

# News Waves

Jan - Mar 2021

Edition 2021-01

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SHIPPING S.A.

**ROKS**  
MARITIME INC.

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 Please recycle



*In 2020 we elaborated on the concept of Fair and Just culture for No Blame culture, based on the human performance principles Humans err, Humans want to do a good job and any system can be more human error tolerant, as prerequisite for an open and fearless organization.*

2020 is already behind us, however marked by the covid19 pandemic and the increased piracy activity, this year will not be easily forgotten.

Piracy activity, particularly in WAF, escalated dramatically during 2020, with many serious incidents, endangering human life. Our crew, committed to the precautions as per Industry Best management Practices, managed to operate in these HRA waters free of incidents.

The third wave of covid19 outbreak is still overwhelming worldwide, affecting our operations and in particular crew management, supplies of stores and spares and ship attendances, inspections and audits.

Restrictions at international borders and flights and restrictions in coastal states are the basic challenges, with rules and regulations changing fast and unpredictably.

Under the circumstances, and with the support and understanding of our seafarers ashore and on board, we have managed this crisis incident free, effectively and efficiently, both for crew changes and ship supplies and for ship attendances, audits and inspections.

Our medium term plans for crew changes, ship supplies and attendances are based on the assumption that covid19 outbreak will last throughout the 1st half of 2021.

The positive outcome of the covid19 crisis is that lessons learnt from operating changes applied to ensure IF EffEff operations during this pandemic will be applied when life goes back to normal.

Remote reflective learning engagements, using the Zoom platform and Google forms, and remote internal inspections and audits have become the normal practice for this period, conducted in a manner such that quality was not compromised.

Since end of 2016, along with the Shell Partners in Safety our journey towards a fearless organization started.

The "ego" tree was developed, now evolved to the "fearless ego for success" tree, starting with the principal question, "who is the most important person on earth", and when we came to understand that each particular "me" is the most important person on earth, we have 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 equation take care of myself = take care of my team.

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

Based on the concept of Roxana "fearless ego for success" tree, we have concentrated in three axes of activity: the 3 pillars (CPAR Incident reporting and investigation, corrective and preventive actions, MoC management of change and RM risk management) and engagement, the soft skills and the reflective learning.

More than 15 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
- take care of myself (and my team) and communication for care and resilience, in line with the relevant modules developed by maritime wellbeing site
- communication skills, as prerequisite for a successful leader and a successful team member.
- The Roxana 3x3x3 soft skills model

In 2020 we introduced the concept of Health (physical and mental) and competence (hard and soft) for performance and we elaborated on the concept of Fair and Just culture for No Blame culture, based on the human performance principles Humans err, Humans want to do a good job and any system can be more human error tolerant, as prerequisite for an open and fearless organization.

We restlessly continue working for sustaining the culture of an open and fearless organization, where all of us will be comfortable, with no fear, to pinpoint what we think as wrong or propose something new.

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. Ships are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement in all of our projects.

During Feb20 the 3rd party audits for ISM/ISPS and ISO were successfully concluded. This time we added ISO27001, Information security to the standards we are committed. Roxana and ROKS are two of the handful of companies certified for ISO27001, an evidence of the Company focus to Information security and Cyber



security as a consequence. We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Extract of all above is included in the Hot Stuff section.

The New Rules section contains updates on new Korean ECAs, IHM introduction, IBC code amendments and NOx emissions update.

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 wrong practices that we should refrain from.

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

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. Mrs Viktoriia Shmegelskaia joined the RoKcs team in Vladivostok, as crew co-ordinator, while fleet sup/nt Diamantis Belesis and operator Mady Daniolou joined ROKS Maritime Inc team. Details on the above, along with the records of promotions throughout the fleet, are addressed in the Human Resources section.

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

Enjoy the reading!

Takis E. Koutris  
Managing Director

# Who is Who

## Shumkov Anton

Chief Engineer Shumkov Anton was born in Nevelsk, Sakholinskiy region on 21May86.

He graduated from Sakhalin Marine College in 2007 and received the Chief Engineer's License in 2020.

Anton joined Kristen Marine S.A as a 4th Engineer on 30May06 and since that day he offered his services in our Company Fleet.

He has a total sea service of 8.1 years with our Company.

He is married to Mrs. Ekaterina and has a daughter.

On 25Mar21 he joined our good vessel M/T Magic Star.



## Khristovich Timofey

Captain Khristovich Timofey was born in Partizansk, Primorskiy region on 24Sep85.

He graduated from Far Eastern Fish Hiht Tecnology Institute in 2008 and received the Master's License in 2017.

Timofey joined Roxana Shipping S.A. as a 4th Officer on 14Jun08.

He has a total sea service of 7.6 years with our Company.

He is married to Mrs. Alfiya and has 2 Children.

For the time being, he is offering his services on our M/T Marvel.

## Triakin Andrei

Chief Engineer Triakin Andrei was born in Vladivostok on 05Jan82

He graduated from Vladivostok Maritime State University in 2007 and received Chief Engineer's License in 2016

Andrei joined Kristen Marine S.A, as 4th and 3rd Engineer on 28Nov08 and since that day he offered his services in our Company Fleet.

He has a total sea service of 6.6 years with our Company.

He is married to Mrs. Anastasia Chernaya and he has one daughter.

For the time being, he is offering his services on our M/T ARAMON.





Over the past year and despite the restrictions imposed by the pandemic, we managed to maintain our pool of seafarers for our shipowners. Kristen Marine & ROKS continued to expand, receiving in November of the last year, another bulk carrier M/V Malen.

It is worth noting that airports across Russia have opened for international flights, in particular, regular flights through Seoul have resumed from Vladivostok. Thus, shipowners save money on crew changes in South-East Asia, avoiding terrible long flights through Moscow. In any case, before the flight, each seafarer must be tested by PCR for the presence of COVID-19, since a number of airlines and airports in Europe and South America require a certificate.

Since January, voluntary vaccination against COVID-19 began throughout Russia. For each place, it is necessary to check separately, but the scheduling is also possible through the GOSUSLUGI resource. Shipowners draw the attention of seafarers that, despite the fact that vaccination is voluntary, it is necessary to be aware that the work of seafarers is associated with a large number of flights to the ship and back home, which entails frequent meetings with other passengers and increases the risk of infection by a viral disease.

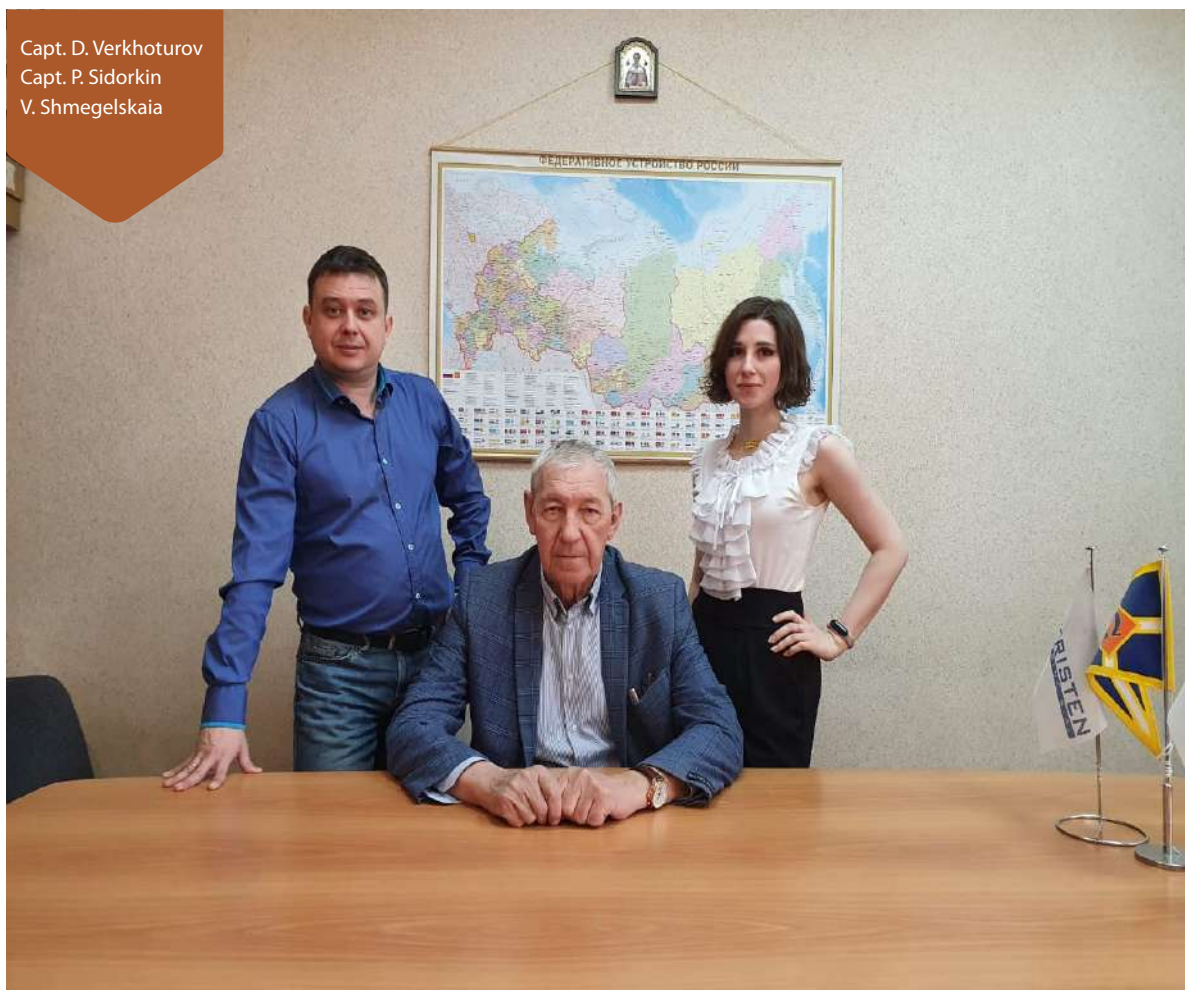
Thus, vaccination will be a reliable defense mechanism against infection. Follow the link below to find out more about vaccination questions:

<https://www.newsvl.ru/covid19/2021/01/19/196271/>

As part of extended familiarization procedures, from February 1 of this year, Roxana Pool Chief Officer Dmitry Shtyrba joined the RoKcs team, he will act as crew coordinator until his next boarding on the vessel in April 2021.

