its strong commercial activities in the East of Suez region. The office in Singapore is strategically located covering the vital market of Indian and Pacific Ocean.

Pancoast's tanker activities have a vital market presence in this region and serve as agents to Roxana Tanker Pool which is now a brand name well known in the tanker segment. The Singapore Office will continue to have a very dynamic and challenging period ahead with most of the spot vessels in East.

Vessels trading in East during this period were Aramon, Asprouda, Aligote, Athiri, Altesse Miracle, Magic Star, Melody, Marvel and Malbec. Altesse is currently on a time charter with BP. Athiri has been given for Time charter to Oil Major Koch for one year. Aramon and Aligote are on short time charter with traders ST Shipping.

Miracle, Magic Star, Melody, Marvel and Malbec built in Guanghzou, China are Handy Vessels in spot Dirty product trade, whereas Aramon, Athiri, Altesse, Aligote and Asprouda built in Busan, Korea are LR1 Vessels in Clean product trade.

Fixtures: In 2019, till Q3 Pancoast office under commercial operational responsibility of Capt. Karthik; Vessels were spot chartered with different Charterers which includes most of the Oil Majors. Our office handled for Roxana Tanker pool approximately 70% of the spot fixtures in the Far East region.

Singapore still remains the main port in the East where almost all the ships call for various repairs, surveys and bunkering ops for which our department have assisted in their preparation and planning and giving logistics support to various departments.

Activities in Singapore: Capt. Karthik, attended a series of meetings with clients (Charterers/Brokers/Agents) strengthening our existing relationships and also creating new commercial opportunities.

Activities Overseas: Capt. Karthik attended Vladivostok Maritime College in Dec 2019 where he gave our officers a presentation on Commercial-Operational issues. He also conducted a detailed workshop on Commercial Communication issues.

Capt. Karthik attended the Management Review 2019-02 in Nov 2019; where he gave 04 presentations covering wide range of activities including Commercial, Operations, Post fixture and Pancoast Singapore office activities for the year.

Weekly Meetings: Roxana / Pancoast Tanker department weekly meetings are carried out every Wednesday to discuss and co-ordinate vessel updates.

Management meetings are carried out twice a year with our esteemed clients.

Employee Roles:

- Capt. Karthik as Director is heading the Pancoast office and is also in charge of the Commercial / operational activities in East covering vessels East of Suez. Apart from his other diversified roles, he also is heading the Post Fixture / Claims / DA department for the Tanker Vessels.
- Mr. Alexandros Stathopoulos is entering his 4th year as Tanker Operator and plays vital role in day to day operational issues and co-ordination with other departments.

VMC (Vladivostok Maritime College)

On October 4, 2019, the Vladivostok Maritime College held an annual initiation ceremony for ca-dets who entered the first and second year of "Ship Power Plant Exploitation" and "Navigation" majors in Vladivostok Maritime College.

The event hall was packed with teachers, college staff, parents, friends, special guests and senior cadets, who had just returned from their sea practice.

The ceremony was held in a warm and friendly atmosphere. There was lots of humor and congraulations, and the guests shared their sea experience, warmly congratulated the "new recruits" and wished them success on their upcoming professional journey.

The Director of the VMC Vladimir Manko came forward with a speech filled with heartfelt wishes.

Also welcoming speeches and congratulations to all those gathered were delivered by:

- Denis Verkhoturov, the General Director of LLC RoKcs;
- Pavel Sidorkin, training officer of RoKcs in Vladivostok.
- Anastasia Gerasimova, the Acting Rector of the Far Eastern Institute of Communications;
- Andrey Molchanov, deputy of Vladivostok harbor master;
- Yevgeny Pafnutev, the Deputy Director General of "Fescontract International";

The guests enjoyed several creative performances from the new cadets.

Alexander Kozyrin (111 group) demonstrated a circus number with juggling and acrobatics. Ivan Bolotin and Roman Jartenov (211 group), Konstantin Sherstnev and Nikita Shevchenko (222 group) performed musical compositions. And the cadets of 122 group showed a funny miniature.

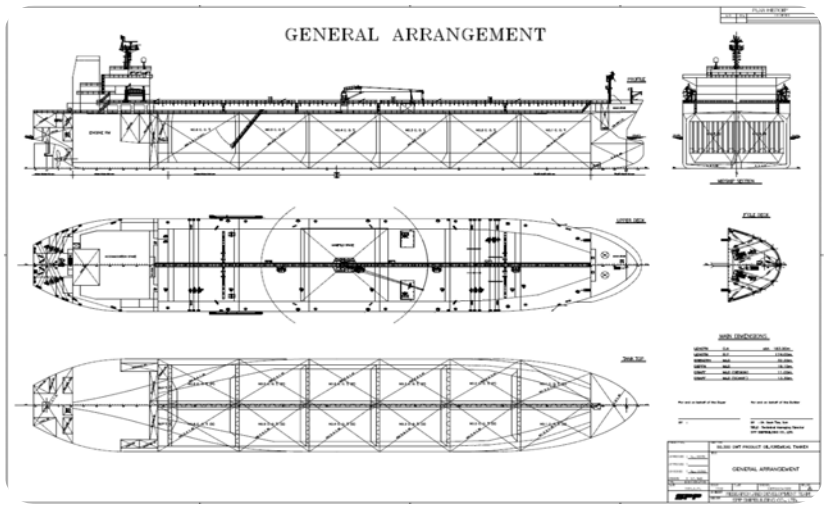
The ceremony ended with the traditional Students Oath after which each one was given a cadet card and then moved from the event hall to the foyer, where Parents and guests of the freshmen could take some photos.

We congratulate our dear cadets who have linked their fate with the sea, and with this momentous event in their lives. Let the initiation bring them good luck and success in the future, help them become real sailors and good experts in their field.

New Ladies on the Block

Our company is planning the next generation of newbuildings and is following closely the new rules, particularly:

- LNG as propulsion fuel technology and availability network
- air emissions NOx and SOx control technologies and limits
- ECO designs and options

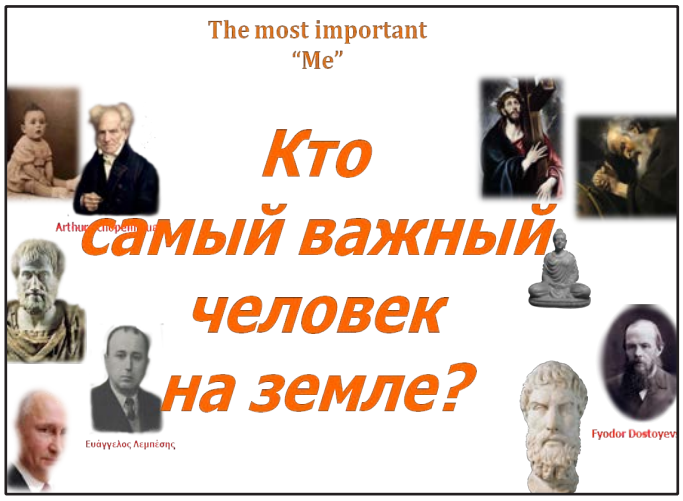


The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of LNG as marine fuel and the price level of the conventional and VLS/ULS fuel oil.

Furthermore re-activation of Kristen Marine, bulkers and containers management, is already completed, with the short term plan for further review, inspection and evaluation of many second hand candidates to increase the bulkers and containers fleet of Kristen Marine.

Roxana the "ego" tree

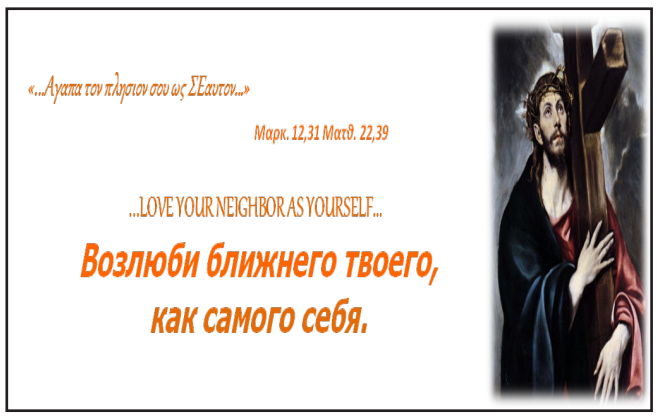
Inspired by the Partners in Safety project each one of us elaborated on a basic question who is the most important person for me on earth.



The embarrassment, even blame of "egoism", was a drawback in getting to the obvious answer.

The assistance from our God came the right moment to show us show us the obvious answer:

I am the most important person of earth



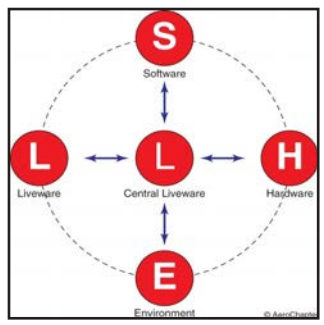
Based on this conclusion the principal order was introduced:

Return Home always Healthy!

God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.

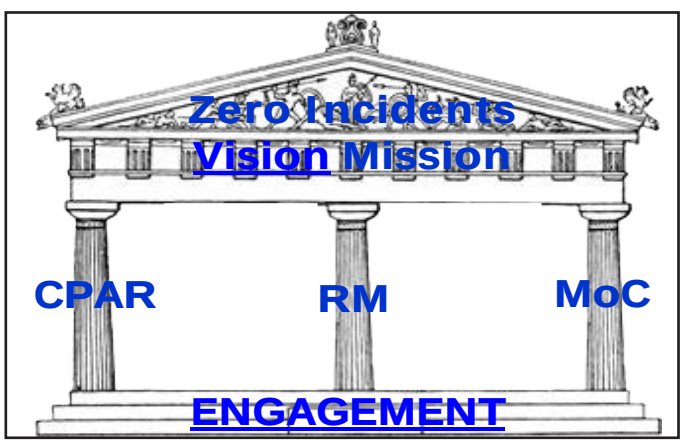
If I care about myself I should care about my team so that all of us return home healthy.

Roxana the "ego" tree (Continued)

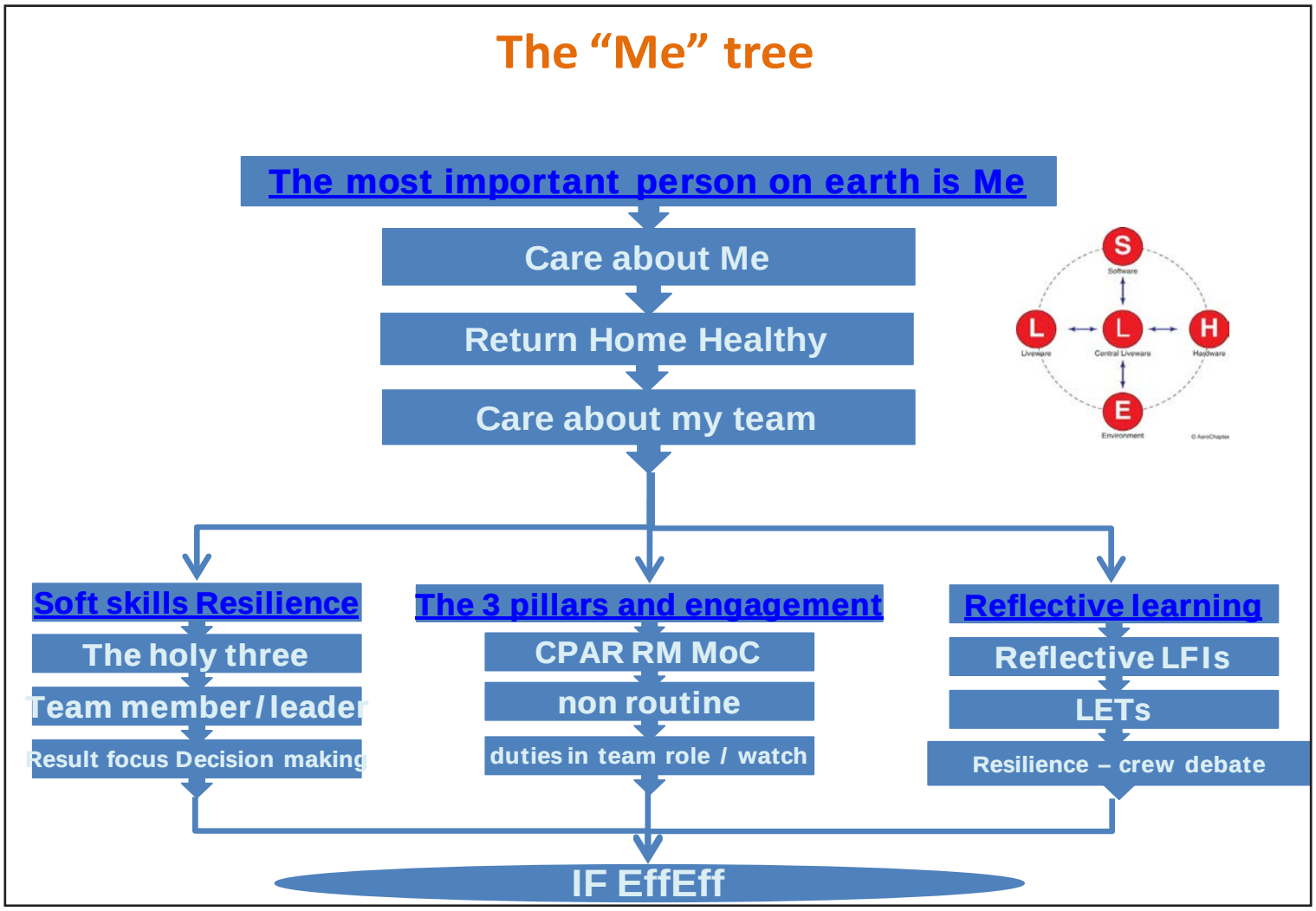


The **SHELL** model was introduced in our system at the same period to facilitate our understanding and classifying of the factors we are in interface with, ie Software (procedures, instructions) hardware (equipment, systems, tools) environment (time and space) and Liveware (human factor).

Human centric Applicable to: Soft skills and Resilience, Investigation (classifying factors), **Causation analysis** (classifying causes), **Risk Management** (classifying hazards and threats)

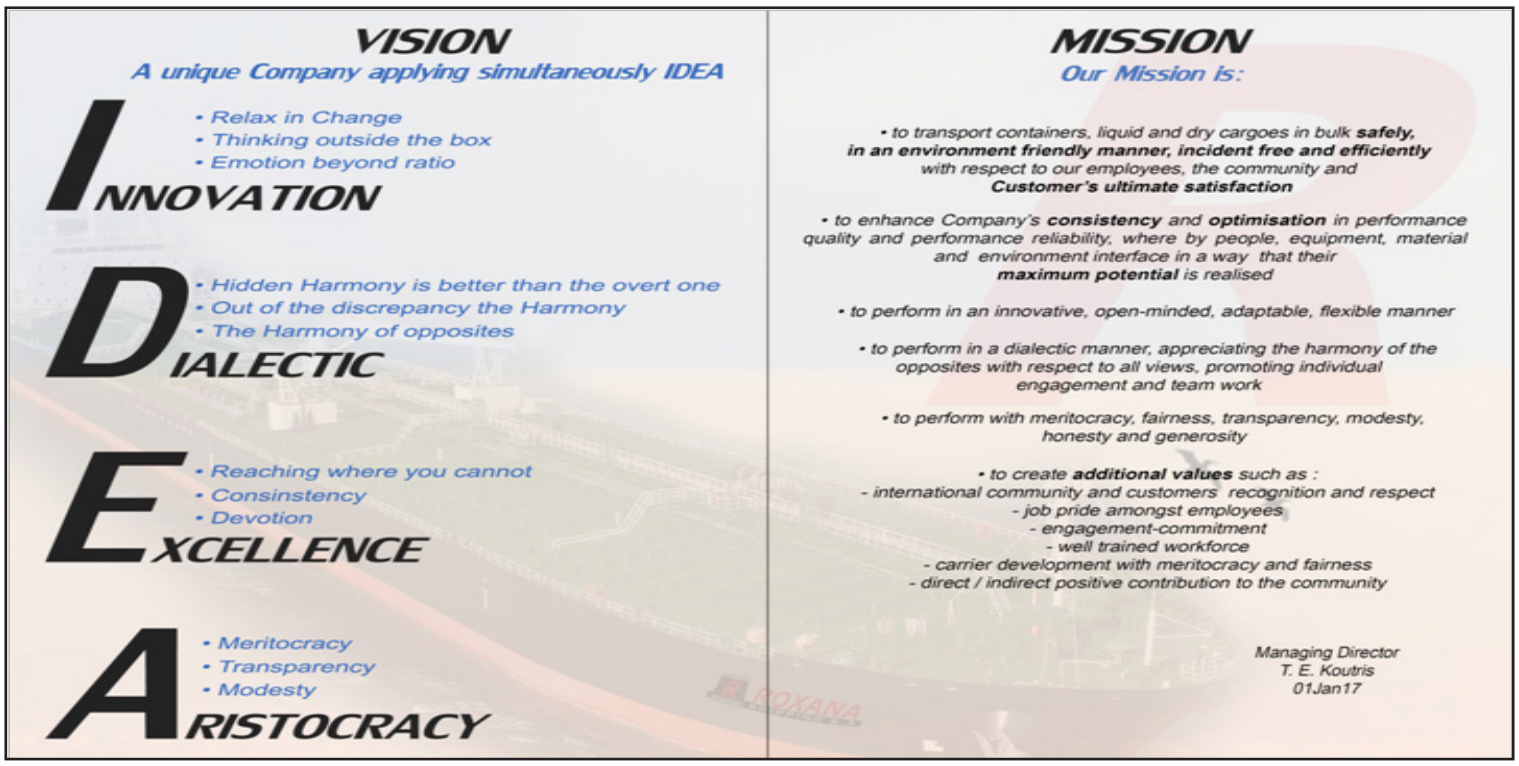


Soft skills introduction and the Roxana 3x3x3 soft skills model, the 3 pillars and engagement and reflective learning (particularly on Communication for Resilience and IF EffEff operations), and why success for us is IF EffEff are addressed in separate articles in this magazine.



Roxana the 3 pillars and engagement

OCIMF TMSA3 has been released Jul17. Late 2017 we introduced the three pillars and engagement principle, as the backbone of our system development to meet our Zero Incidents target, in compliance with our IDEA Vision and Mission.



The three pillars were identified as

- **CPAR:** procedure CP08 Control of Non-Conformities, Accidents & Near Misses
- **RM:** procedure CP24 Risk Management
- **MoC:** procedure CP13 Management of Change

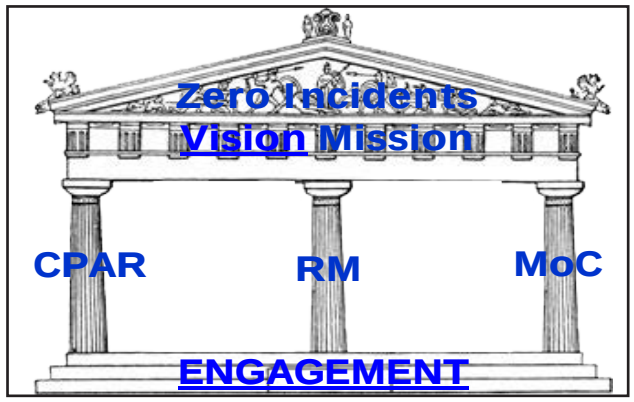
Engagement was introduced and the foundation in this process, as the ticket to shift mere compliance to commitment, as a ticket to Company culture.

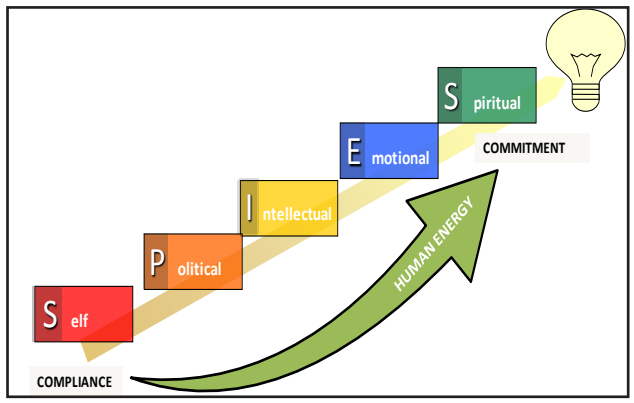
Inspired by the TMSA3 release we have mandated, when applicable and if practical in all critical operations separate paragraphs for the three pillars (incident reporting-investigation-root cause analysis-CPARS, RM and MoC), reflective learning and training, non routine operations.

We all know, normal conditions are not always the case and therefore, we have to be prepared to operate also under "not normal" conditions, so called non routine operations.

A project has been initiated since 2018 and workshops already conducted to identify such scenarios which SQM have made now available in the consolidated non routine operating scenarios and which will populate the separate per procedure paragraph on non routine operations.

Procedures format, as documented in CMSM ch3, is revised to reflect the above.





Heraclitus team with Dostoyevsky to make 2+2=5

Dostoyevsky's hero in the *"Notes from the Underground"* is for 4 pages struggling in despair denying to accept the mathematical certainty 2+2=4, concluding in excitement that 2+2=5 is sometimes a very charmimg thing.

ChIX.....
But yet mathematical certainty is after all, something insufferable. Twice two makes four seems to me simply a piece of insolence. Twice two makes four is a pert coxcomb who stands with arms akimbo barring your path and spitting. I admit that twice two makes four is an excellent thing, but if we are to give everything its due, twice two makes five is sometimes a very charming thing too.....

Записки из подполья, Глава IX
Но дважды два четыре — все-таки вещь пренесносная. Дважды два четыре — ведь это, по моему мнению, только нахальство-с. Дважды два четыре смотрит фертом, стоит поперек вашей дороги руки в боки и плюется. Я согласен, что дважды два четыре — превосходная вещь; но если уже все хвалить, то и дважды два пять — премилая иногда вещица.

«... οὐ ταὐτόν ἐστι τὰ μέρη καὶ τὸ ὅλον ...» (150a15-16).

"the whole is not the same as its parts"

2000 year before Dostoyevsky a pure mathematical paradox was quoted
The whole IS NOT the same as its parts, may be smaller or bigger than the addition of its parts!
It was 2500 years before Dostoyevky's wish for 2+2=5 that one of the Humanity's greatest genius, Heraclitus, identified the added value of harmonizing the opposites, the *dialectic* value, which is included in our Company's Vision.

8. «...το αντιξοον συμφερον και εκ των διαφεροντων καλλίστην αρμονιαν ...και παντα κατ' εριν γινεσθαι...»
The opposites are beneficial and from the Different the best harmony... Everything is developed in dispute...

A team:

- having team members gifted with teamworking skills
- having a leader gifted with leadership and managerial skills will produce the added value

will make the 2+2=5 possible
will keep Dostoyevsky satisfied!

The 2+2=5 concept was developed while elaborating on the TeamWorking soft skills and facilitated our understanding of the added value of a team where differences are harmonized.
The teams concept is introduced

- **There is no operation or even task on board or ashore that can be completed Incident Free, Effectively and Efficiently by one individual alone.**
- **There is no individual who can complete alone any operation ashore or on board Incident Free, Effectively and Efficiently.**

Roxana and the SHELL model

The SHELL model was first developed for the aviation by Elwyn Edwards (1972) and later modified into a 'building block' structure by Frank Hawkins (1984). The model is named after the initial letters of its components (software, hardware, environment, liveware) and places emphasis on the human being and human interfaces with other components of the aviation system.

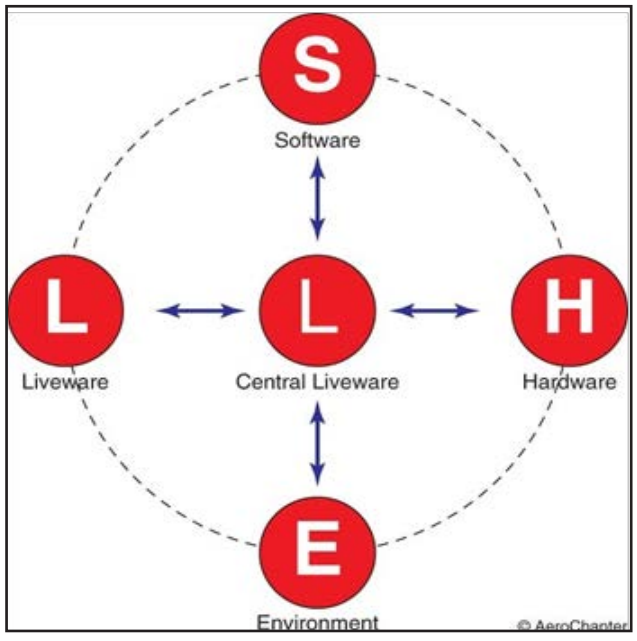
The SHELL model is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human subsystem).

The SHELL model adopts a systems perspective that suggests the human is rarely, if ever, the sole cause of an accident. The systems perspective considers a variety of contextual and task-related factors that interact with the human operator within the aviation system to affect operator performance. As a result, the SHELL model considers both active and latent failures in the aviation system.

The anthropocentric principle of the Shell model pretty much fits into the Company commitment to place and engage the human in the centre of activities.

The SHELL model is adapted to the Company DMS CMSM par3.5, and SHELL factors are extensively used when applying processes, amongst others, like the:

- interview
- investigation
- causation analysis
- hazards and threats identification



The holy three and Roxana 3x3x3 soft skills model

OCIMF ITK Behavioral Competency Assessment and Verification for Vessel Operators was released in Nov18, introducing the 6 soft skills domains in conducting HSQE incident free operations, effectively and efficiently, IF EffEff, namely Teamworking, Communication and influencing, Situation awareness , Decision making, result focus and Leadership and managerial.

During the relevant workshops in 2018 and 2019 we considered the *holy three concept*:

- the simpler the process the more engaging for the stakeholders it is
- the human brain is geared to think the dialectic way, 3 issues at a time
- key findings of recent Harvard university studies (N. Cowan -2010) suggests the limit of working memory capacity between 3 and 5 chunks of information.

During the previous workshops as above par2 we realized that:

- Teamworking, Leadership and managerial, Communication and influencing soft skills sets are meaningful only in a team environment (interpersonal skills)
- Decision making, result focus, Situation awareness soft skills sets apply for an individual, even not within a team (intrapersonal skills)
- Communication skills are prerequisites for Teamwork and for Leadership skills
- Situation awareness is prerequisite to proper Decision making and result focus skills

Considering the above we decided to modify the 6 soft skill domains to 3, by:

- Fusing communication and influencing to team working and leadership/managerial
- Fusing situation awareness to decision making and result focus
- Merging decision making and result focus

The holy three and Roxana 3x3x3 soft skills model (Continued)

Ending up to *3 soft skills sets*

- Team working
- Leadership and managerial
- Decision making and Result focus

We further considered 3 categories to each of the 3 soft skills domains and three sets of behavioral indicators per category, as per Roxana's 3x3x3 soft skills model following next.

The next step is to complete the education of our assessors and incorporate the Roxana 3x3x3 soft skills model into the recruitment and appraisal procedure.

1. Team Working	
Works effectively in a team, clearly and precisely and gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, including senior/line managers, colleagues and subordinates, building productive working relationships through cooperation with colleagues, treating others with respect, facilitates resolving conflicts among team members and balancing individual and team goals, interacting with others in a sensitive and effective way in a risk- and time-sensitive environment.	
1.1.	**Participation and supporting others**
1.1.1.	**Actively participates in team tasks:** - Helps other crew members in demanding situations - Actively seeks and acts upon feedback.
1.1.2.	**Establishes an atmosphere for open communication and participation:** - Clearly puts forward views and personal position while listening to others. - Encourages input and feedback from others. - Builds rapport and establishes a common bond with others. - Encourages idea generation. - Shares expertise with others.
1.1.3.	Communicates effectively - Uses the right mode, time and medium to deliver the message (spoken, written, body signals, sentence structure, terminology and speed of delivery etc) to suit the message and the intended recipients. - Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way - The amount of communication is appropriate and clear for the situation in hand.
1.2.	**Inclusiveness and consideration of others**
1.2.1.	Helps people feel valued and appreciated. - Welcomes and includes others - Receives feedback constructively and acts accordingly. - Notices the suggestions of other crewmembers. - Gives clear, detailed and constructive personal feedback. - Gives clear and concise briefings and updates at appropriate times.
1.2.2.	Demonstrates respect for people and their differences. - Shows understanding of others' perspectives and personal situations. - Acknowledges cultural diversity when communicating.
1.2.3.	Communicates in a way that elicits appropriate action from others. - Asks questions and observes others to confirm their common understanding
1.3.	**Conflict resolution**
1.3.1.	Keeps calm in conflicts and suggests solutions to resolve conflicts.
1.3.2.	Receives feedback constructively and expresses disagreement constructively by giving alternative or different perspectives.
1.3.3.	Influences others resulting in acceptance, agreement and/or behaviour change.