Last but not the least the permanent staff of RoKcs has been expanded with a new crew-coordinator Victoriia Shmegelskaia.

Particular information you will find in section Human resource management.



Capt. D. Verkhoturov  
Capt. P. Sidorkin  
V. Shmegelskaia

## Tanker Officers Learning Engagement Sessions 10-12 March 2021

Company's DMS updates and reflective LFI/LET and Resilience sessions for Tanker officers of Roxana pool took place on the 10th – 12th of March 2021, facilitated remotely by Roxana managing director Mr. Takis Koutris, assisted by RoKcs training officer Capt. P. Sidorkin, with the remote participation of 33 senior officers and 2 junior officers.

In particular, the purpose of the tanker officers learning courses, was to refresh officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM). Topics particularly addressed were:

- ▶ The "fearless ego for success"
- Zero accidents – Statistics
- Return Home Healthy, Vision Mission Policies, The three pillars (Incidents reporting and investigation, MoC, RM) and engagement, SHELL model, Health and Competence for performance, three principles of performance, Career development and appraisals
- ▶ Updates on
  - Health aspects and Environmental management,
  - last Management Review and KPIs, DMS revisions, Project FUNs
  - Ulysses Doc Manager and Danaos crewing,
  - ISPS, Cyber security and information security
  - CPARs and lessons learnt, observations from inspections and audits
  - Cargo and Bunkering procedures
  - New Rules
  - commercial issues

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

- ▶ Communication for resilience and care – LetsTalk
- ▶ Take care of myself and my team - Managing fatigue
- ▶ Take care of myself and my team - Leading my team's wellbeing

The workshops were designed for both remote or physical attendance.

The combination of the Zoom platform for teleconferencing and the google forms for the questionnaires allows for physical and virtual brainstorming while the feed back is per individual.

The relevant questionnaires were filled out on line, verifying the knowledge obtained for all participants.

Congratulations to all participants for the prompt and proper fill in of the questionnaire and their further feedback evaluating the workshop in terms of most surprising and useful, more to learn and most impact to the direction of the continual improvement and meeting our seamen learning requirements.

During the "Communication for Resilience and Care, LetsTalk" workshop the facilitator and his team had the opportunity to review the:

- ▶ Resilience Vol2 and Vol3
- ▶ PnS "Let's talk" module, available off-line and in Russian as follows:
  - Module 1 Online - We all have a State of Mental Health
  - Module 2 Online - Support Structures
  - Module 3 Online - ALL ACT. Supporting Others
  - Module 4 Online - Promoting Positive Mental Health and Reducing Stigma, along with the Stigma awareness video
- ▶ i-Isolation, i-Distracton and i-Illusion hazards identified when we decided to apply Internet on board for crew.

Key messages of the course were passed on to the participants as follows:

- ▶ Communication skills are absolutely necessary and in full scope both for a leader and a team member
- ▶ A team communicating openly and with no fear is a resilient team opt to operate IF EffEff
- ▶ We can all help each other at the human level:
  - feeling confident to ask your colleagues: "Are you ok? What could be done to make you feel better?"
  - Using AskLookListen (Feel) ActCheckTakecareof yourself (ALL -F- ACT) is a structured way to open a conversation and support our colleagues
  - Be aware of the help available to support our colleagues and make sure to take care of yourself too.

## Tanker Officers Learning Engagement Sessions 10-12 March 2021

In the “Take care of myself and my team - Managing fatigue” workshop the facilitator and his team had the opportunity to elaborate on the:

- Resilience Vol1, with particular reference to the 4 modules, Change is a Part of Living, Looking at Situations in a Different Way, Take care of yourself, Take Decisive Action.

- Shell Pns Fatigue risk management module.

This module contains four sections Introduction, Fatigue symptoms, Managing fatigue and Jet lag.

Also contains, as group and individual exercise, three scenarios on fatigue and one scenario on jet lag.

- “Fearless Ego for Success”, with particular reference to the revised CMSM ch3 par3.5 and the introduction of:

- health, physical and mental, as a person’s physical and mental ability to handle stress, to acquire skills, to maintain relationships, all of which form resources for resilience and success, success meaning IF EffEff completion of his/her tasks.

- competence, hard and soft, as a group of knowledge and related experiences, personal attitudes and skills, which are needed for the person’s success, success meaning IF EffEff completion of his/her tasks.

- performance is the measure of person’s success, success meaning IF EffEff completion of his/her tasks

- the 3 principles of human performance, humans err / humans want to do a good job / human error is system error and the correlation with 5 principles introduced by Shell

- fearless engagements and revised the Fair and Just for No Blame principle, and how this is applied in investigation and causation analyses and in appraisals

- Roxana 3x3x3 soft skills model, with particular reference to the soft skills competence as a necessary element for IF EffEff operations

Following key messages were passed on to the participants:

- Fatigue and jet lag are drastically reducing the capacity of the individual to perform IF EffEff

- Tips to identify fatigue symptoms in yourself and your teammates and how to manage it

- Tips to identify jet lag symptoms in yourself and your teammates and how to manage it

In the “Take care of myself and my team - Leading my team’s wellbeing” workshop the facilitator and his team had the opportunity to elaborate on the:

- Resilience Vol1, with particular reference to the 4 modules, Change is a Part of Living, Looking at Situations in a Different Way, Take care of yourself, Take Decisive Action.

- Leadership Skills for Crew Wellbeing module

This guide contains three videos, which are delivered in a group setting and led by a facilitator.

The videos elaborate on what sort of leader is required to best manage the well being of his team, by creating

- a workplace where the well being of the team is one of the key priorities

- an environment of open and without fear communication.

- “Fearless Ego for Success”, with particular reference to the revised CMSM ch3 par3.5 and the introduction of:

- health, physical and mental, as a person’s physical and mental ability to handle stress, to acquire skills, to maintain relationships, all of which form resources for resilience and success, success meaning IF EffEff completion of his/her tasks.

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- Roxana 3x3x3 soft skills model, with particular reference to the soft skills competence as a necessary element for IF EffEff operations

Key messages are passed on to the participants, where by a leader is required to:

- best manage the well being of his team, not by intimidation, command and control, but by creating:

- a workplace where the well being of the team is one of the key priorities

- an engaging environment for open and fearless communication

- be emotionally fit, his emotional fitness is pre-requisite to manage his team well being, to ensure that:

- state of mental health of the individuals is assessed and managed

- the state of the team’s well being in our environment can be assessed

- The AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health

## Tanker Officers Learning Engagement Sessions 10-12 March 2021

► be aware of the principles of human performance, which means:

- Human errors happen, but they are opportunities to learn, blame fixes nothing
- Humans want to do a good job, humans are not to blame although reckless conduct is not tolerated
- Human error reflects to system error, systems to be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

The number of participants was 16 deck Officers and 19 engine Officers in 4 groups, listed as follows:

### Tanker Deck Officers

Name	Rank	Group
Maltcev Dmitrii	Master	Gr 1
Mikhalev Oleg	Master	Gr 2
Sheludko Viacheslav	Master	Gr 3
Okolo-Kulak Andrey	Master	Gr 4
Zenenko Nikolay	Master	Gr 1
Dimov German	Master	Gr 2
Berillo Evgenii	Master	Gr 3
Sidorov Alexander	Chief Officer	Gr 4
Shtyrba Dmitrii	Chief Officer	Gr 1
Gorbachev Vladimir	Chief Officer	Gr 2
Tsayukov Ivan	Chief Officer	Gr 3
Rarov Valentin	Chief Officer	Gr 4
Korotets Oleg	Chief Officer	Gr 1
Bykov Denis	Chief Officer	Gr 2
Krdzhatsyan Romik	2Off.>Ch.Off.	Gr 3
Niukhin Sergei	2Off.>Ch.Off.	Gr 4

### Tanker Engine Officers

Name	Rank	Group
SergeichevAleksi	Chief Eng	Gr 1
Farkov Sergey	Chief Eng	Gr 2
Kril Oleg	Chief Eng	Gr 4
Dolgoplov Igor	Chief Eng	Gr 2
Vazhenin Andrey	Chief Eng	Gr 3
SvistunovEvgenii	Chief Eng	Gr 4
Shumkov Anton	Chief Eng	Gr 1
OzerinValeriy	Chief Eng	Gr 2
Lutonin Sergey	Engineer 2nd	Gr 3
SenotrusovEvgeny	Engineer 2nd	Gr 4
ShapranAleksi	Engineer 2nd	Gr 2
Arsentyev Alexander	Engineer 2nd	Gr 3
Avdeev Roman	Engineer 2nd	Gr 4
Baykov Alexander	Engineer 2nd	Gr 1
Vangoven Sergei	Engineer 2nd	Gr 2
Chimishliu Vladislav	ETO	Gr 2
Prikhodko Sergei	ETO	Gr 3
Ozornin Sergey	ETO	Gr 4
Kolomeychuk Dmitry	ETO	Gr 1



## Bulker Officers Learning Engagement Sessions 25-26 March 2021

Company's DMS updates and reflective LFI/LET and Resilience sessions for Bulker officers of ROKS pool took place on the 25th – 26th of March 2021, facilitated remotely by ROKS managing director Mr. Takis Koutris, assisted by RoKcs training officer Capt. P. Sidorkin, with the remote participation of 24 senior officers.