The holy three and Roxana 3x3x3 soft skills model (Continued)

2. Leadership and Managerial skills	
Clearly and precisely gives and receives communication in a convincing manner to both, groups as well as individuals at all levels, Inspiring, motivating and empowering his colleagues to perform at their best to achieve goals. Adjusts leadership style to situations, including those which develop suddenly and change rapidly, Interacting with others in a sensitive and effective way in a risk and time-sensitive environment.	
2.1. Setting directions, providing and maintaining standards	
2.1.1.	Communicates clear expectations. - Considers the bigger picture and longer term needs prior committing to a course of action. - Translates the vision into clear strategies and work programmes. - Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc). - Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery). - Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients. - The amount of communication is appropriate and clear for the situation in hand. - Communicates in a way that elicits appropriate action from others.
2.1.2.	Demonstrates commitment to Company values, ethical and moral standards, setting a personal example of what is expected from others.
2.1.3.	Ensures compliance with Company system and standards and intervenes in case of deviations by other crew members
2.2. Authority, assertiveness and empowerment	
2.2.1.	Creates a culture that enables challenge and participation of crew members while maintaining the given command authority - Encourages crew members to review, raise concerns or challenge plans of actions. - Creates a safe and trusting environment for crew members of open and frequent communication with clear and direct flow of information, supporting them to openly share lack of knowledge and/or to speak up without hesitation. - Recognises, appreciates, and supports contributions of people. - Receives feedback constructively.
2.2.2.	Takes command if the situation requires. - Takes decisive actions as required. - Advocates own position. - Clearly puts forward views and personal position whilst listening to others. - Influences others resulting in acceptance, agreement and/or behaviour change.
2.2.3.	Supports people to have a level of independence in how they do their work - Develops cooperative and respectful relationships with people. - Understands the needs of crew members and cares about their welfare - Acknowledges cultural diversity when communicating. - Creates a feeling among the crew members of achieving results together as one team - Asks questions and observes others to confirm their understanding. - Actively seeks and acts upon feedback. - Encourages people to acquire new skills and develop themselves.
2.3. Planning, co-ordination and Workload management	
2.3.1.	Organises tasks, activities and resources. - Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards. - Encourages shared understanding and participation among crew members in planning and task completion. - Clearly explains plans, expectations, and roles to each person, ensuring that they understand them - Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments. - Prioritises and manages primary and secondary operational tasks. - Distributes tasks appropriately among the crew, balancing the needs of every team member.
2.3.2.	Challenges current processes to find new and innovative ways to improve work of the team and the vessel - Uses appropriate tools and notifications when dealing with non-routine operations. - Uses available external and internal resources (including automation) to accomplish timely task completion.
2.3.3.	Monitors plans for the achievement of targets. - Gives and asks for clear and concise briefings and updates at appropriate times. - Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it. - Delegates in order to achieve top performance and to avoid workload peaks and troughs. - Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary. -

The holy three and Roxana 3x3x3 soft skills model (Continued)

3. Decision making and Result focus	
Accurately perceives all SHELL factors on-board, at sea and ashore and projects their status in the future, reaching systematic and rational judgements or chooses an option based on relevant information by analysing issues and by developing effective strategies to manage HSQE threats. Demonstrates a readiness to make decisions and originate action, focusing on achieving desired results and how best to achieve them by taking conscientious action, using initiative, energy and demonstrating flexibility and resilience.	
3.1. Awareness of SHELL factors and their risks for problem definition and options generation	
3.1.1.	Maintains awareness of SHELL factors. - Monitors, cross-checks, acknowledges and reports changes in all SHELL factrors - Gathers information and identifies the problem and its causal factors in the 3 dimensions of time. - Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.
3.1.2.	Problem definition - Encourages idea generation and challenges existing norms, accepted risks, processes or measurements - Generates multiple responses to a problem or alternative courses of action.
3.1.3.	Risk assessment for option selection - Uses all available resources to manage threats. - Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability. - Considers and shares the risks of alternative courses of action. - Anticipates present and future threats and their consequences. - Assesses risks and benefits of different responses to a problem through discussion.
3.2. Outcome implementation and review	
3.2.1.	Selects and implements timely the best response to the problem. - Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made. - Takes timely and mindful actions.
3.2.2.	Confirms selected course of action and implements in a timely manner. - Stays focused on tasks and meets productivity standards, deadlines, and work schedules. - Shows up to work on time, and follows instructions, policies, and procedures. - Goes the "extra mile" beyond job requirements in order to achieve objectives. - Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.
3.2.3.	Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones. - Effectively manages the time and resources to accomplish tasks, prioritising the most important ones - identifies what needs to be done and initiates appropriate actions - Looks for opportunities to help achieve team objectives.
3.3. Determination and emotional toughness	
3.3.1.	Recovers quickly from setbacks and responds with renewed and increased efforts. - Persists in the face of difficulty, finds alternative ways to complete tasks and goals. - Exerts renewed and increased effort to achieve goals, persisting even in the face of problems. - Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure. - Willingly puts in extra time and effort in crisis situations. - Stays calm and maintains focus in emergency situations.
3.3.2.	Adapts to changing business needs, conditions, and work responsibilities. - Shows others the benefits of change. - Adapts approach, goals, and methods to achieve solutions and results in a changing environment. - Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.
3.3.3.	Discusses contingency strategies and takes timely and mindful actions. - Acknowledges and corrects mistakes, taking personal responsibility as appropriate. - States alternative courses of action, Implements new ideas, and/or better ways to do things and/or implements potential solutions to problems

Roxana take care of myself and my team

The Partners in Safety Resilience program and modules were introduced in our system and in the Fleet since beginning 2015, introducing the soft skills dimension into the equation for Incident Free, Effective and Efficient operations, IF EffEff.

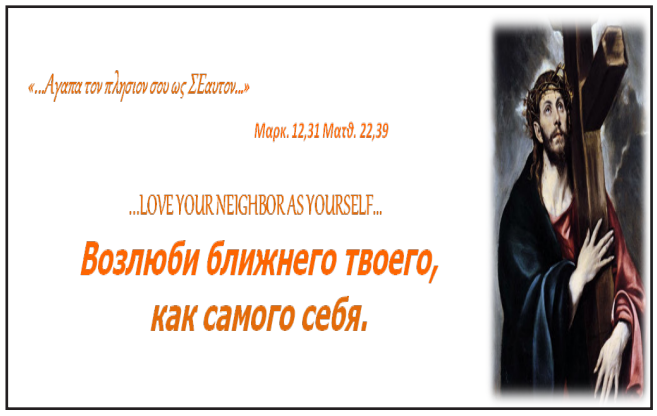
It is important to know what to do, but equally important to know how to do what you know, particularly in a team.

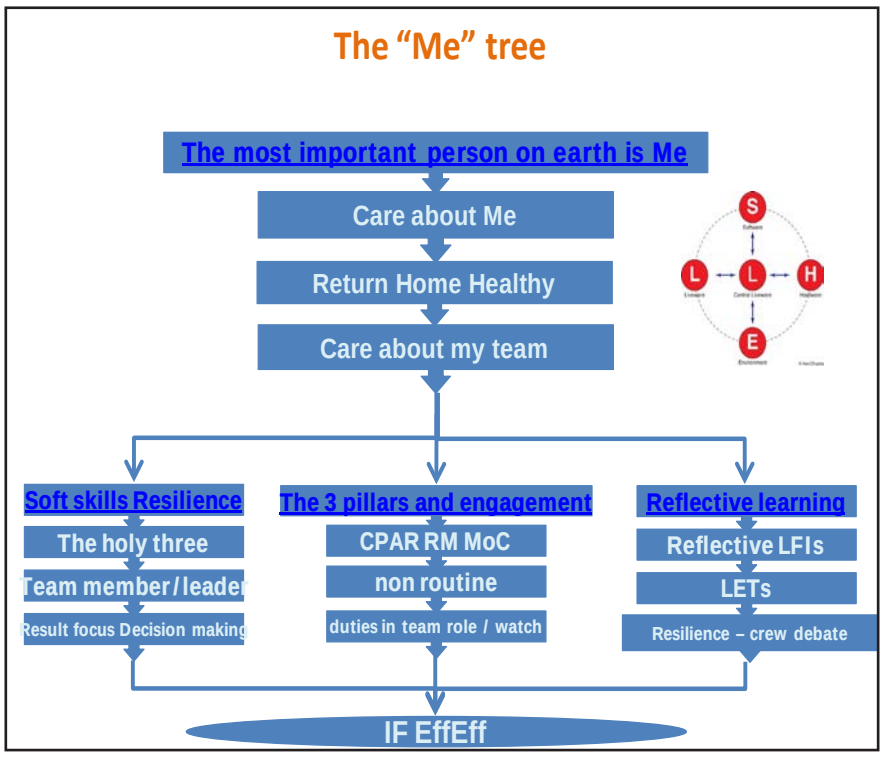
The knowledge of what to do is the hard skill, the hard competence, the how to do (behavior in a team) is the soft skill, the soft competence.

Resilience is the capacity of the individual to overcome and manage the difficulties, the undesired events, the miseries in the everyday life at home and work. It is all about behavioral styles that will improve the ability of the individual to manage the burdens of life.

The "Take care of yourself" Resilience module allows you to reflect on how well you are looking after yourself currently and look at the options available to improve your health and wellbeing. Taking care of oneself, physically and mentally, is important for your safety and the safety of your team. It impacts one's ability to respond quickly and safely when things go wrong.

When in a team taking care of yourself is inevitably requiring to take care of your colleagues as well. The stop work authority and the intervention for safety are addressed in this module.





The "Me" tree, the most important who, the principal order "Return Home Healthy… with full basket", the three pillars and engagement, the PALI poster were gradually introduced since 2016.

We are now aware that engagement is the ticket to culture, is the boosting of chronic unease versus risk normalisation.

The principal order "Return Home Healthy all the times, with full basket" is well engraved into our skin.

This workshop refers to three injuries, three injured colleagues, three LTIs that happened In 2018 and elaborates on what actions we could done as a team to prevent these LTIs from happening.

This workshop boosts the awareness of the value of Taking care of myself through taking care of my team, so that my team operates IF EffEff and all Return Home Healthy!

Roxana Communication for Resilience

While we were elaborating on the soft skills domains we came to understand that Communication and Influencing skills are a pre-requisite quality for a successful team leader or team member.

Back in 2015, during working out the project for Internet on board, the hazards i-Isolation and i-Distraction had been identified. As per attached relevant Risk Management, form CP24-01:

- **i-Isolation** is the hazard related to the situation that individuals isolate themselves and socialise less with their colleagues during their leisure time since they are surfing the Net. Team spirit and thus HSQE effective and efficient incident free operations are in threat.
- **i-Distraction** is the hazard related to neglect of duties due to intense and addictive use of the Internet. HSQE effective and efficient incident free operations are thus at risk.

Workshops have been conducted since 2017 till now to identify measures to reduce the risk of i-Isolation and i-Distraction threats.
All proposals for reducing the risk level of i-Isolation and i-Distraction are compiled by SQM in a document.

i-Illusion is another hazard of the "direct and live" contact with people ashore, beloved or not, through the internet. This type of contact enhances the feeling of distance and absence, that internet is supposed to breach, in cases of problems you are not there to solve or happy events you are not there to enjoy.
This i-Illusion of contact causes a stress that calls for alternate resilient ways to manage.
These issues are addressed in the Partners in Safety Resilience Vol3 Connections to Home Module.

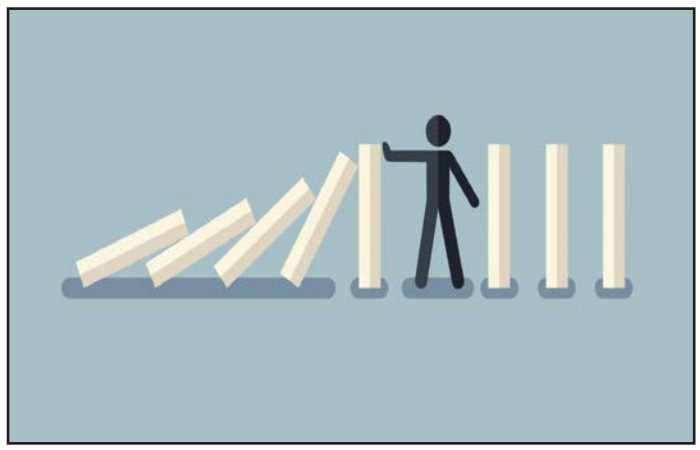
When trying to define the i-Isolation, i-Distraction and i-Illusion threats we came to understand that the stronger the bonds between the team members the easier the above threats are managed.
Do not forget that each "me" is the most important person on earth, so each one of us has to take care of himself, which in a team means he has to take care of his colleagues.

Appreciation and positive communication is two ways to show your care and is the one of strongest glue to bond the team. And a bonded team is a resilient team, operating HSQE incident free, effectively and efficiently IF EffEff!
Is a team which will ensure "Return Home Healthy…with full basket".
Resilience Vol3 Gratitude Module deals with the appreciation, the simple "thank you"

- as an evidence of recognition and appreciation,
- as an evidence of caring about me through caring about my colleagues
- as a magic stick to cultivate the culture of intervention

Resilience Vol3 Positive Communication Module deals with the power of communicating in a clear, positive and constructive manner, focusing in the use of positive expressions "and", "Do", "Go for" instead of 'But", "Don't", "Try"
Based on the above we have designed **the Communication for Resilience workshop**.
This workshop builds upon the 3 Resilience communication modules and elaborates on how to:

- manage i-Isolation, i-Distraction and i-Illusion on board
- express appreciation and gratitude in the every day life in a team
- communicate positively and constructively



In the course of these workshops we justified our objection on the incrimination of the word "but".
We applied our communication policy principle "last token, first taken" and concluded that when connecting two sentences, setting the positive sentence last makes communication positive and the word "but" is quite ok to communicate positively…."old but beautiful"….
This workshop reflects the value of communications skills in improving our resilience as individual and as a team.