In particular, the purpose of the bulker officers learning courses, was to refresh officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM). Topics particularly addressed were:

- ▶ The "fearless ego for success"
- Zero accidents – Statistics
- Return Home Healthy, Vision Mission Policies, The three pillars (Incidents reporting and investigation, MoC, RM) and engagement, SHELL model, Health and Competence for performance, three principles of performance, Career development and appraisals
- ▶ Updates on
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- CPARs and lessons learnt, observations from inspections and audits
- Cargo and Bunkering procedures
- New Rules
- commercial issues

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

- ▶ Communication for resilience and care – LetsTalk
- ▶ Take care of myself and my team - Managing fatigue
- ▶ Take care of myself and my team - Leading my team's wellbeing

The workshops were designed for both remote or physical attendance.

The combination of the Zoom platform for teleconferencing and the google forms for the questionnaires allows for physical and virtual brainstorming while the feedback is per individual.

The relevant questionnaires were filled out on line, verifying the knowledge obtained for all participants.

Congratulations to all participants for the prompt and proper fill in of the questionnaire and their further feedback evaluating the workshop in terms of most surprising and useful, more to learn and most impact to the direction of the continual improvement and meeting our seamen learning requirements.

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- ▶ Resilience Vol2 and Vol3
- ▶ PnS "Let's talk" module, available off-line and in Russian as follows:
- Module 1 Online - We all have a State of Mental Health
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- Module 3 Online - ALL ACT. Supporting Others
- Module 4 Online - Promoting Positive Mental Health and Reducing Stigma, along with the Stigma awareness video
- ▶ i-Isolation, i-Distracton and i-Illusion hazards identified when we decided to apply Internet on board for crew.

Key messages of the course were passed on to the participants as follows:

- ▶ Communication skills are absolutely necessary and in full scope both for a leader and a team member
- ▶ A team communicating openly and with no fear is a resilient team opt to operate IF EffEff
- ▶ We can all help each other at the human level:
- feeling confident to ask your colleagues: "Are you ok? What could be done to make you feel better?"
- Using AskLookListen (Feel) ActCheckTakecareof yourself (ALL -F- ACT) is a structured way to open a conversation and support our colleagues
- Be aware of the help available to support our colleagues and make sure to take care of yourself too.

## Bulker Officers Learning Engagement Sessions 25-26 March 2021

In the “Take care of myself and my team - Managing fatigue” workshop the facilitator and his team had the opportunity to elaborate on the:

- ▶ Resilience Vol1, with particular reference to the 4 modules, Change is a Part of Living, Looking at Situations in a Different Way, Take care of yourself, Take Decisive Action.
- ▶ Shell Pns Fatigue risk management module.

This module contains four sections Introduction, Fatigue symptoms, Managing fatigue and Jet lag.

Also contains, as group and individual exercise, three scenarios on fatigue and one scenario on jet lag.

- ▶ “Fearless Ego for Success”, with particular reference to the revised CMSM ch3 par3.5 and the introduction of:

- health, physical and mental, as a person’s physical and mental ability to handle stress, to acquire skills, to maintain relationships, all of which form resources for resilience and success, success meaning IF EffEff completion of his/her tasks.
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- performance is the measure of person’s success, success meaning IF EffEff completion of his/her tasks
- the 3 principles of human performance, humans err / humans want to do a good job / human error is system error and the correlation with 5 principles introduced by Shell
- fearless engagements and revised the Fair and Just for No Blame principle, and how this is applied in investigation and causation analyses and in appraisals

- ▶ Roxana 3x3x3 soft skills model, with particular reference to the soft skills competence as a necessary element for IF EffEff operations

Following key messages were passed on to the participants:

- ▶ Fatigue and jet lag are drastically reducing the capacity of the individual to perform IF EffEff
- ▶ Tips to identify fatigue symptoms in yourself and your teammates and how to manage it
- ▶ Tips to identify jet lag symptoms in yourself and your teammates and how to manage it

In the “Take care of myself and my team - Leading my team’s wellbeing” workshop the facilitator and his team had the opportunity to elaborate on the:

- ▶ Resilience Vol1, with particular reference to the 4 modules, Change is a Part of Living, Looking at Situations in a Different Way, Take care of yourself, Take Decisive Action.
- ▶ Leadership Skills for Crew Wellbeing module

This guide contains three videos, which are delivered in a group setting and led by a facilitator.

The videos elaborate on what sort of leader is required to best manage the well being of his team, by creating

- a workplace where the well being of the team is one of the key priorities
- an environment of open and without fear communication.
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- competence, hard and soft, as a group of knowledge and related experiences, personal attitudes and skills, which are needed for the person’s success, success meaning IF EffEff completion of his/her tasks.
- performance is the measure of person’s success, success meaning IF EffEff completion of his/her tasks
- the 3 principles of human performance, humans err / humans want to do a good job / human error is system error and the correlation with 5 principles introduced by Shell
- fearless engagements and revised the Fair and Just for No Blame principle, and how this is applied in investigation and causation analyses and in appraisals

- ▶ Roxana 3x3x3 soft skills model, with particular reference to the soft skills competence as a necessary element for IF EffEff operations

Key messages are passed on to the participants, where by a leader is required to:

- ▶ best manage the well being of his team, not by intimidation, command and control, but by creating:
- a workplace where the well being of the team is one of the key priorities
- an engaging environment for open and fearless communication
- ▶ be emotionally fit, his emotional fitness is pre-requisite to manage his team well being, to ensure that:
- state of mental health of the individuals is assessed and managed
- the state of the team’s well being in our environment can be assessed
- The AllLookListen (Feel) ActCheckbackTakecareofyourself principle applies to manage the mental health

## Bulker Officers Learning Engagement Sessions 25-26 March 2021

► be aware of the principles of human performance, which means:

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- Humans want to do a good job, humans are not to blame although reckless conduct is not tolerated
- Human error reflects to system error, systems to be continually revised to be more error tolerant, and more engaging, considering that context drives behavior

The number of participants was 11 deck Officers and 13 engine Officers in 4 groups, listed as follows:

### Bulker Deck Officers

Name	Rank	Group
Tulunin Sergei	Master	Gr 1
Saulin Vladimir	Master	Gr 3
Lysyy Alexey	Master	Gr 1
Panyushin Oleg	Master	Gr 2
Petrov Victor	Master	Gr 2
Rychkov Stanislav	Master	Gr 1
Shitikov Maksim	Chief Officer	Gr 1
Pushkin Anatolii	Chief Officer	Gr 3
Korolev Sergey	Chief Officer	Gr 3
Andriyanov Alexander	Chief Officer	Gr 1
Sharyy Petr	Chief Officer	Gr 3

### Bulker Engine Officers

Name	Rank	Group
Makaruk Alexey	Chief Eng	Gr 1
Makalich Sergey	Chief Eng	Gr 2
Kulazhnikov Alexander	Chief Eng	Gr 3
Arkipov Andrey	Chief Eng	Gr 1
SPolushkin Nikolai	Chief Eng	Gr 2
Sobolev Andrei	Chief Eng	Gr 3
Novikov Valerii	Chief Eng	Gr 2
Tarapaka Sergey	Chief Eng	Gr 3
Korshunov Aleksandr	Engineer 2nd	Gr 2
Smirnov Nikolai	Engineer 2nd	Gr 3
Emelin Eduard	Engineer 2nd	Gr 1
Dunaev Yaroslav	Engineer 2nd	Gr 2
Poluektov Sergey	Engineer 2nd	Gr 3



**Pancoast Trading (Singapore) Pte. Ltd** 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** has successfully completed 7 years in tankers activities having a vital market presence in this region; The office under the brand umbrella of Roxana Tanker Pool is now well known in the tanker segment. The commercial activities of the office have an exceptional increasing activity from 2014 when it started the tanker desk. The Singapore Office will continue to have a very dynamic and challenging period ahead with all of the spot vessels in East.

**Vessels operated by the office** during this period included Miracle, Melody, Marvel and Malbec which are Handy Vessels in Dirty product trade. Athiri on Time charter is in Clean product trade.

**Fixtures:** In 2021, Q1 Pancoast office under commercial operational responsibility of Capt. Karthik were spot/ time chartered with different Charterers including Oil majors. All spot voyages for the fleet during this period were done from Singapore office. Two long time charter voyages were also fixed with First class Charterers.

**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. It is also important that now we have our protective Agents Leth Incargo sharing the same office with us which makes it very efficient to coordinate for all of our owners matters in Singapore.

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

**Covid 19:** Due to the pandemic; Business continuity plans were set up in place with remote meetings with clients and office attendance was kept at minimum with safe distancing for safety of employees.

**Management meetings** could not be carried out this period due to Covid 19 pandemic lockdown and have been postponed till these measures are lifted.

#### **Employee Roles:**

- Capt. Karthik is heading the Singapore office and is also in charge of the Commercial / operational activities in East. Apart from his other diversified roles, he also is heading the fleet - Post Fixture / Claims department for the Tanker Vessels.
- Mr. Alexandros Stathopoulos; is entering his 6th year as Tanker Operator; and plays vital role in day to day operational issues and co-ordination with other departments.

We thank everyone for the support given to our office and the phenomenal success achieved was due to your guidance & cooperation. We thank with all our heart our Seafarers on board during this difficult pandemic time for their strength and patience during these difficult exceptional time.

We wish you all the best!



# VMC (Vladivostok Maritime College)

On February 18, 2021, the college hosted a volleyball match between the teams of cadets and teachers, dedicated to the Defender of the Fatherland Day. The match was distinguished by a high positive emotional background, an interesting and entertaining game, full dedication of the players in the struggle for victory.

According to the results of the game, the winning team was identified, and the best players of the meeting in traditional volleyball nominations were determined.

The winner was the combined team of cadets (team captain, cadet 132 gr. Makarov Artem), which in a bitter struggle, with a score of 3: 2, won against the team of employees (team captain Viktor Vladimirovich Shvedov).

Cadet 232 gr. Kiselev Eduard was recognized as the best attacking player; Cadet 231 gr. Anufriev Nikolay was recognized as the best serving player; The best blocker - cadet 221 gr. Petrikin Nikita; The best connecting player - cadet 121 gr. Vanchikov Ayurzan.