MRM 2019-02

The Company's **second Management Review Meeting for 2019** took place in Eretria at Negroponte Resort on 08-09Nov19, with a broad participation of colleagues from Roxana Shipping S.A.

Present in the Management Review 2019_02 were 20 persons from Roxana, RoKcs and Pancoast- Singapore offices, including the chairman of the BoD, Mr. Krontiras.

A lot of interesting issues were raised during this meeting.

Statistics and benchmarking were presented and discussed by each department, Company's as well as fleet's performances were reviewed, KPIs were reviewed and compared with the target values set.

The new Rules and Regulations that are about to come in force and the existing ones that have been recently introduced, the various projects launched during the last period and the status of the ongoing projects were discussed as well new buildings and new course of actions was set.

Company's Vision, Mission and Policies were once again reviewed and discussed versus the values we want to stand for as an organization.

The event was completed on the second day of the meeting, with a workshop on Interview Based Competence Assessment, which was facilitated by Mrs. M. Zanaki of CEOSAN Consulting, addressing the 3 ways of assessing competence, with focus to interview techniques:

- monitor behavior in real time or in simulation
- questionnaires, psychometric tests
- interview

It was a very interesting session, providing the reflective learning environment to Roxana employees, being divided into three groups, to elaborate as teams and as individuals to:

- Review and comment on competence assessment and the methods used to assess hard and soft competence
- Review and comment on the interview process in general and particularly for soft competence assessment
- Work out questions to facilitate interviews for competence assessment in various ship operations.

RoKcs New Year party 2019

New Year and Christmas Parties 2019, organized by Roxana Shipping S.A., Kristen Marine S.A. and Olympic Vision Maritime were successfully conducted on the 6th and 7th of December in Vladivostok at restaurant "Rodeo" in Kitay-Gorod for the fourth consecutive year.

More than 170 people in total, Company staff ashore and onboard with their wives, attended both events.

Hosts of the events on behalf of Roxana Shipping were Mr. Takis Koutris, Managing Director and capt. Karthik Kaliappan, Wet Opd manager.

RoKcs New Year party 2019 (Continued)

The entire management team of Rokcs S.A., Capt Pavel Sidorkin and Capt. Denis Verkhoturov with their wives, Crew Coordinators Margarita Kuramaeva and our newcomer co-ordinator Victor Gladkikh were present at these special events.

VMC was represented by Director Mr. Vladimir Yurievich Man'ko and instructor Boris Yakovlevich Evdokimov.

Fescontract International Ltd was represented by Capt. Piotr Grigorievich Dryuk and Crew Coordinators Sergei Tingaev and Evgeniya Reznyuk, who attended the OVM/Kristen party.

The Management team of Primtanco Maritime Agency Ltd, Mr. Vladimir Viktorovich Djuba, Mrs. Elena Illarionova and Mrs. Evgeniya Diachenko attended Roxana Shipping party.

Mr. Koutris, consistent with his promise to address the guests in Russian should ZERO injuries take place in 2019, welcomed in Russian the guests and thanked them all for the contribution to the Company's success, announced the achievement of ZERO injuries for 2019 and reminded and highlighted to all that "Return Home always Healthy" is the principal order.

The commitment of ALL to IF EffEff operations and ZERO accidents was highlighted and then Mr Koutris renewed his commitment for 2020 to address the guests in better Russian.

The events' program was carefully prepared in order to satisfy all guests invited.

Alcohol, as an exception to the Company's non-alcohol policy, was consumed freely this time and everybody had a great time, enjoying the delectable food, the nice music and the unique show till almost midnight.

Hot Stuff

E-certificates project

The e-certificates project has been launched on 26Oct17 to facilitate the smooth transfer to the e-certificates, with deadline for implementation 30Dec19, now deferred to 28Feb20, so that ample experience is gathered by the Industry, the coastal and Flag states and 3rd parties.

Under the scope of this project we have also added the implementation of remote surveys, which is provided by several Major Classification societies.

Digitally signed electronic documents are easier to manage, more secure and are becoming common in shipping. In particular, with the use of electronic certificates:

- Owners & other stakeholders can save time & money because of a reduced administrative burden,
- Paper handling is eliminated (printing, scanning, archiving),
- Vessels in an emergency can download certificates
- Certificates can be easily shared with stakeholders using access codes,
- The current certificates are always made available online,
- There is no risk of losing or misplacing a certificate.

Establishing a recognized set of features for using electronic certificates should help alleviate problems inherent in reliance on paper. The digital signature displayed at the certificate will certify that the certificate is protected from edits, modifications or revisions. Electronic certificates shall have a Unique Tracking Number (Tracking ID), QR Code and Printable and Visible symbol that will confirm the source of issuance.

In addition, remote surveys are bringing flexibility to the survey experience, as they minimize the survey logistical costs, reduce operational down time and eliminate waiting for Surveyor attendance.

Project team leader is **LPK** and project team members are **NG , VK.**

Last meeting was conducted on 04Nov19.

Out of this meeting following is reported:

– All vessels enrolled to e-certificates system are required to have available onboard the certificates in electronic format, with a printed copy in their records.

– **DNV GL** vessels have been already furnished with e-certificates since their renewal surveys' completion. Since then, no implication with any 3rd party has occurred.

– **Class RINA RVG** has been already enrolled to e-certification upon transferring to **Class RINA.**

– **ClassNK** and **ABS** have provided the option of using e-certificates instead of hard copies and it is under consideration, to be enrolled on their next annual/periodical surveys.

– **LRS Class** has not yet launched the Electronic Statutory Certificates project and will be contacted again for any further update.

– In the meantime, **RMI** has already implemented the issuance of several e-certificates since 15Jun17, adding more certificates under this regime on 12Nov18, as per MN No. 1-109-1, Rev. Jan/2019.

– For remote surveys, the following are noted:

- All requests for remote survey are subject to Class review and acceptance on a case by case basis
- **DNV GL**: Remote surveys have been already requested and carried out through the DNV GL portal with no implications.
- **ABS**: A survey is needed to take place, to add an additional notation (PMP) in order the vessel to be eligible for enrolment in remote surveys. During the vessel's next periodical/annual surveys, same will be requested.
- **NK**: The conditions for applying for a remote survey using ICT (Information and Communication Technology) are assessed case by case by the NK Surveyor in charge. No remote survey has been carried out for the time being to our vessels.
- **LR & RINA** will be contacted for information on remote surveys implementation.

Updated MoC plan for the project can be found in K:\POOL\MR 2019-02\Projects\E-certificates

All are prompted to review the plan and contribute with ideas for the successful implementation of the project.

To this extent at this phase and with deadline next meeting date 31Jan20 please:

E-certificates project (continued)

– LPK:

- Contact Class LR to obtain information and updates on e-certificates. Contact LR & RINA for information on remote surveys implementation.
- Follow up the feasibility of enrolment to e-certification of ABS and NK classed vessels during their annual/periodical surveys.
- Quick start guide and training available for sea and shore personnel, in liaison with Class societies
- Follow up the enrolment of ABS classed vessels to remote surveys during next annual survey

– THP:

- Involve crew on board vessels & during training ashore in how to handle the e- certificates.
- DMS revision to be effected
- Training plan revision to be accommodated

– TEK:

- Accommodate e-certificates training in the officers learning sessions ashore

Next project team meeting is planned by 31Jan20.

Intertanko ISTEC 56 Meeting

Out managing director Mr. T. Koutris attended the Intertanko Safety & Technical Committee Meeting No 56,
which took place on 26-27Sep19 at the Grand Resort Lagonissi Hotel in Athens.

During the meeting among other topics, following were discussed:
- Reports From Sub-Committees And Working Groups
- GHG Emission reductions from international shipping
- Dry-Dock Check List Revision
- INTERTANKO Practical Guidelines
- Report from OCIMF MTSC and review of ISGOTT
- OCIMF INTERTANKO Safety Initiative
- Standard format for accident investigation

Intertanko Council meeting

Out managing director Mr. T. Koutris attended the Intertanko Council meeting which was held on 20Nov19 at the Chartered Accountants Hall in London.
During the meeting an update was given on:
- Intertanko-OCIMF initiative
- Fuel 2020
- Ballast Water Treatment Rules in USA
- Intertanko Financial Report

At an extra ordinary annual meeting it was decided that each member is entitled one seat in the council, to be dedicated to the top management of the company.

TEK attendance M/T Aligote 31Oct19

Our Managing Director Mr. T. Koutris boarded M/T Aligote on 31Oct19 at Dubai Drydocks.

Security watch of shipyard was very polite, helpful and effective.

Tour of the vessel was conducted, in the presence of

- Master Nikolay Olegovich Zenenko for deck and accommodation
- Chief Engineer Sergey Valeryevich Farkov

The following follow up message was sent to Master Nikolay Olegovich Zenenko:

qt

Dear Capt Nikolay Olegovich Zenenko,

Thank you, the Chief Engineer Sergey Valeryevich Farkov, the Chief Officer Alexey Okolo Kulak and your crew for the co-operation and hospitality extended throughout our attendance on board on the 31Oct18.

During this attendance we had the chance to:

- express our appreciation for the excellent team you are privileged to manage and work with, and the efforts done to improve cosmetics in view of completion of dry dock works and improve overall condition of your Vessel
- highlight the Principal Order for all to Return Home Healthy
- elaborate on the "me tree concept" care about myself and my team
- discuss the Company Vision the IDEA values, the TAB Safe and PALI principle
- highlight the engagement as ticket to commitment and culture and how engagement is boosted on board with the active participation of HSQE committee members, through Master's review and response to Company project FUNs and the application on board of reflective LFI, LET, debate on board and resilience modules
- appreciate your performance in:

- PSC inspections with 0def/inspection for 2 inspections with the will to keep up the good preparation and conduction of PSC inspections
- 3rd party inspections, meeting the targets and particularly for vetting 3.5 DPI

- appreciate housekeeping in mess rooms, galley and provisions room and in engine room, while updating inventories during the next long sea passage was agreed

We had also the opportunity to discuss the campaigns we are up to this period ie:

- Return Home Healthy and PALI principle The CPAR and related MoC and RM for emergency changes due to failure of equipment
- The training on board for promotion, the reflective LFIs/LETs and resilience modules
- All company projects FUNs and action plans from vessel side

Following issues were particularly addressed:

- The strict "0" alcohol policy, particularly during the New Year's holidays with chronic unease always prevailing
- No particular personal issues for your crew were reported to be resolved
- The need for focusing on the whites refreshing and decorative items on deck and manifold crane
- The need to prioritise the rusted spots in ballasted tanks

Pls ensure to liaise with our SQM and ensure that the poster 62, Return Home Healthy is posted in both mess rooms.

Thank you again and pls convey our thanks to your crew.

uqt

ECDIS NoNO project completion

Project ECDIS NoNO has been initiated since 22Apr16, in continuation of the NoNO project of Sep10 till 2013, to ensure that by the extended date of 30Jun19 Bridge team Navigational performance on board our fleet remains in the level of excellence, particularly with ECDIS Navigation maturing, i.e., IF EffEff navigation in the ECDIS navigation environment.

Having introduced the NoNO project in Sep10 till Dec13 we managed to enhance the Navigational performance and consequently reduce the navigational observations. Introduction of ECDIS as primary means has drastically changed the mode of operation for the Bridge team in terms of navigation.

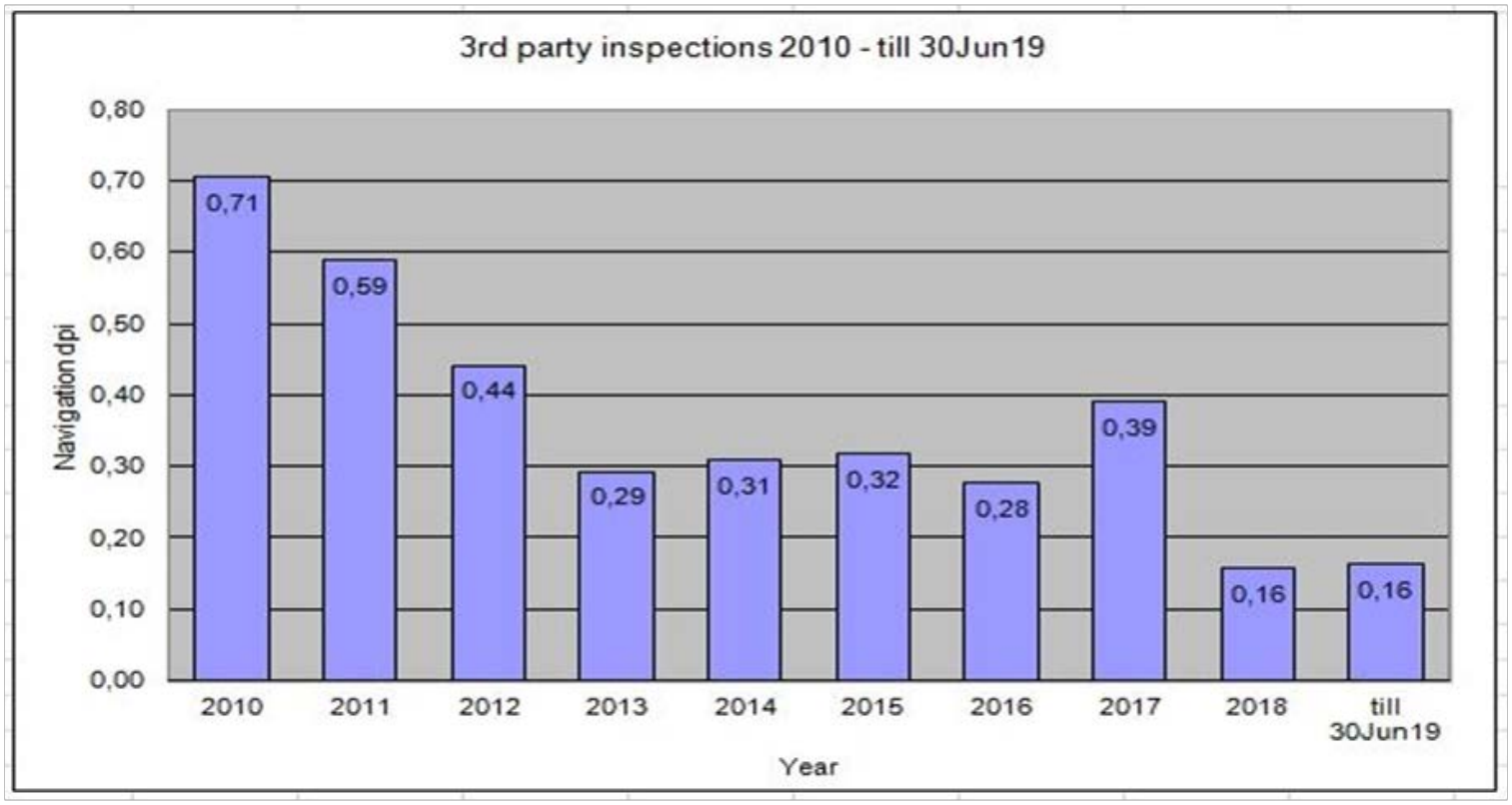
We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner.