On February 20, 2021, at the ceremonial formation of the college cadets, timed to coincide with the Defender of the Fatherland Day, the awarding of the winning team and the best players of the match took place.

The Vladivostok Maritime College put into operation a training workshop on the subject of "rigging", in accordance with the development plan of the educational institution and bringing the training of maritime specialists in accordance with the Federal State Educational Standard of the SPO in the specialty 26.02.03 "Navigation".

The workshop is equipped with technical teaching aids, visual aids, di-dactic materials and rigging tool.

Rigging tool was used for teaching students how to tie sea knots, the basics of repair and keeping of ship's rigging, towing, mooring and other types of equipment in good condition.

The workshop allows for group and individual practical training. Also the workshop allows for the current and intermediate control of students on the realization of deck work.



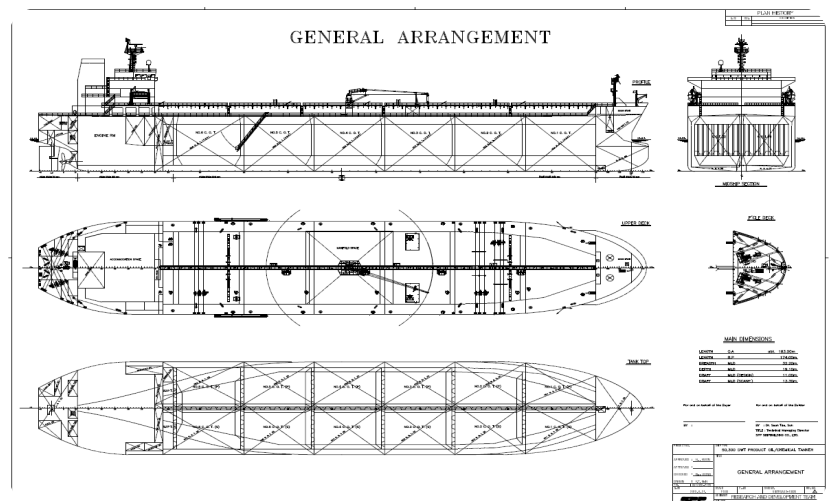


# New Ladies on the Block

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
- Alternative fuels
- 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 ROKS Maritime Inc., 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 ROKS Maritime Inc..

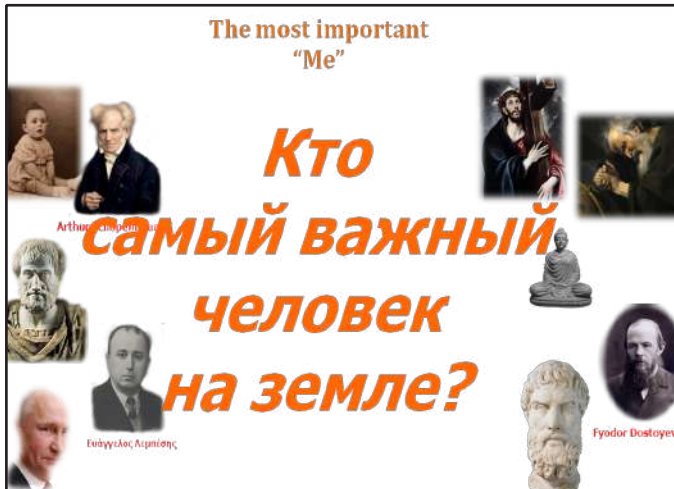




## The fearless ego for success

Inspired by the Partners in Safety project the Roxana “Ego” tree was launched end of 2016, finally introduced after the management review of May 2019 and was further developed to the Roxana “fearless ego for success” tree.

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!***

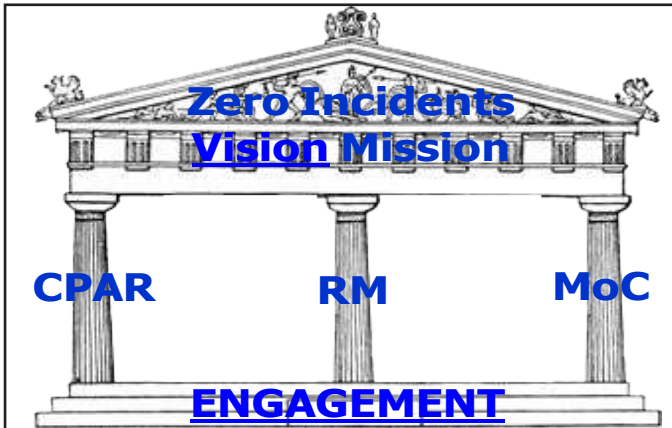
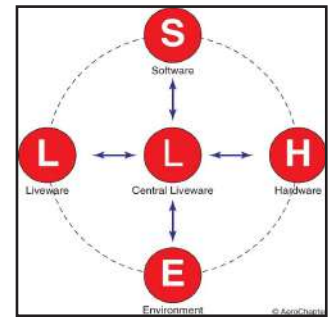
God by instructing us to love our neighbor as we love ourselves also guided us to the next conclusion that care about myself means care about my team.

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

## The fearless ego for success (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)



Starting from the Roxana “fearless ego for success” concept we are developing our system in three axes of activity: the 3 Pillars and Engagement, the Human Performance and the Reflective Learning.

The 1st activity axis is addressing the Fearless engagements, the Risk management and the Management of Change as the three pillars, with engagement being the basement of our system, towards commitment to our Values and our policies for zero incidents.

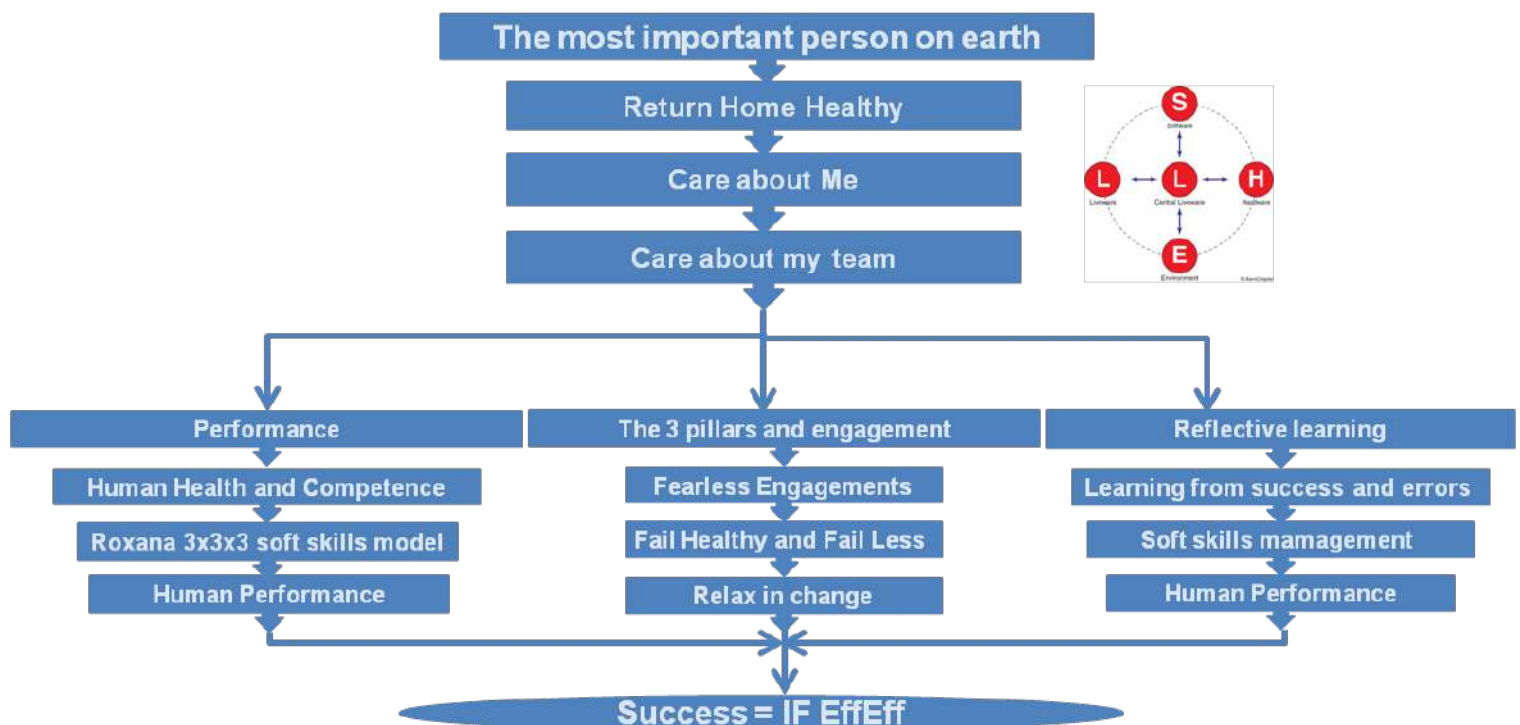
The 2nd axis of activity elaborates with Health (physical and mental) and Competence (hard and soft) as pre-requisites for Performance, performance being the measure of Incident Free, Effective and Efficient (IF EffEff) operations.

The 3rd axis of activity is related to creating an open environment for

reflective learning engagements for all levels in our organisation.

Separate articles in this magazine elaborate on the above three axes of activity, who ensure the Incident Free, Effective and Efficient (IF EffEff) operations throughout our organization ashore and on board.