This fact in combination with the recent introduction of ECDIS and ENCs as primary or secondary means of navigation is a challenge for us to ensure the excellence in performance of the Bridge team.

Measure of this performance remains the navigational incidents and observations during internal and 3rd party navigational audits, TIARE and 3rd party inspections.

`as reported that:

- Only 6 Navigational deficiencies, out of 70 total deficiencies in 36 inspections, were raised totally by Vetting, PSC and Flag Inspectors during the period 01Jan-30Jun19. Thus the Navigational deficiencies per inspection were reduced below our target that was set previously 0.25 by the end of Dec17, actually 0.16%.
- We reconfirmed commitment on board and ashore for meeting the expectations of this project, by 30Dec19, the Navigational deficiencies to 0.10 deficiencies/inspection.



Considering that this project was completed on 30Jun19, we wish to thank everybody for the contributed ideas-actions for the successful completion of this project.

We wish also to thank our Masters and Officers for their good efforts to minimize the Navigational deficiencies below the Company's target.

Notwithstanding, we would like to draw our Master's and Officers' attention, for the chronic unease to enhance the Safety of the Navigation and keep the Navigational deficiencies to zero.

Hot Stuff

ENOC Marine Conference and OCIMF Middle East Regional Marine Forum

Our Managing Director Mr. T. Koutris attended the 11th ENOC Marine Conference and OCIMF Middle East Regional Marine Forum, which was held on 10-11Sep19 at the Palace Downtown Hotel in Dubai, as speaker.

Keynote speakers of the event were:

- Eng. Ayoub ALMarzooqi, Senior Director, ENOC Group
- Dr. Waddah Ghanem, Executive Committee member, OCIMF
- Dave Wall, Senior Technical Adviser, OCIMF
- Raj Shetty, ENOC

The 1st day was devoted to Marine Digitization, Artificial Intelligence, Augmented Reality for Situational Awareness and SIRE update.
The 2nd day Mr. Ahmed Al Shawi, ENOC and Regional Marine Champion, welcomed the participants; that day was devoted to updates on Human factors and IMO hot topics, OCIMF publications and Global security.

Mr. Koutris delivered a 20 minute presentation on how Roxana is introducing the soft skills element and particularly the OCIMF Intertanko Guidelines into the Company's DMS.
The presentation was very well received and discussion was triggered on the issues raised and concepts adopted.

Greener Shipping Summit 2019

Mr. T. Koutris chaired the "Greener Shipping Summit 2019: At the Door of 2020 and Moving Fast to 2050" by Newsfront/Naftiliaki which was held on 12Nov19 at the Eugenides Foundation in Athens.

More than 300 delegates attended the Summit, with the forum addressing the various options for compliance with the Greenhouse Gas emission reduction of CO2 70% and all gases 50% by 2050. Technical and operational measures with further focus on digitalisation as a means to optimize performance and emissions were presented and discussed.

The summit was concluded with reference to the hit of Debbie Harry and Blondie "One way or another", reflecting the optimism and commitment of the Industry to the IMO decarbonisation targets.

BP congratulations for M/T Altesse and Roxana operations

Referring the below message from BP, we congratulate capt Oleg Khairullin and capt Karthik Kaliappan and all the team on board and ashore for keeping a demanding customer like BP satisfied.

-qt-
Message originator: BP

Good day Caprt Oleg & Karthik,
……..
I will like to take this opportunity to thank you for your great assistance over the last months and inform you I have given positive feedback on the professionalism of both the ship and shore support to our TC Relationship Superintendent who will bring this up with owners during their next meeting.
All the best.
Thanks
……..
-unqt-

Hot Stuff

Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.

For PSC inspections absolute target for 2019 is 0 detentions and then 0.9 deficiencies per inspection, the combination of which will keep Roxana in the high performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2019 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.

Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	V. Rubanov	A. Vazhenin	-	Vetting	Pasir Gudang	22Sep19	3	3,5
M/T Asprouda	G. Dimov	A. Vazhenin	-	PSC	Tanjung Uban	03Oct19	0	0,9
M/T Aramon	V. Siniavskii	O. Kril	-	Vetting	Lome	25Sep19	4	3,5
M/T Altesse	O. Khairullin	A. Polkovnikov	F. Kousouris	Vetting	New York	11Oct19	3	3,5
M/T Altesse	O. Khairullin	A. Polkovnikov	-	PSC	Amsterdam	01Nov19	0	0,9
M/T Altesse	O. Sukhodoev	A. Polkovnikov	-	PSC	Lagos	21Nov19	0	0,9
M/T Altesse	O. Khairullin	A. Polkovnikov	F. Kousouris	USCG	New York	09Oct19	0	0,9
M/V Discoverer	A. Gavris	A. Kulazhnikov	-	PSC	Fortaleza	26Nov19	0	0,9
M/T Miracle	A. Grinko	V. Ozerin	-	Vetting	N. Mangalore	16Sep19	4	3,5
M/T Marvel	D. Maltcev	K. Evgrafov	-	Vetting	Singapore	09Oct19	4	3,5
M/T Marvel	D. Maltcev	K. Evgrafov	-	PSC	Balikpapan	06Nov19	0	0,9

Roxana Best Practices

Best Practices are considered the high performance ways of achieving objectives, which solve problems, create opportunities, and lead to "safety and environmental excellence".

Best practices are considered for adaption and transfer ashore and across the fleet through the consistent application of improved processes and procedures.

Congratulations to all for the following Best Practices, which have been identified and recorded in HSQE CMM for the period Sep19-Oct19:

M/T Miracle, Capt. A. Kozlov, date Oct19

Establish the separate computer and printer for Shore personnel in CCR, for:

- Cyber Security improvement
- Improvement of relationship between shore personnel and crew

Lessons Learnt

Minor fall brings to light major considerations

An independent surveyor boarded the tanker at about midnight to begin cargo sampling. At about 0300, while walking to a sampling point on deck, he tripped on a traversal deck beam and fell. He was dazed but unhurt and said that he had felt low energy before the fall. The surveyor's work log showed he had worked on other ships for the last two nights before the incident, at irregular hours that disrupted his circadian rhythm. Fatigue could have been a factor in this incident.

Lessons learned

- Fatigue is an insidious contributing factor and is probably grossly under-reported in accidents.
- Regardless of whether the person reports themselves fatigued (or not), only the 'fatigue data' and any 'behaviour indicators' prior to the accident can be trusted to draw conclusions about fatigue (see 'Investigating for Fatigue', Seaways July 2013).
- Independent contractors working on board are under the vessel crew's supervision and are their responsibility. Just as the vessel's personnel must ensure the contractor has the proper personal protective equipment (PPE), so too should the contractor's fitness for work be evaluated.

Source: MARS

One small step for a man – a giant leap for safety?

Two crew from the engine room department were on deck, tasked with preparing the manifold for bunkering. As they were laying out a canvas under the bunker manifold, one of the men stepped backwards and slipped from the manifold grating, which did not have a railing. He fell back towards the deck about one metre below, and instinctively tried to catch himself on the grating. As he did so, his left-hand ring finger was trapped between the gratings, as shown in the simulation photos below. When his weight came on the trapped hand he sustained a cut. The victim was immediately given first aid. Although minor, this injury could easily have been much worse, even requiring repatriation had the finger been broken.

Victim steps back

Tries to break fall

Finger caught

Lessons learned

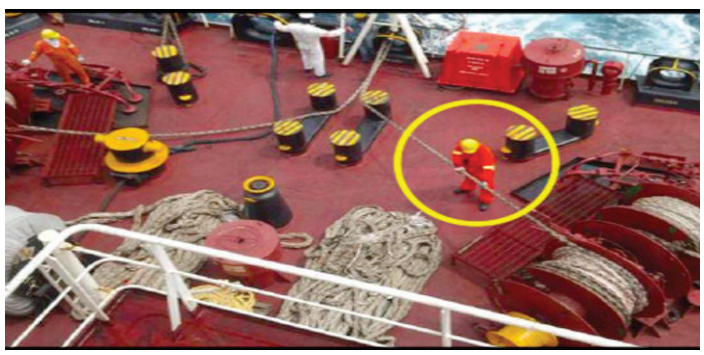
- As in last month's MARS reports (201957 and 201958), mundane tasks that have always been done a certain way can nonetheless present risks that are invisible to the crew. How would you prevent this accident from happening?
- It is critical to keep one's situational awareness while performing any task.
- Practising on-site (and on-going) risk assessments to identify all potential hazards at the work site is a key safety behaviour.
- IMO has now defined 'safety' as 'the absence of unacceptable levels of risk'. Is your ship safe?

Source: MARS

Hand injury while mooring

A vessel was preparing to depart. The Master and pilot decided to use the ropes which were already reeved on winches from casting off for making fast the tug. The aft mooring team did not challenge this decision. After lowering around 45 metres of rope to the tug, one of the two ropes given to the tug was found to be wedged in the section coiled on the winch and was not paying out freely. Additionally, the lead from the winch to the mooring bitt was not straight and did not facilitate easy lowering.
A crewmember was assigned to clear the stuck rope from the winch. As he was attempting this, the tug pulled on the lines to confirm that both lines were equal in length. The pull caused a sudden surge of the line which struck the crewmember's right hand. He sustained a fracture and was later signed off on medical grounds for further medical attention ashore.

Crew pays out line



Line surges and hits hand

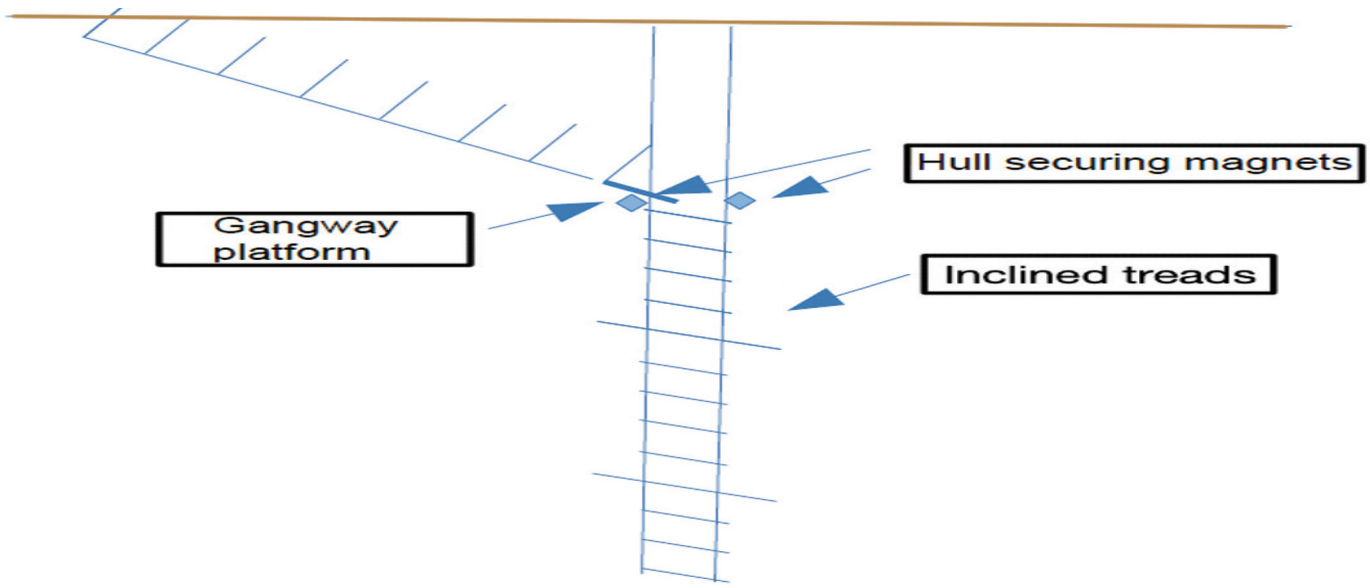
Lessons learned

- Mooring ropes should not be passed directly from winch drums to a tug as the lower layers of rope may get stuck. They should be flaked on the deck before being passed to the tug.
- The length of rope needed by the tug should be agreed as a part of the Master-Pilot exchange and the ropes should be flaked out accordingly in advance.
- A turn of flaked out rope should be taken on the mooring bitt so that the crew can safely control the speed of lowering.
- Ship's staff should resist unreasonable demands from the tug or even the bridge team if they think there is a risk to safety.

Source: MARS

Dangerous pilot ladder arrangement

A pilot was disembarking a vessel underway, along with three other persons. Each of the three others descended the pilot ladder in turn, followed by the pilot. No one except the pilot was wearing a lifejacket. On descending, the pilot noticed that the pilot ladder combination setup was irregular and dangerous. The gangway was overlapping the pilot ladder and the platform was not horizontal, making it difficult to cross over. One crew member kept the pilot ladder ropes away from the gangway to provide better access onto the pilot ladder.



As the pilot stepped onto and descended the pilot ladder he slipped several times. He noticed that one of the pilot ladder ropes was lower than the other and the treads were inclined by at least 30°. Aborting the disembarkation would have been even more dangerous so he decided to continue.

After everyone was safely on the pilot boat the luggage of the three persons had to be lowered. The total disembarkation took 31 minutes.

Lessons learned

- Anyone transferring from a vessel to a pilot boat should wear a lifejacket – this is just common sense.
- Proper installation of the pilot boarding combination arrangement is crucial for safety. It is easy to get it right, but also easy to get it wrong! For guidance, please refer to IMO document MSC.1/Circ.1428 – Required boarding arrangements for pilots 2012.

Source: MARS

Alcohol tips the balance

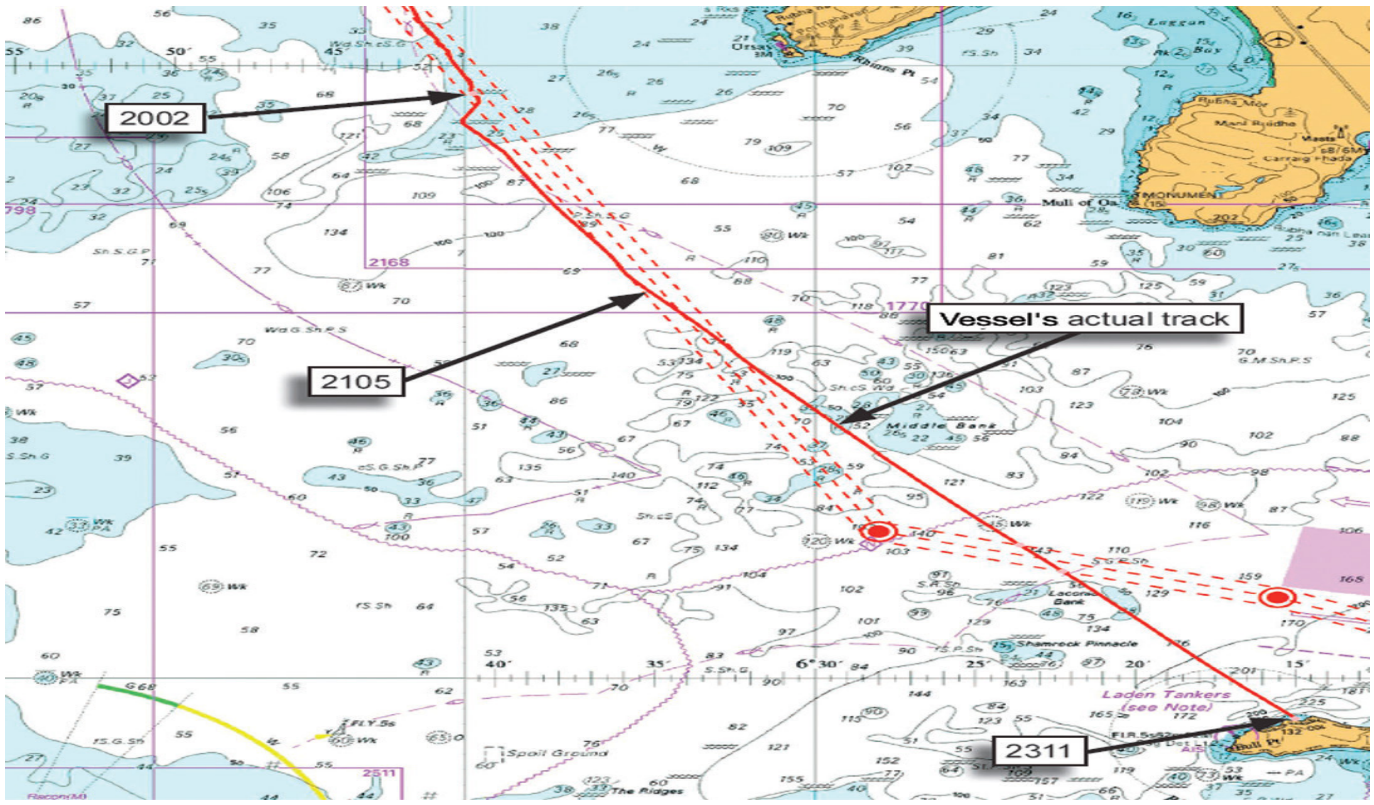
As edited from official MAIB (UK) report 11/2018

In the early evening, the Master arrived on the bridge to relieve the chief mate to allow him to go below for a meal break. Before arriving on the bridge, the Master had been consuming alcohol in his cabin. The chief officer smelled alcohol on the Master's breath but, following discussion with the Master, was satisfied that the Master was fit for watchkeeping duties. After his meal the chief officer returned to the bridge and the Master retired to his cabin but returned to the bridge for his designated 2000 to 2400 watch. Again, the chief officer smelled alcohol on the Master's breath but remained satisfied that the Master was fit for watchkeeping duties. After briefing the Master on the local traffic situation and handing over the watch, the chief officer went below, leaving the Master alone on the bridge.

At 2002, the Master adjusted the autopilot to steer 185° to avoid a north-west bound ship. At 2008, he again adjusted the autopilot to steer a south-easterly course. At 2105 he set the autopilot to steer 145°. The ship then maintained this heading until about 2311 when it ran aground on the north shore of an island sustaining major damage.

Approximately two weeks before the accident, the chief officer had informed the Master that he was concerned about what he considered to be the Master's regular and excessive consumption of alcohol. The Master had initially appeared to heed the chief officer's concern, but subsequently had started to drink heavily again. The chief officer had not reported his concern to the company.

The vessel's watchkeeping schedule required a crew member, in addition to the officer in charge of the navigational watch, to act as lookout on the bridge between 2200 and 0600. However, this instruction was not always complied with, and the Master had previously left the bridge unattended. A bridge navigational watch alarm system (BNWAS), which was configured to sound in both the Master's and chief officer's cabins, was routinely switched off.



Lessons learned
• As OOW, if you smell alcohol on the breath of your relieving officer, even if it is the Master, do not hand over the watch.
• Company policy on alcohol should protect a whistleblower – make sure you report your concerns of alcohol abuse to the Designated Person Ashore (DPA).
• In darkness there should always be a designated lookout with no other duties.
• The BNWAS is there to increase safety – make sure it is turned on.

Source: MARS

Fluorescent lights a fire

While at anchor the vessel's fire alarm sounded on one of the lower decks. The OOW sent the duty seaman down to investigate. The crew member found a deck-head fluorescent light releasing smoke. The appropriate circuit breakers were closed and the light was smothered, extinguishing the nascent fire. The company investigation found that a poor quality capacitor had overheated and caused the fire.

Lessons learned
For quick and effective firefighting, it is important that all crew members know where electrical breakers are located for each area. Is this included on your vessel's familiarisation routine?

Source: MARS

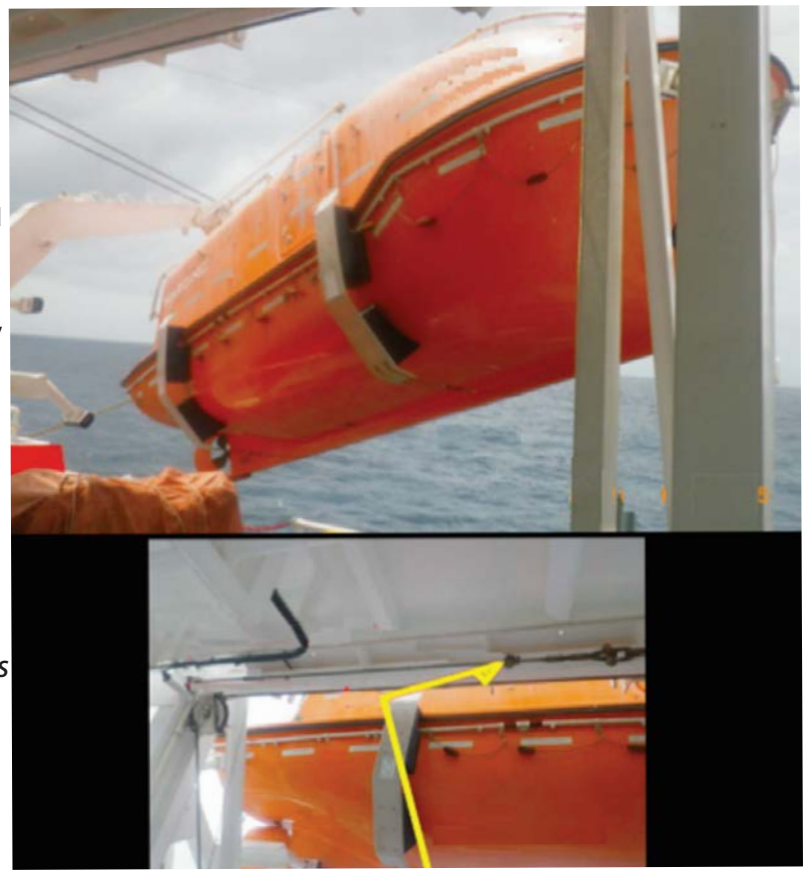
Lifeboat davit arm imbalance

While at anchor, the deck crew were testing the port and starboard lifeboat davits, lowering the boats to deck level without crew on board, and then raising them back to the stowed position. The starboard boat was lowered and raised without incident. When the same procedure was attempted with the port lifeboat, the aft davit arm lowered but the forward one did not. The brake was immediately reapplied and actions were taken to bring the boat back to its secured position. An investigation found that the wire clamp on the davit's wire rope, which is instrumental in keeping the load balance between the davit arms, had slipped. Further investigation revealed the threads of the clamp's tightening nut were very worn.

Lessons learned
• A system is only as good as its weakest link. In this case the lifeboat launching was not possible because of one small nut.
• Practice lowering of lifeboats is best done, if possible, without crew on board.

Source: MARS

Wire clamp slipped



Lessons Learnt

Stairs slip-up injures crewman

Some deck crew were engaged in casting off a bunker barge. As they were letting go the lines on the upper deck, they heard a noise at the port side break of the accommodation. On going there, they found an injured crew member lying on the deck.

Apparently, he had been descending the steep steps rather hurriedly, facing forward and possibly not holding the handrail. Additionally, he had not noticed the stairs were wet due to a slight drizzle. All of these factors allowed him to slip and then slide down the stairs, injuring the back of his head, shoulder and ankle. The victim was given first aid and taken to hospital.

Lessons learned

•The best way to descend steep stairs is facing the stairs with at least one hand on the railing.

•Rushing down stairs is not necessarily the fastest way down.

•Anti-slip strips on stair edges can help prevent slips, especially in wet conditions.

Source: MARS

Scaffolding comes crashing down

Scaffolding had been erected on top of hatch cover four of a general cargo vessel to allow two crewmembers to paint the crane jib while the vessel was underway. Seas were slight with no swell. A permit to work had been issued and the generic risk assessment was considered. Both crew members were wearing personal protective equipment (PPE) and safety harnesses.

After they had completed painting the accessible parts of the jib, the two crew loosened the top securing rope, removed their safety harnesses and started descending the scaffolding from opposite sides. As they were climbing down the ship suddenly began rolling and the scaffolding tipped over, collapsing on the hatch cover and taking the two crew members with it.

The two victims were badly injured, and the vessel had to urgently deviate to evacuate them. One of them had to undergo surgery and both were subsequently repatriated under medical escort for further treatment in their home country.

The company investigation revealed that the accident occurred as a result of several substandard practices and conditions on board including:

• Inadequate work planning/preparation. Not all of the risks associated with the assigned work had been considered, in particular the rapidity with which sea conditions can change, making scaffold work dangerous.

• Failure to ensure that the scaffolding was properly secured while the two crew members were descending. The top securing rope was loosened, making the scaffolding unstable while crew members were still on the scaffolding.

• Safety harnesses were not used while the two crew were descending the scaffolding.

• The two victims attempted to descend simultaneously. This may have made the scaffolding even more unstable if it was not done in a synchronised way.

Lessons learned

• Fall protection should be used in cases where a crew member is at risk of falling two metres or more. An approved safety harness including a fall arrestor, an inertia reel or a safety line should always be used, even when crew are ascending or descending, and should be connected to a strong point on the ship structure.

• Erecting scaffolding while the vessel is at sea can be dangerous as weather conditions can change rapidly.

• Scaffolding, when used, should be adequately secured from all sides and especially from the top.

• Generic risk assessments are often insufficient for many situations; they should always be task-specific.

Source: MARS

Mooring line pays out too fast

A tanker was berthing at a terminal. At the aft mooring station, a crew member saw that the slack mooring rope was not feeding out the fairlead and he tried to expedite the feed to the mooring tug. While he was handling the rope slacks on deck, the rope started to pay out and then accelerated outboard through the fairlead. The officer in charge (OIC) of the aft mooring station did not notice the developing hazard of the fast moving mooring line as his attention was on the attending mooring tug. The rope caught the crew member's arm as it slid out, causing a fracture to his left forearm. First aid was provided and the crew member was sent for shore examination, where it was recommended that he be repatriated.

Lessons learned

- Crew should be advised not to take any actions while handling mooring lines unless the OIC has been advised and the action has been approved.
- OICs of mooring operations need to closely monitor crew members to ensure they do not become complacent or otherwise inadvertently undertake a dangerous act, putting themselves and others in a dangerous situation.
- A fast moving, heavy mooring rope presents a clear hazard. If a mooring line is too heavy to control, take one or two turns around a warping drum and then pay it out using an extra crewman to ease off turns around the drum.

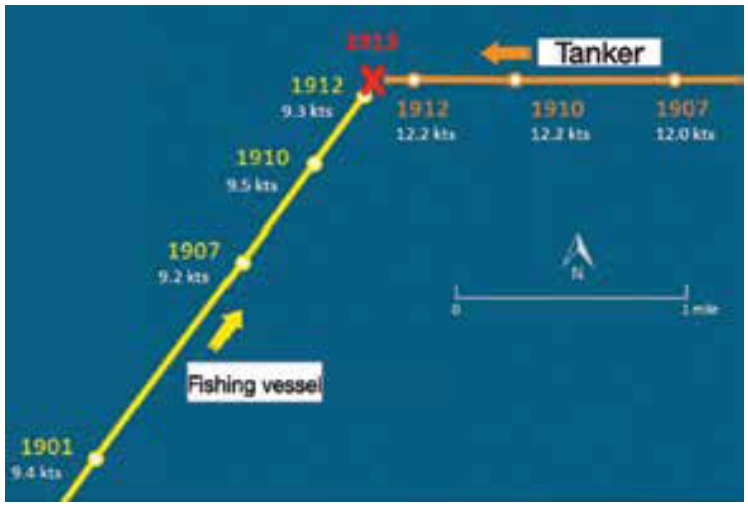
Source: MARS

Collision in plain sight

Edited from NTSB (USA) Marine Accident Brief DCA18FM023

A partially loaded tanker was underway at about 12 knots in a safety fairway. An OOW and lookout were on duty and the helm was on autopilot. Daylight was beginning to fade but night had not yet fallen. Ahead and to port the two bridge team members saw a fishing boat coming in their direction. Both believed, from visual observations, that it would pass astern. The Master and the second mate were also on the bridge but were working on ship's business on computers. At one point the chief engineer came to the bridge to talk to the Master. As he looked out of the window he saw the fishing vessel at very close range. His exclamation caught the Master's attention and the Master left the work station to see the fishing vessel for himself. He immediately ordered hand steering and starboard helm as well as the sounding of the ship's whistle.