## Fearless Ego for Success



## The 3 pillars and engagement

Late 2107 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

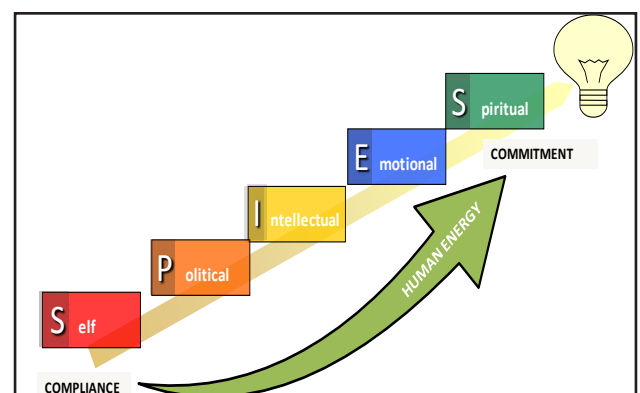
- **CPAR:** procedure CP08 Control of Non-Conformities, Accidents & Near Misses
- **RM:** procedure CP24 Risk Management
- **MoC:** procedure CP13 Management of Change

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.





## Herakleitos 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 charming thing.



Fyodor Dostoyevsky

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 ταύτόν 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!

## Herakleitos team with Dostoyevsky to make $2+2=5$ (Continued)



«...ΤΟ ΑΝΤΙΕΘΟΝ ΣΥΜΦΕΡΟΝ ΚΑΙ ΕΚ ΤΩΝ ΔΙΑΦΕΡΟΝΤΩΝ  
ΚΑΛΛΙΣΤΗΝ ΑΡΜΟΝΙΑΝ ...ΚΑΙ ΠΑΝΤΑ ΚΑΤ' ΕΡΙΝ ΓΙΝΕΣΘΑΙ...»  
THE OPPOSITES ARE BENEFICIAL AND FROM THE DIFFERENTS THE  
BEST HARMONY... EVERYTHING IS DEVELOPED IN DISPUTE...

It was 2500 years before Dostoyevsky'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.

### A team:

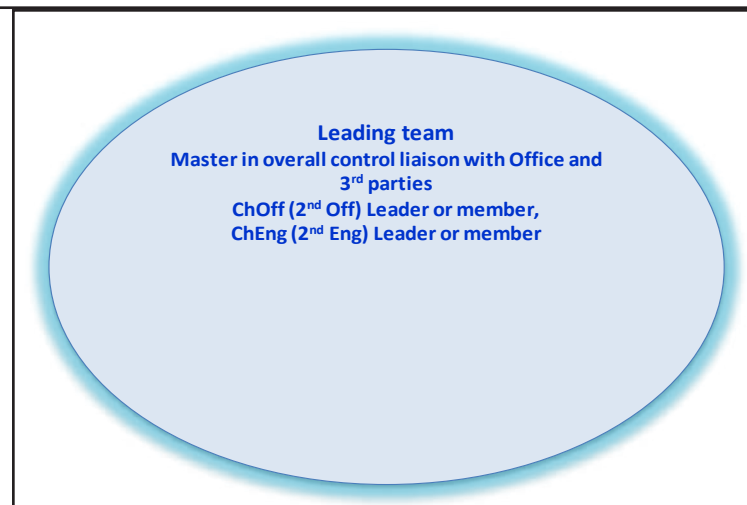
- having team members gifted with teamworking skills
- having a leader gifted with leadership and managerial skills will produce the added value

***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.



## The S.H.E.L.L. model

The S.H.E.L.L. 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.

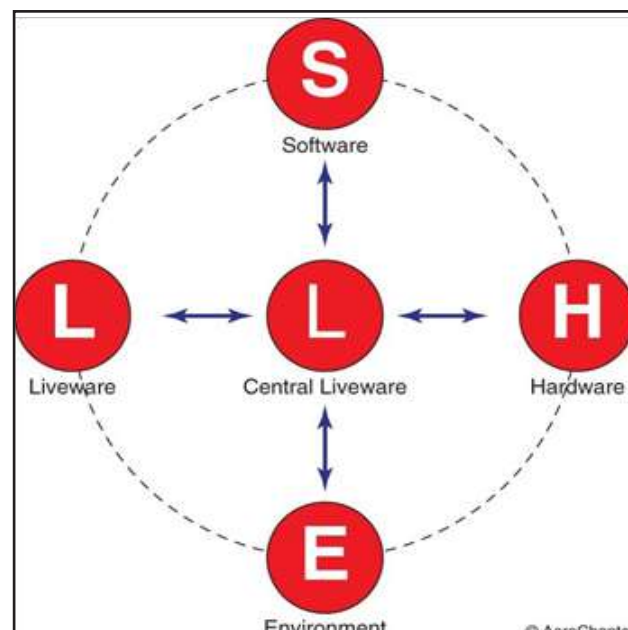
**The S.H.E.L.L. model** is a conceptual model of human factors that clarifies the scope of aviation human factors and assists in understanding the human factor relationships between aviation system resources / environment (the flying subsystem) and the human component in the aviation system (the human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

The S.H.E.L.L. 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 S.H.E.L.L. model considers both active and latent failures in the aviation system.

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

The S.H.E.L.L. model is adapted to the Company DMS CMSM par3.6, and S.H.E.L.L. factors are extensively used when applying processes, amongst others, like the:

- ▶ interview (interrelation of the candidate with S.H.E.L.L.)
- ▶ investigation (classification of factors to investigate in S.H.E.L.L.)
- ▶ causation analysis (classification of causes in S.H.E.L.L.)
- ▶ hazards and threats identification (classification of hazards and threats in S.H.E.L.L.)



## 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 below.

Since 2017 colleagues from all levels within the organization have been engaged in a series of workshops with the objective to incorporate, when applicable and if practical, in all critical operations the dimension of the soft competence, the soft skills.

Procedures format, as documented in CMSM ch3, as well as CP05 recruitment and appraisal process are revised to reflect the above.

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.	<b>Actively participates in team tasks:</b> <ul style="list-style-type: none"> <li>- Helps other crew members in demanding situations</li> <li>- Actively seeks and acts upon feedback.</li> </ul>
1.1.2.	<b>Establishes an atmosphere for open communication and participation:</b> <ul style="list-style-type: none"> <li>- Clearly puts forward views and personal position while listening to others.</li> <li>- Encourages input and feedback from others.</li> <li>- Builds rapport and establishes a common bond with others.</li> <li>- Encourages idea generation.</li> <li>- Shares expertise with others.</li> </ul>
1.1.3.	<b>Communicates effectively</b> <ul style="list-style-type: none"> <li>- 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.</li> <li>- Clearly discusses plans, expectations and roles with each fellow team member, ensuring that all understand them the same way</li> <li>- The amount of communication is appropriate and clear for the situation in hand.</li> </ul>
1.2. Inclusiveness and consideration of others	
1.2.1.	<b>Helps people feel valued and appreciated.</b> <ul style="list-style-type: none"> <li>- Welcomes and includes others</li> <li>- Receives feedback constructively and acts accordingly.</li> <li>- Notices the suggestions of other crewmembers.</li> <li>- Gives clear, detailed and constructive personal feedback.</li> <li>- Gives clear and concise briefings and updates at appropriate times.</li> </ul>
1.2.2.	<b>Demonstrates respect for people and their differences.</b> <ul style="list-style-type: none"> <li>- Shows understanding of others' perspectives and personal situations.</li> <li>- Acknowledges cultural diversity when communicating.</li> </ul>
1.2.3.	<b>Communicates in a way that elicits appropriate action from others.</b> <ul style="list-style-type: none"> <li>- Asks questions and observes others to confirm their common understanding</li> </ul>
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.	<p>Communicates clear expectations.</p> <ul style="list-style-type: none"> <li>- Considers the bigger picture and longer term needs prior committing to a course of action.</li> <li>- Translates the vision into clear strategies and work programmes.</li> <li>- Uses the right medium to deliver the message (face-to-face, radio, email, telephone, etc).</li> <li>- Uses language appropriately (e.g. in sentence structure, terminology and speed of delivery).</li> <li>- Uses a range of communication methods (e.g. spoken, written, hand signals, etc) to suit the message and the intended recipients.</li> <li>- The amount of communication is appropriate and clear for the situation in hand.</li> <li>- Communicates in a way that elicits appropriate action from others.</li> </ul>
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.	<p>Creates a culture that enables challenge and participation of crew members while maintaining the given command authority</p> <ul style="list-style-type: none"> <li>- Encourages crew members to review, raise concerns or challenge plans of actions.</li> <li>- 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.</li> <li>- Recognises, appreciates, and supports contributions of people.</li> <li>- Receives feedback constructively.</li> </ul>
2.2.2.	<p>Takes command if the situation requires.</p> <ul style="list-style-type: none"> <li>- Takes decisive actions as required.</li> <li>- Advocates own position.</li> <li>- Clearly puts forward views and personal position whilst listening to others.</li> <li>- Influences others resulting in acceptance, agreement and/or behaviour change.</li> </ul>
2.2.3.	<p>Supports people to have a level of independence in how they do their work</p> <ul style="list-style-type: none"> <li>- Develops cooperative and respectful relationships with people.</li> <li>- Understands the needs of crew members and cares about their welfare</li> <li>- Acknowledges cultural diversity when communicating.</li> <li>- Creates a feeling among the crew members of achieving results together as one team</li> <li>- Asks questions and observes others to confirm their understanding.</li> <li>- Actively seeks and acts upon feedback.</li> <li>- Encourages people to acquire new skills and develop themselves.</li> </ul>
2.3. Planning, co-ordination and Workload management	
2.3.1.	<p>Organises tasks, activities and resources.</p> <ul style="list-style-type: none"> <li>- Sets achievable goals, makes concrete plans, and establishes measurable milestones with timescales and quality standards.</li> <li>- Encourages shared understanding and participation among crew members in planning and task completion.</li> <li>- Clearly explains plans, expectations, and roles to each person, ensuring that they understand them</li> <li>- Defines clear roles and responsibilities for crew members for both normal and non-normal situations, including workload assignments.</li> <li>- Prioritises and manages primary and secondary operational tasks.</li> <li>- Distributes tasks appropriately among the crew, balancing the needs of every team member.</li> </ul>
2.3.2.	<p>Challenges current processes to find new and innovative ways to improve work of the team and the vessel</p> <ul style="list-style-type: none"> <li>- Uses appropriate tools and notifications when dealing with non-routine operations.</li> <li>- Uses available external and internal resources (including automation) to accomplish timely task completion.</li> </ul>
2.3.3.	<p>Monitors plans for the achievement of targets.</p> <ul style="list-style-type: none"> <li>- Gives and asks for clear and concise briefings and updates at appropriate times.</li> <li>- Recognises work overload, signs of stress and fatigue in self and others, acting promptly to deal with it.</li> <li>- Delegates in order to achieve top performance and to avoid workload peaks and troughs.</li> <li>- Reviews and communicates plans and intentions clearly to the whole crew, changing plans if necessary.</li> </ul>



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

3. Decision making and Result focus	
<p>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.</p> <p>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.</p>	
3.1. Awareness of SHELL factors and their risks for problem definition and options generation	
3.1.1.	<p>Maintains awareness of SHELL factors.</p> <ul style="list-style-type: none"> <li>- Monitors, cross-checks, acknowledges and reports changes in all SHELL factors</li> <li>- Gathers information and identifies the problem and its causal factors in the 3 dimensions of time.</li> <li>- Consults and shares information with specialist expertise or local knowledge on all SHELL factors when required, environment included.</li> </ul>
3.1.2.	<p>Problem definition</p> <ul style="list-style-type: none"> <li>- Encourages idea generation and challenges existing norms, accepted risks, processes or measurements</li> <li>- Generates multiple responses to a problem or alternative courses of action.</li> </ul>
3.1.3.	<p>Risk assessment for option selection</p> <ul style="list-style-type: none"> <li>- Uses all available resources to manage threats.</li> <li>- Considers options generated by external advisors (e.g. pilot) and retains decision making responsibility and accountability.</li> <li>- Considers and shares the risks of alternative courses of action.</li> <li>- Anticipates present and future threats and their consequences.</li> <li>- Assesses risks and benefits of different responses to a problem through discussion.</li> </ul>
3.2. Outcome implementation and review	
3.2.1.	<p>Selects and implements timely the best response to the problem.</p> <ul style="list-style-type: none"> <li>- Checks the outcome of a solution against the predefined goal or plan, reviews the quality of the decision made.</li> <li>- Takes timely and mindful actions.</li> </ul>
3.2.2.	<p>Confirms selected course of action and implements in a timely manner.</p> <ul style="list-style-type: none"> <li>- Stays focused on tasks and meets productivity standards, deadlines, and work schedules.</li> <li>- Shows up to work on time, and follows instructions, policies, and procedures.</li> <li>- Goes the "extra mile" beyond job requirements in order to achieve objectives.</li> <li>- Takes personal responsibility for the quality and timeliness of work, and achieves results with little need for supervision.</li> </ul>
3.2.3.	<p>Has a sense of urgency about solving problems and getting work done, and pushes self and others to reach milestones.</p> <ul style="list-style-type: none"> <li>- Effectively manages the time and resources to accomplish tasks, prioritising the most important ones</li> <li>- Identifies what needs to be done and initiates appropriate actions</li> <li>- Looks for opportunities to help achieve team objectives.</li> </ul>
3.3. Determination and emotional toughness	
3.3.1.	<p>Recovers quickly from setbacks and responds with renewed and increased efforts.</p> <ul style="list-style-type: none"> <li>- Persists in the face of difficulty, finds alternative ways to complete tasks and goals.</li> <li>- Exerts renewed and increased effort to achieve goals, persisting even in the face of problems.</li> <li>- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with composure.</li> <li>- Willingly puts in extra time and effort in crisis situations.</li> <li>- Stays calm and maintains focus in emergency situations.</li> </ul>
3.3.2.	<p>Adapts to changing business needs, conditions, and work responsibilities.</p> <ul style="list-style-type: none"> <li>- Shows others the benefits of change.</li> <li>- Adapts approach, goals, and methods to achieve solutions and results in a changing environment.</li> <li>- Responds positively to change, embracing new ideas and/or practices to accomplish goals and solve problems.</li> </ul>
3.3.3.	<p>Discusses contingency strategies and takes timely and mindful actions.</p> <ul style="list-style-type: none"> <li>- Acknowledges and corrects mistakes, taking personal responsibility as appropriate.</li> <li>- States alternative courses of action, implements new ideas, and/or better ways to do things and/or implements potential solutions to problems</li> </ul>



## Best Practises Mar20-Feb21

Best Practices are considered the high performance ways of achieving objectives, which solve problems, create opportunities, and lead to “HSQE management 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 Mar20-Feb21:

- M/T Melody, Capt. E. Ivanov and Ch.Off. R. Belkin, date Mar20  
During port operation keep helmets near ladder for visitors.

- M/T Athiri, Capt. V. Rubanov, date Mar20  
Use special clips on Garbage drums for tightness.

- M/T Marvel, Capt. S. Simonov, date Apr20  
Refer to our ideas regarding FOM07-03 please see attached file and also our comments:  
- notes and definitions from 4th page were replaced to 1st page for easier reference  
- as per our experience we use only 1-4 rows in section 5 “atmosphere measurement log” and not more than 6 rows in section 6 “entry/exit log” so we suggest to reduce rows quantity in section 5 and Section 6  
These 2 simple actions helped to reduce FOM07-03 to 4 pages (and save 1 full A4 sheet) and helped to achieve Company’s Environmental KPI and furthermore made FOM07-03 more useful.

- M/T Melody, Capt. E. Ivanov and Ch.Off. R. Belkin, date May20  
Create new requisition and receive “Hawser protection Sleeves”. It will drastically improve the life-time of mooring ropes.

- M/V Revenger, Capt. V. Bekirov and Ch.Eng. S. Tarapaka, date May20  
Fabricated steel tank with steam heater for chemical cleaning of AE Air Cooler.

- M/V Revenger, Capt. S. Rychkov, date Nov20  
Slope ways have been marked by contrast colour.

- M/V Revenger, Capt. S. Rychkov and Ch.Off. V. Matveev, date Dec20  
Cranes’ catwalks ends have been marked by contrast colour.  
Advantages:  
1. Cranes’ catwalks ends have become more visible and consequently the risk of crew/stevadores’ injury is significantly reduced.  
2. It will help to avoid similar deficiencies that might be identified by third party inspector.

- M/T Miracle, Capt. A. Kozlov, date Feb21  
Paint the “elevated” areas at the bridge wings and mooring stations with safety strips (black and yellow).

- M/V Malen, Capt. V. Bekirov, date Feb21  
Usually on ships the portable battery is in a case with handle, but on our vessel the portable battery for ALDIS lamp was in a plastic box without any handle, for quick and easy use we made a rope handle.

## Management Review Meeting 2020-02

The Company’s second Management Review Meeting for 2020 was conducted on 20-21Nov20 remotely due to Covid19 outbreak, with a broad participation of colleagues from Roxana Shipping, Kristen Marine, RoKcs and Pancoast- Singapore.

A lot of interesting issues were raised during this meeting.

Company’s Fearless ego for success concept, along with IDEA Vision was reviewed, discussed versus the values we want to stand for as an organization and validated, Mission and Policies were once again reviewed and discussed for changes to be implemented with DMS revisions Dec20.

## Management Review Meeting 2020-02 (Continued)

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.

On 13Nov20, 2 workshops were carried out: "Take care of myself (my team) - Managing fatigue" and "Communication for Resilience and Care, LetsTalk", .

Both workshops were designed for "remote" conduction, with the first one containing very useful tips on how to enjoy a good and restful sleep and how to manage fatigue from jet lag

and the second one on how we can support people around us, family or colleagues, when they show symptoms of mental health issues.

## Remote Pita Cutting

The Covid-19 pandemic and its 3rd wave did not prevent our Company from organizing the traditional New Year "pita" cutting.

The process though was modified, so that all the measures against the corona virus spread were effectively implemented.

The physical presence of 8 colleagues and the priest was backed up by the remote attendance of all Company employees through the Zoom platform.

Winner of the golden coin was Stelios Kontozoglou, while from the Fleet M/T Altesse was the lucky ship to win another golden coin.

The ceremony ended as always with the warm wishes of our priest.



## NovacoHub project initial notification

1. A project is launched on 1st February 2021 to ensure that by 30Oct21 an advanced navigation tool for ECDIS ENC's update, the NovacoHub, is used in our fleet.

NovacoHub is a combined hardware and software solution for ships, that delivers and integrates secure navigation data to the bridge, as well as real-time tracking and ship positioning information.

2. Navigation is one of the major sources of major accidents. 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. Our Company is focusing to ensure that in this future electronic navigational environment our Bridge team performs consistently IF EffEff. NovacoHub concept is a new interesting concept to facilitate IF EffEff navigational performance.

NovacoHub not only provides real-time tracking and ship positioning information but also assimilates secure navigation data to the bridge, eliminating the risk of cyber security and virus infection of DVDs and USB sticks, currently in use. In particular:

- the Navigation officers workload and the risk of human error is reduced, navigation officers will have:
- direct access to AVCS, ADP, AIO, and AeNP base files, along with updates to both their ECDIS
- e-Readers on a PC or laptop
- The current updates are always available online, no risk of losing or misplacing updates
- Real-time tracking and ship positioning information is available on board and ashore
- the cyber security and virus risk that comes with DVDs and USB sticks is eliminated, delivering safe navigation data to the ship.

Our Company in line with the Innovative value of IDEA Vision is always ready to adopt innovative solutions.

3. Project team leader is Capt. Nikos Kassiteropoulos (NDK) and project team members are Capt. Fivos Kousouris (FDK), Capt. Konstantinos Anissis (KNA), Liana Kapsali (LPK) and Stelios Kontozoglou (SAK).

Last meeting was conducted on remotely 08Feb2021 in the presence of the above project members and TEK.

Out of this meeting following is reported:

- 3.1. A plan will be drafted for the pilot ship and for the fleet served by Novaco
- 3.2. Pilot ship will be decided during next project team meeting
- 3.3. Other providers will be approached for updates on similar concepts, like Novaco
- 3.4. All office preparations, familiarisation, instructions and guides are in process.