Meanwhile on the fishing boat, the lone watchkeeper had been cleaning when he heard a metallic sound, which turned out to be the first contact of the fishing vessel's outriggers with the side of the tanker. He tried to turn the vessel but it was too late and it made heavy contact with the tanker.



Fishing vessel Tanker

Lessons learned

- Many collisions can be attributed to ineffective lookout and low situational awareness. This accident is yet another example.
- Never assume the give-way vessel will pass ahead or astern; plot the targets and follow the situation until all clear.
- Undertaking other duties that distract from your navigation responsibilities, as on the fishing vessel in this instance, is a recipe for an accident.

Source: MARS

International: IMO Marine Engine Regulations

International Maritime Organization (IMO) is an agency of the United Nations which has been formed to promote maritime safety. It was formally established by an international conference in Geneva in 1948, and became active in 1958 when the IMO Convention entered into force (the original name was the Inter-Governmental Maritime Consultative Organization, or IMCO, but the name was changed in 1982 to IMO). IMO currently groups 167 Member States and 3 Associate Members.

IMO ship pollution rules are contained in the "International Convention on the Prevention of Pollution from Ships", known as MARPOL 73/78 . On 27 September 1997, the MARPOL Convention has been amended by the " 1997 Protocol";, which includes Annex VI titled " Regulations for the Prevention of Air Pollution from Ships". MARPOL Annex VI sets limits on NOx and SOx emissions from ship exhausts , and prohibits deliberate emissions of ozone depleting substances .

The IMO emission standards are commonly referred to as Tier 1...111 standards. The Tier I standards were defined in the 1997 version of Annex VI, while the Tier 11/111 standards were introduced by Annex VI amendments adopted in 2008, as follows:

• 1997 Protocol (Tier 1)-The " 1997 Protocol" to MARPOL, which includes Annex VI, becomes effective 12 months after being accepted by 15 States with not less than 50% of world merchant shipping tonnage . On 18 May 2004, Samoa deposited its ratification as the 15th State Uoining Bahamas, Bangladesh, Barbados, Denmark, Germany , Greece, Liberia, Marshal Islands, Norway, Panama, Singapore , Spain, Sweden, and Vanuatu) . At that date, Annex VI was ratified by States with 54.57% of world merchant shipping tonnage . Accordingly, Annex VI entered into force on 19 May 2005 . It applies retroactively to new engines greater than 130 kW installed on vessels constructed on or after January 1, 2000, or which undergo a major conversion after that date . The regulation also applies to fixed and floating rigs and to drilling platforms (except for emissions associated directly with exploration and/or handling of sea-bed minerals). In anticipation of the Annex VI ratification, most marine engine manufacturers have been building engines compliant with the above standards since 2000 .

• 2008 Amendments (Tier 11/111)-Annex VI amendments adopted in October 2008 introduced

(1) new fuel quality requirements beginning from July 2010 , (2) Tier II and Ill NOx emission standards for new engines, and (3) Tier I NOx requirements for existing pre-2000 engines.

The revised Annex VI entered into force on 1 July 2010 . By October 2008, Annex VI was ratified by 53 countries (including the Unites States), representing 81.88% of tonnage.

Emission Control Areas. Two sets of emission and fuel quality requirements are defined by Annex VI: (1) global requirements, and (2) more stringent requirements applicable to ships in Emission Control Areas (ECA). An Emission Control Area can be designated for SOx and PM, or NOx, or all three types of emissions from ships, subject to a proposal from a Party to Annex VI.

Existing Emission Control Areas include:

- Baltic Sea (SOx: adopted 1997 I entered into force 2005; NOx: 2016/2021)
- North Sea (SOx: 2005/2006 ; NOx: 2016/2021)
- North American ECA, including most of US and Canadian coast (NOx & SOx: 2010/2012).
- US Caribbean ECA, including Puerto Rico and the US Virgin Islands (NOx & SOx: 2011/2014).

Greenhouse Gas Emissions. 2011 Amendments to MARPOL Annex VI introduced mandatory measures to reduce emissions of greenhouse gases (GHG). The Amendments added a new Chapter 4 to Annex VI on "Regulations on energy efficiency for ships"

NOx Emission Standards

NOx emission limits are set for diesel engines depending on the engine maximum operating speed (n, rpm), as shown in Table 1 and presented graphically in Figure 1. Tier I and Tier II limits are global, while the Tier Ill standards apply only in NOx Emission Control Areas.

Table 1. MARPOL Annex VI NOx emission limits

Tier	Date	NOx Limit, g/kWh		
		n < 130	130 ≤ n < 2000	n ≥ 2000
Tier I	2000	17.0	$45 \cdot n^{-0.2}$	9.8
Tier II	2011	14.4	$44 \cdot n^{-0.23}$	7.7
Tier III	2016†	3.4	$9 \cdot n^{-0.2}$	1.96
† In NOx Emission Control Areas (Tier II standards apply outside ECAs).				

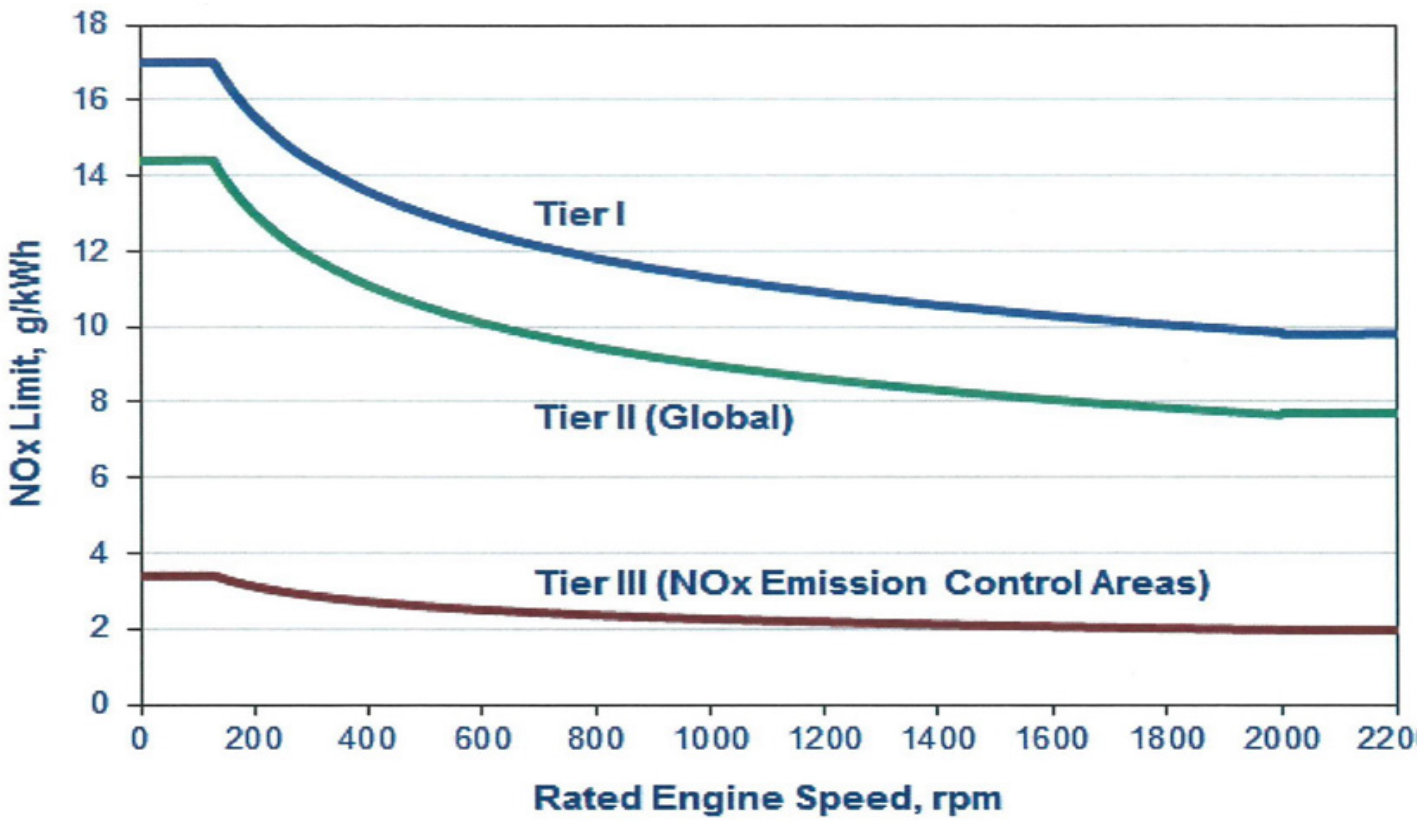


Figure 1. MARPOL Annex VI NOx emission limits

Tier II standards are expected to be met by combustion process optimization. The parameters examined by engine manufacturers include fuel injection timing, pressure, and rate (rate shaping), fuel nozzle flow area, exhaust valve timing, and cylinder compression volume.

Tier Ill standards are expected to require dedicated NOx emission control technologies such as various forms of water induction into the combustion process (with fuel, scavenging air, or in cylinder), exhaust gas recirculation, or selective catalytic reduction.

Pre-2000 Engines. Under the 2008 Annex VI amendments, Tier I standards become applicable to existing engines installed on ships built between 1st January 1990 to 31st December 1999, with a displacement 90 liters per cylinder and rated output 5000 kW, subject to availability of approved engine upgrade kit.

Testing. Engine emissions are tested on various ISO 8178 cycles (E2, E3 cycles for various types of propulsion engines, 02 for constant speed auxiliary engines , C1 for variable speed and load auxiliary engines).

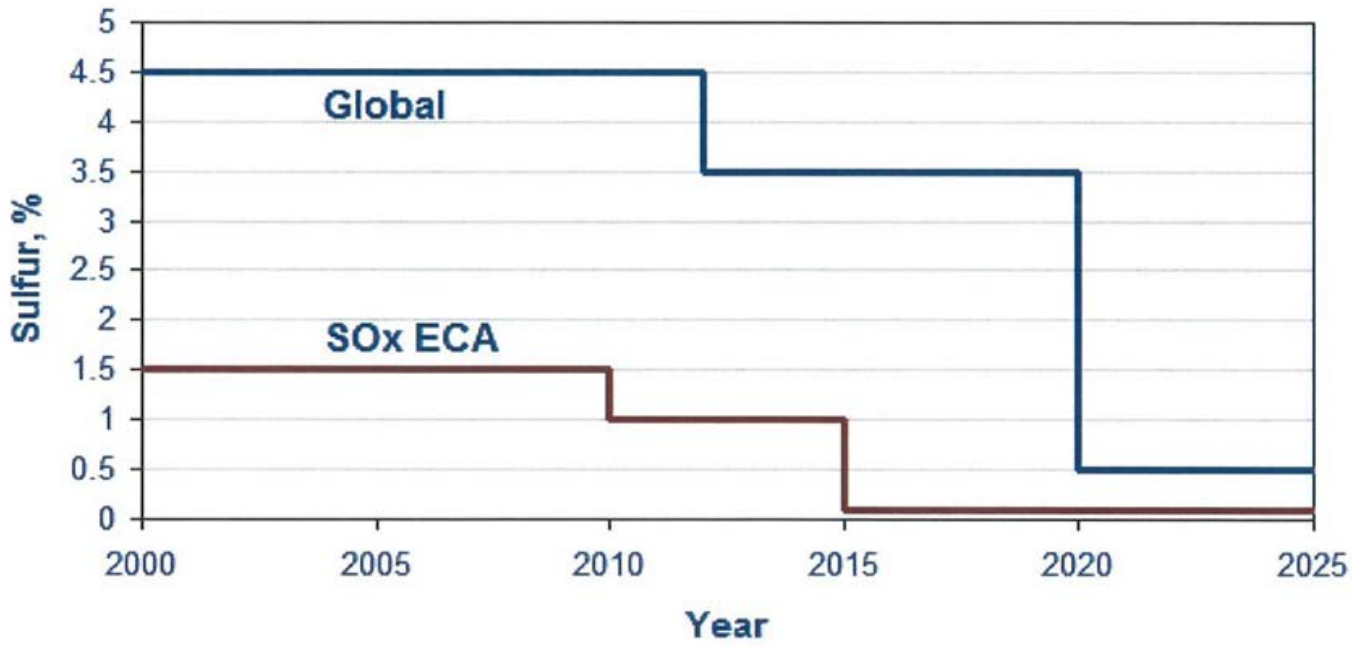
Addition of not-to-exceed (NTE) testing requirements to the Tier Ill standards is being debated. NTE limits with a multiplier of 1.5 would be applicable to NOx emissions at any individual load point in the E2/E3 cycle.

Engines are tested using distillate diesel fuels, even though residual fuels are usually used in real life operation.
Further technical details pertaining to NOx emissions , such as emission control methods , are included in the mandatory "NOx Technical Code", which has been adopted under the cover of "Resolution 2".

Sulfur Content of Fuel
Annex VI regulations include caps on sulfur content of fuel oil as a measure to control SOx emissions and, indirectly , PM emissions (there are no explicit PM emission limits) . Special fuel quality provisions exist for SOx Emission Control Areas (SOx ECA or SECA). The sulfur limits and implementation dates are listed in Table 2 and illustrated in Figure 2 .

Table 2. MARPOL Annex VI fuel sulfur limits

Date	Sulfur Limit in Fuel (% m/m)	
	SOx ECA	Global
2000	1.5%	4.5%
2010.07	1.0%	
2012		3.5%
2015	0.1%	
2020		0.5%



Heavy fuel oil (HFO) js allowed provided it meets the applicable sulfur limit (i.e., there is no mandate to use distillate fuels).
Alternative measures are also allowed (in the SOx ECAs and globally) to reduce sulfur emissions , such as through the use of scrubbers . For example, in lieu of using the 1.5% S fuel in SOx ECAs, ships can fit an exhaust gas cleaning system or use any other technological method to limit SOx emissions to 6 g/kWh (as S02).