4. Next project team meeting is planned by 15Feb21.





## TEK attendance M/T Altesse 02Oct20

Our Managing Director Mr. T. Koutris boarded M/T Altesse on 01Oct20 at Tuzla ART Drydocks.  
Security watch of shipyard was very polite, helpful and effective.

Tour of the vessel was conducted, in the presence of  
- Master Khairullin Oleg for deck and accommodation  
- Chief Engineer Polkovnikov Alexey for Engine room  
The following follow up message was sent to Master Khairullin Oleg:



qt

Dear Capt Khairullin Oleg,

Thank you, the Chief Engineer Polkovnikov Alexey, the Chief Officer Anastasiadi Andrei and your crew for the co-operation and hospitality extended throughout our attendance on board on the 02Oct20.

We have noted with interest that no particular personal issues for your crew were reported to be resolved.

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
  - achieving the 0 injuries target
  - PSC inspections performance, with 0 dpi for 2 inspections
- with the will to keep up doing a good job
  - 3rd party inspections performance, meeting the targets and particularly for vetting 3.5 dpi
  - The housekeeping in mess rooms, galley and provisions room and in engine room, while updating inventories prior completion of DD was agreed
  - your crew resilience and understanding for crew changes delays during the covid19 pandemic, which will most likely last beyond the mid21
- discuss the Company Vision the IDEA values, the TAB Safe and PALI principle
- elaborate on the Roxana "Fearless ego for success" tree , highlighting:
  - the Principal Order for all to "Return Home Healthy", with the related "care about myself and my team" and the "communication for resilience" workshops
  - the three pillars of our system, CPAR MoC and RM
  - 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
- introduce the new concepts of:
  - health (Physical and mental) and competence (soft and hard), along with Roxana 3x3x3 soft skills model
  - health (Physical and mental) and competence (soft and hard) as pre-requisites for success in human performance
  - success, meaning Incident Free Effective Efficient (IF EffEff)

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

## TEK attendance M/T Altesse 02Oct20 (Continued)

We had also the opportunity to discuss over a new workshop “take care about me and my team”, now incorporating the Shell “Let’s talk” module and the principles of human performance:

- Humans err
  - Humans want to do a good job
  - All systems can be more human error tolerant
- which are the basement for developing a fair and just culture, which at the same time is a no blame culture.

Following issues were particularly addressed:

- *The strict “0” alcohol policy and the physical and mental health*
- *The need for focusing on the whites refreshing and decorative items on accommodation mirror and manifold crane*
- *The need to prioritise treating the rusted spots in ballasted tanks*
- *poster 62, Return Home Healthy in BCR to be re-located behind the helmsman position*
- *USB to HDMI converter, flip chart, larger TV for officer’s recreation room to be purchased now in Turkey*

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

**unqt**

## Covid19 management project

1. On 30Jan20 the Director-General of the World Health Organization (WHO) declared China’s novel coronavirus (2019-nCoV) outbreak a public health emergency of international concern.

In view of the COVID 19 evolution worldwide, in Russia and in Hellas, and in view of the various scenarios worked out by EU, Russian and Hellenic Government, a project is launched on 12Mar20 for introducing a plan to elaborate on what actions could be done further to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

Actions addressing personal and corporate health issues (active measures), changes in operation to mitigate exposure to virus or spread of virus (passive measures) and recovery plans.

2. A management of change plan is drafted to ensure our smooth HSQE IF EffEff operations in the Covid19 evolution environment.

3. Project team leader is Liana Kapsali (LPK) and project team members are Takis Koutris (TEK), Nikos Giampanis (NG) and Pavel Sidorkin (PS). Last meeting was conducted 19Jan21 in the presence of LPK, NG, TEK, SAK (Stelios Kontozoglou), THP (Capt. Theo Papatheodorou). Out of this meeting following is reported:

3.1 All members of the expanded Roxana and Kristen / ROKS family ashore are reported virus free, with minor incidents in Vladivostok, where now situation is back to normal again.

A few cases were reported in the Roxana and Kristen family onboard, where relevant protocols were set in motion immediately. The situation was promptly under control and operations reverted to normal.

3.2 All actions from last meeting are completed or transferred for completion in the current meeting report.

3.3 Office attendance in Hellas:

3.3.1 remained normal, subject to personal and social measures as per Covid19 management plan.

3.3.2 he latest instructions and regulatory changes by Hellenic government are valid.

3.3.3 It was highlighted that a negative PCR test is not relieving the individuals for the strict compliance with personal hygiene measures and social distance, which remain the 1st priority against the virus spread and are:

- Wshing hands and use of hand sanitizers
- Ue of mask, up to the individual
- Scial distancing to be implemented at all times
- Zom/telephone meetings are preferred over meetings in person

3.4 fffice attendance in Russia returned to normal.

3.5 The situation is monitored worldwide for prompt response to any change.

Updated MoC plan for the project can be found in K:\POOL\MR 2021-01\Projects\Covid19 management.

## Covid19 management project (Continued)

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent at this phase and with deadline next meeting date please:

4.1 Master and all crew

- Follow strictly the active and passive measures
- Follow strictly the revised Covid19 Management Plan, FOM07 Appendix 10.1

4.2 LPK to:

- Follow up for updates on Awareness on personal hygiene measures and practices and Hygiene measures during transit, for employees ashore and on board
- Revise Covid19 Management Plan, FOM07 Appendix 10.1 accordingly
- Draft a table with personnel working from home on a weekly basis

4.3 TEK to:

- Liaise with Hellenic Authorities and Safety Officer for actions needed ashore for building
- Identify processes that can be transformed to workflows in Danaos and Ulysses to facilitate work from home
- Shell shared their work on crew well being for review, adoption or modification and re-branding
- TMSA4, to be released in 3-4 years time, will include BCAV elements

4.4 Wet opd/IK/KK

- ensure the consistent application of the covid19 management plan, particularly pre-requisites for visitors and terminal attendees on board

4.5 SAK

- Check of internet speed for employees working from home

4.6 KNA

- Liaise with TEK/RoKcs for crew measures during the pandemic, internet on board, skyroam etc

4.7 Dept managers to:

- focus to their and their dept commitment to the covid19 measures

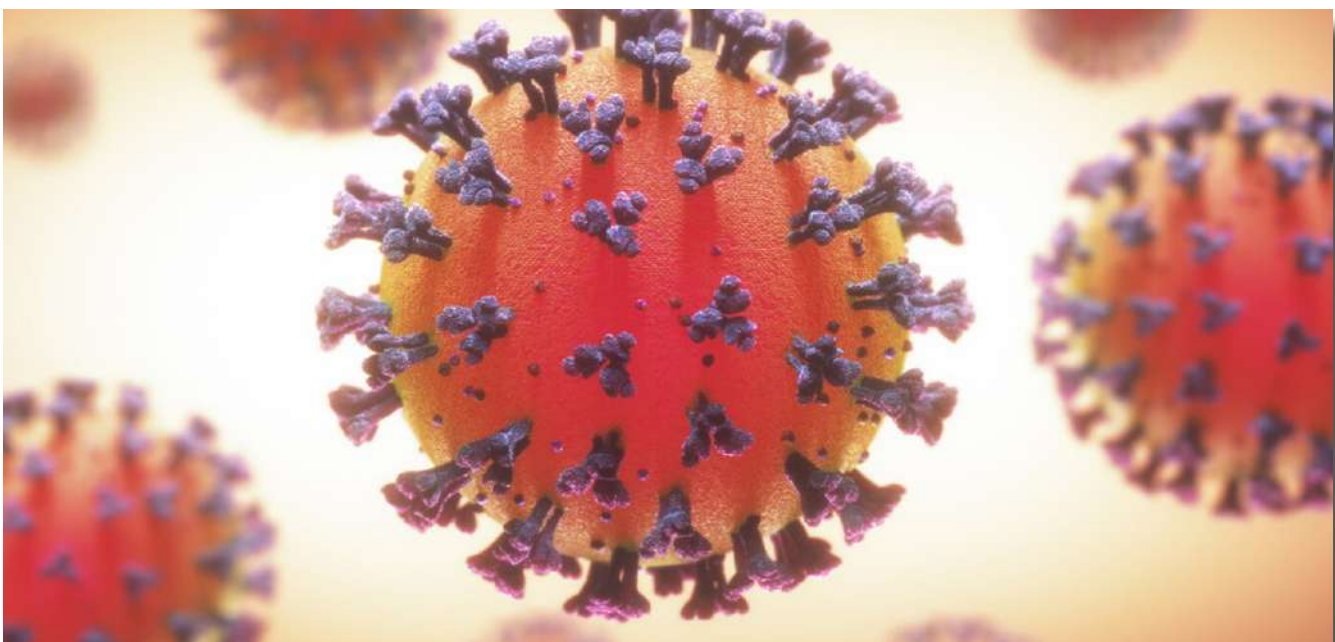
4.8 NG/Gr1-2 to:

- Verify covid19 management plan implementation on board, as per Master actions

4.9 Front desk to ensure:

- remote temp screening, disinfection and registration for all incomers
- masks for all food deliveries

5. Next project team meeting is planned by 15Apr21.





## Inventory of hazardous material project

From 31Dec18 new EU flagged ships - and from 31Dec20 existing EU flagged and non-EU-Flagged ships - calling at EU ports and anchorages should have on board a verified IHM.

The verified IHM is to be accompanied by a Statement of Compliance (non EU flagged of ships).

The IHM is to be verified by Officers of Flag Administrations or by a Recognised Organisation authorised by the Flag Administration.

While the Hong Kong Convention has not yet entered into force, the International Maritime Organization (IMO) Guidelines for developing IHMs establishes the international standard and template for an IHM that will be applicable to both the HKC as well as the EU SRR. As such, developing an IHM in compliance with the HKC and its associated Guidelines will assist with compliance with the HKC when it enters into force and will also facilitate certification for compliance with the EU SRR.