New Rules

Greenhouse Gas Emissions

MARPOL Annex VI, Chapter 4 introduces two mandatory mechanisms intended to ensure an energy efficiency standard for ships: (1) the Energy Efficiency Design Index (EEDI) , for new ships, and (2) the Ship Energy Efficiency Management Plan (SEEMP) for all ships.

- The EEDI is a performance-based mechanism that requires a certain minimum energy efficiency in new ships. Ship designers and builders are free to choose the technologies to satisfy the EEDI requirements in a specific ship design.
- The SEEMP establishes a mechanism for operators to improve the energy efficiency of ships .

The regulations apply to all ships of and above 400 gross tonnage and enter into force from 1 January 2013. Flexibilities exist in the initial period of up to six and a half years after the entry into force , when the IMO may waive the requirement to comply with the EEDI for certain new ships, such as those that are already under construction .

In April 2018 , the IMO adopted an Initial Strategy on the reduction of GHG emissions from ships. The strategy calls for strenghtening the EEDI requirements and a number of other measures to reduce emissions, such as operational efficiency measures, further speed reductions, measures to address CH4 and voe emissions, alternative low-carbon and zero carbon fuels , as well as market-based measures (MBM).

Other Provisions

Ozone Depleting Substances. Annex VI prohibits deliberate emissions of ozone depleting substances, which include halons and chlorofluorocarbons (CFCs). New installations containing ozone-depleting substances are prohibited on all ships. But new installations containing hydro chlorofluorocarbons (HCFCs) are permitted until 1 January 2020.

Annex VI also prohibits the incineration on board ships of certain products, such as contaminated packaging materials and polychlorinated biphenyls (PCBs).

Compliance. Compliance with the provisions of Annex VI is determined by periodic inspections and surveys . Upon passing the surveys, the ship is issued an "International Air Pollution Prevention Certificate", which is valid for up to 5 years. Under the "NOx Technical Code", the ship operator (not the engine manufacturer) is responsible for in-use compliance.

This article based in part on information provided by Michael F. Pedersen of MAN Diesel NS .

China MSA supervision management ship ballast water and sediment

Measures for supervision and management of ship ballast water and sediment has been published by China MSA to implement the ballast water convention, which has already come into force from 22Jan19, in order to prevent harmful aquatic organisms and pathogens introduced by ships' ballast water and sediments from causing pollution and damage to the ecological environment, human health, resources and property of Chinese waters.

These Measures apply to ocean-going vessels which are sailing, berthing and operating in waters under Chinese jurisdiction and therefore, vessels shall be provided with following certificate documents:

1. International Ballast Water Management Certificate issued by the competent authority or its authorized ship inspection institution.
2. Ballast Water Management Plan, which shall conform to the actual operation of the ship and be issued by the competent authority or its authorized ship inspection institution.
3. The Ballast Water Record Book , which shall include at least the time, latitude and longitude of the operation of ballast water and the types of operation of ballast water.
4. Vessels installed ballast water management systems shall also hold copies of the Ballast Water Management System Type Accreditation Certificate.
5. Other relevant documents/certificates Vessels requiring replacement of ballast water in accordance with the requirements of the Convention shall carry out replacement of ballast water in waters at least 200 nautical miles from the nearest land and at least 200 metres in water depth.

If the voyage is less than 200 nautical miles, replacement may be carried out in waters at least 50 nautical miles from the nearest land and at least 200 metres in water depth, unless China authorities has alternative agreement with the relevant neighboring country.

The contents of surviving aquatic organisms in ballast water discharged from vessels requiring treatment of ballast water in accordance with the requirements of the Convention, where applicable, shall meet the following

requirements:

1. There are less than 10 living aquatic organisms with a minimum size greater than or equal to 50 microns per cubic meter of water.

2. There are less than 10 living aquatic organisms with a minimum size of less than 50 microns per milliliter of water and larger than or equal to 10 microns.

3. Vibrio cholerae is less than one colony-forming unit per 100 ml, Escherichia coli is less than 250 colony-forming units per 100 ml and Enterococcus is less than 100 colony-forming units per 100 ml.

The senior crew responsible for ballast water and sediment management shall complete the records and sign them in the Ballast Water Record book, and the captain shall sign each page after completion. Records in the Ballast Water Record book shall be filled out in English language. The ship shall keep the used Ballast Water Record book on board for two years, and then for three years in the company to which it belongs. Vessels which discharge ballast water shall report to the local MSA 12 hours in advance. After berthing, the vessel or its agent shall submit the Ballast Water Report Form to the local MSA when handling the declaration of the import port of an international voyage vessel. The report form may be submitted in writing or in the form of electronic data upload as required by MSA. Where ballast water and sediments are discharged without treatment or are not up to the standard, vessels shall submit them to units with receiving and processing capacity for receiving and processing.

The receiving and processing unit shall issue a ballast water or sediment receiving document to the ship. After the completion of the receiving operation, vessels shall keep the receiving documents together with the Ballast Water Record Book.

Receiving and treating ballast water and sediments shall not cause secondary pollution to the ecological environment of the waters. As far as we are concerned, local MSA in each Chinese port will supervise and inspect the management of ballast water and sediments of ships entering the waters under its jurisdiction since 22Jan19 including certificate documents,

crew's familiarity with ballast water management operations, the operation of ballast water management systems, where applicable, and the reception and disposal of ballast water/sediments.

Measures for supervision and management of ship ballast water and sediment is the general guidance published by China MSA, while local MSA may have local ballast water regulation guidelines as well as sampling/testing procedures, so that we should check with local agents in due time to obtain the latest update on local requirements prior to enter a Chinese port.

Fuel 2020 and sampling

Please be informed that Paris MoU and Tokyo MOU announced, as per attached press release, the launch of a CIC with focus the smooth and consistent implementation of the requirement of maximum sulfur content of 0.50% m/m for marine fuel oil (Regulations 14 and 18 of MARPOL Annex VI), which will enter into force on 1 January 2020.

Period:

From 1 January 2019 to 31 December 2019

A letter of warning will be issued to ships found not yet ready for compliance with the relevant requirements. Please refer to the attached "Letter of Warning MARPOL Annex VI Sulphur Oxides (SOx) and Particulate Matter (Regulation 14)".

If such an inspection takes place you should should explain to the PSC officers that Company's System already complies with the regulations coming in force on 01Jan2020 as below:

- FOM02 para 4.8.16 where the Global Sulphur Limit after 01Jan2020 is clearly defined at 0.5%
- Fuel Oil Consumption Registration CP20-01 which ensures the consumption of the appropriate sulfur content bunkers
- FOM02 para 4.3 Bunkers & Bunkering (including Bunkers sampling and analysis of all the bunkers)
- FOM02 para 4.8.17 Engine Room Fuel Oil spot sampling
- Poster 82 (Entering & Exiting ECAs)

From your side you must avoid by all means such letter of warning being issued as -although technically not a deficiency- it may lead to the vessel being targeted in future ports, it may lead to the vessel being targeted for MARPOL Annex VI compliance after 01Jan2020, not to mention that it may spoil the ship's records in the PSC databases.

Taking this opportunity, please also ensure that the below are applied correctly:

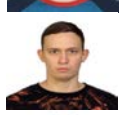
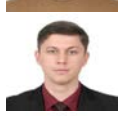
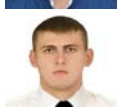
- LOP Marpol Annev VI Non-Compliance CP20-03
- Poster 82 (Entering & Exiting ECAs)

Human Resources Management

Familiarization, Roxana Shipping - Kristen Marine 01 Sep - 31 Dec19

Name	Rank	Vessel	Join Date	Photo
Kozlov Alexander	Master	MCL	02/09/2019	
Demichev Dmitrii	Ch/Off	RVG	16/09/2019	
Fadin Iurii	2nd/Eng	RVG	16/09/2019	
Simonov Sergey	Master	MVL	25/11/2019	
Saulin Vladimir	Master	DSR	02/12/2019	
Snegurenko Evgeny	Ch/Off	ATH	16/12/2019	

Promotions, Roxana Shipping - Kristen Marine 01 Sep- 31 Dec 19

Name	Rank	Promotion Date	Photo
Kozlov Alexander	Master	16/09/2019	
Fauzer Victor	2nd/Off	18/11/2019	
Korolev Nikita	3rd/Off	24/10/2019	
Borovoi Ilia	4th/Off	01/11/2019	
Zhuravlev Alexander	3rd/Eng	26/09/2019	
Danilov Oleg	5th/Eng	12/11/2019	
Somov Vladimir	5th/Eng	05/09/2019	
Mitiushin Andrei	ETO	25/10/2019	
Prikhodko Sergei	ETO	25/09/2019	

Mr. Angelos Spyratos's recruitment

We are pleased to advise you that Mr. Angelos Spyratos, has joined Roxana and Kristen Technical dept. as of 02Sep19 in the position of Fleet Sup/nt.

Angelos graduated from the Marine Academy of Mercantile Marine Engineers of Aspropyrgos in 2008, as Third Engineer.
Since 2008 Mr. Spyratos has sailed in various types of vessels of several major Shipping Companies and holds the Chief Engineer's degree as of 2017.

The professional experience and skills of Mr. Spyratos will definitely add value in our team and will help us meet the short and long term objectives set out by the company.

Angelos, welcome on board!

Mrs. Kalliopi Papageorgiou's employment

We are pleased to advise you that Mrs. Kalliopi Papageorgiou has joined Roxana and Kristen Technical and SQM dept. as of 30Sep19 in the position of Technical and SQM Coordinator.

On 01Jul19 Kalliopi undertook an internship at Roxana Shipping for a 2 month period in Technical and SQM dept.
Mrs. Papageorgiou is currently studying in the National Technical University of Athens, acquiring a BSc degree in Naval Architecture and Marine Engineering by 30Mar20.

All of us will assist her to accomplish her new tasks successfully.

Kalliopi, welcome on board!

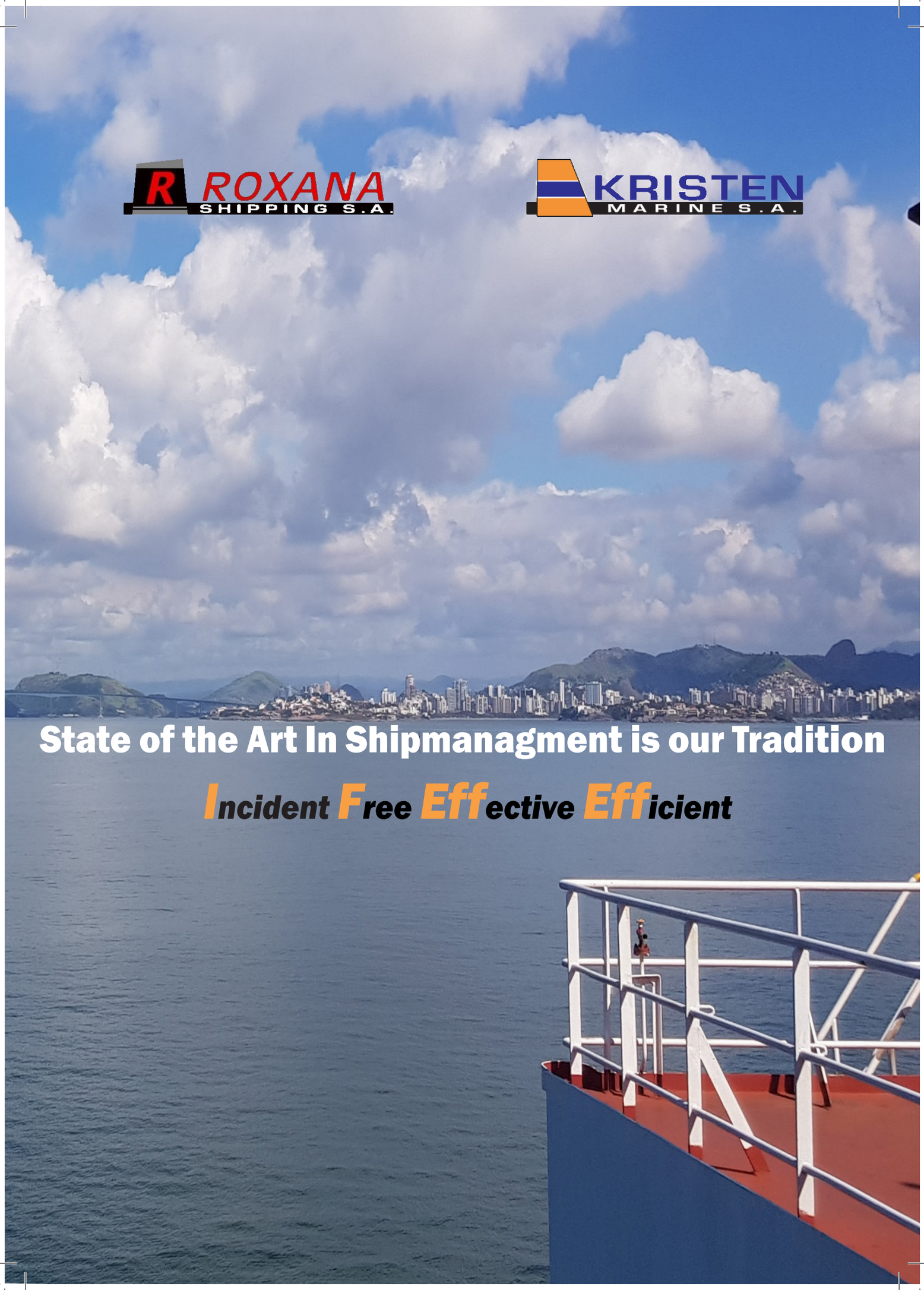
Job Opportunities

In view of the planned for 2019 Fleet expansion following new positions are announced for 2019-20:

Fleet superintendent, ex Chief Engineer
He will be based in Athens and/or Singapore, belonging to a Fleet Group, reporting to Headof¬fice, responsibilities as per CP01, fluency in English and computers desirable, Ex Chief Engineer in Kristen/Roxana Fleet will be also desirable.
Attractive benefits package.

Fleet superintendent, ex Master
He will be based in Athens, belonging to a Fleet Group, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.

Operator, ex Master
He will be based in Athens and/or Singapore office, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.


ROXANA
SHIPPING S.A.
KRISTEN
MARINE S.A.
State of the Art In Shipmanagment is our Tradition
Incident Free Effective Efficient