A project is launched on Oct19 to ensure that all our fleet will have on board a verified IHM by 01Jan21, which shall identify at least the hazardous material contained in the structure or equipment of the ship, their location and approximate quantities.

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

Last meeting was conducted on 27Oct20 in the presence of KGP,VK,LPK,NG and TEK

Out of this meeting following is reported:

- All ships have already been certified: ATS, ATH, ARN, ADA, AGT, MCL, MBC, MVL, MLD, MGC, DSR, RVG, ADV, MLN.
- DMS revisions, additional familiarization with the revised DMS for all the shore and shipboard personnel is incorporated in Ulysses doc manager Dec20 release.

Initial MoC plan for the project can be found in K:\POOL\MR 2020-02\Projects\IHM EU Recycling

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

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

KGP

- Follow up of fleet certification as per fleet schedule plan.

LPK

- Additional familiarization with the revised DMS to be provided to all the shore and shipboard personnel.

Next project team meeting is planned by 26Mar21.

## ATC time charter project



The ATC time charter project has been launched on 01Apr20 to ensure HSQE incident free operation with ATC and enhance the business relations with this distinguished customer of our Company.

The first ship that was fixed on Time Charter with ATC was MGC on 08Apr20 for 11-13 months and was subject to the successful Remote TMSA Audit that was carried out on 05-07May20.

The 2nd vessel that was also fixed is MBC under TCP dd on 04Jun20 for 8-10 months and with new TCP dd 04Mar21 for 10-12 months.

Vessel ATH is the 3rd ship that was fixed under TCP dd 09Dec20 for 10-12 months and the last vessel ATS was fixed for 06+06 months under TCP dd on 29Dec20.

ATC is considered by the BoD a valuable partner as one of the Major customers with specific requirements to operate, not always aligned with the spot market practice.

Our operating routines, what is now documented in our DMS, is in principle covering the ATC

requirements, however specific issues should be properly addressed and CP22 and FOM06 and FOM03 reporting routines, CP07 and Vessel contacts and other docs should be revisited to ensure the HSQE incident free, effective and efficient co-operation with ATC.

Project team leader is HK and project team members are TEK, NG, captTHP, captKNA and captKK. Updated MoC plan for the project can be found in K:\Pool\MR 2021-01\Projects\ATC Timecharter.

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

## Remote surveys and e-certificates project

**1.** We remind you that the e-certificates project has been launched on 26Oct17 to facilitate the smooth transfer to the e-certificates, with deadline for implementation 28Feb20, already applied for all classes since 30Oct20.

Under the scope of this project we have also added the implementation of remote surveys, which is provided by Major Classification societies and OCIMF, particularly during the covid19 outbreak.



**2.** Remote surveys are

- removing for the surveyors the hazards of transit, access to ship, walk on board
- removing for the crew the hazards of fatigue, distraction while operating, since the survey may be conducted at a mutually accepted timing and not in port
- bringing flexibility to the survey implementation, as they minimize the survey logistical costs, reduce operational down time and eliminate waiting for Surveyor attendance, allows for repeatability and 3rd opinion.

**3.** Project team leader is Liana Kapsali (LPK) and project team members are Nikos Giambanis (NG), Vasilis Kokkineas (VK) and as of 01Apr20 Stelios Kontozoglou (SAK) and Takis koutris (TEK) were added in view of remote surveys demand, due to Covid19. Last meeting was conducted on 25Feb21, in the presence of LPK, NG, TEK, SAK, capt. Theo Papatheodorou (THP), Kalli Papagewrgiou (KGP). Out of this meeting following is reported for remote surveys:

3.1 The acceleration of the main equipment purchase was decided, 2 ATEX tablets and 2 smart glasses will be immediately ordered in order to be delivered to the first ships with convenient itinerary.

3.2 All RINA classed ships will have the notation "Remote" asap

**4.** All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent at this phase and with deadline next meeting date 15Mar21 please:

4.1 LPK will ensure:

- implementation plan to be populated with 3 additional ships, in liaison with SAK,
- CP05 handovers (for the Master) to be revised to include the remote surveys equipment
- All RINA class ships to have the notation "Remote" asap

4.2 THP/MSK:

- Training plan CP06-13/32-35 to be revised to include training in Zoom

4.3 KGP:

- CFCIM revision for LRS annual survey checklist

4.4 SAK:

- Prepare equipment for 3 ships in alignment with the Remote Surveys implementation plan, with priority the bulkers.
- Proceed with the order of 3 ATEX tablets and 3 sets of smart glasses.

**5.** Next project team meeting is planned by 15Apr21.

## Marshall Islands congratulations for Roxana & Kristen Qualship21

"Congratulations to the Masters and Crews of **ALTESSE, ARAMON, MALBEC, and MARVEL**, managed by **Roxana Shipping S.A.**, which were recently approved for enrollment in the United States Coast Guard's Qualship 21 program. If you know the RMI Registry, you know how important high-quality and high-standards are to our fleet operations. We are exceptionally proud to have 16 consecutive years in the Qualship 21 program and to have nearly 1,200 RMI flagged vessels enrolled in the program. Bravo Zulu to the Masters, Crew, and team members whose drive for excellence is recognized by this achievement!"



"Sincere congratulations to the master and crew of the **M/T ALIGOTE**, the 5th **Roxana Shipping S.A.** operated RMI flagged vessel to receive #Qualship21 status with the US Coast Guard. The Qualship 21 program recognizes individual vessels for their commitment to high-quality standards. While 2020 has been a year of challenges, our fleet remains focused on safe vessel operations. We are proud that so many RMI flagged vessels continue to be recognized for their commitment to quality, even during these unprecedented times."

"Congratulations to the master and crew of the **M/V ADVENTURER** and the **Kristen Marine S.A.** team on receiving Qualship 21 status from the US Coast Guard. Nearly 1,200 RMI flagged vessels are enrolled in Qualship 21, which recognizes vessels for their commitment to high-quality standards. 34% of vessels enrolled in Qualship 21 are in the RMI fleet, an exceptional number!"



*Theo Xenakoudis  
Director, Worldwide Business Operations at IRI/The Marshall Islands Registry*



## 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 2021 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 2021 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	E. Melnik	E. Trukhachev	-	Vetting	New Jersey	17Feb21	3	3,5
M/T Asprouda	E. Melnik	E. Trukhachev	-	USCG	New York	16Feb21	0	0,9
M/V Adventurer	V. Chavs	P. Podkorytov	-	Flag	New Orleans	25Jan21	0	1
M/T Athiri	V. Rubanov	E. Slinko	-	PSC	Yanbu	17Mar21	0	0,9
M/T Altesse	O. Khairullin	A. Polkovnikov	-	Flag	Yanbu	13Dec20	0	1
M/T Altesse	O. Khairullin	A. Polkovnikov	-	Vetting	Jeddah	05Jan21	4	3,5
M/T Malbec	V. Sheludko	A. Shumkov	-	Vetting	Durban	10Feb21	4	3,5
M/T Miracle	A. Kozlov	I. Mikhailov	-	PSC	Hodeidah	30Mar21	0	0,9
M/T Melody	O. Mikhalev	K. Goncharov	-	PSC	Chittagong	11Feb21	0	0,9
M/V Malen	V. Bekirov	T. Zainullin	-	USCG	Panama City	11Mar21	0	0,9
M/V Revenger	R. Shabaylov	A. Kosianchuk	-	PSC	Puerto Cabello	23Mar21	0	0,9

## Assumptions and poor communication lead to collision

In daylight and good weather a bulk carrier was in ballast and up-bound in a river. A down-bound tow vessel's operator called the pilot of the bulk carrier to arrange a starboard-to-starboard meeting. This was as per local regulations that require the down-bound vessel, with the current astern and with the right of way, to contact the up-bound vessel and propose the manner of passage. The vessels agreed a starboard-to-starboard meeting and met without incident, but another down-bound tug was approaching and had not yet made meeting arrangements. On the bulk carrier, the pilot assumed the second down-bound tug would require the same meeting as did the first, that is starboard-to-starboard. However, this was not the intention of the tug operator and he did not call the bulk carrier to make his intentions clear. For the next 85 seconds the situation continued to develop in an ambiguous manner until the bulk carrier pilot called the tug to confirm what he thought would be a starboard-to-starboard meeting. The tug operator was taken by surprise by this suggestion, as he had assumed a port-to-port meeting. In his opinion the vessels were now too close to execute a starboard-to-starboard meeting safely. He initiated an emergency avoidance manoeuvre to starboard without informing the bulk carrier's pilot. About 30 seconds later the two vessels collided.



### Lessons learned

- This is one more example of a vessel operator making an assumption about the intentions of another vessel operator which has led to a bad outcome. To reduce risk in this sort of situation, clear and unambiguous communication is essential.
- Follow the rules! In this case the operator of the second tug should have called the up-bound bulk carrier and confirmed the manner of passage. Had he done so in a timely manner the collision would have been avoided.

Source: MARS

## Poor risk analysis for stuck anchor results in fatality

A bulk carrier in ballast weighed the port anchor and departed the anchorage for a sea passage. As the anchor came into view, it was discovered that the flukes were not positioned properly. Heaving was stopped, but not before one of the flukes entered the hawsepipe and became stuck. The anchor was secured in that position and the vessel left the anchorage for the sea passage. The next day work started on trying to free and reposition the anchor. Several attempts were made to free it by lowering and heaving the anchor, but without success. Next, under the Master's instructions and over the objections of the chief mate, a crew member was tasked to go over the side on a rope ladder while the vessel continued to make way. He was instructed to pass a mooring rope over the crown of the anchor, with a view to using the winches to pull the anchor free. This method also proved unsuccessful.



# Lessons Learnt

The next day, a support was welded inside the hawsepipe so that a hydraulic jack could be used to move the chain in the hope of dislodging the anchor fluke. A crew member entered the hawsepipe to position the hydraulic jack against the anchor chain and started operating the jack to move the anchor chain. Suddenly, the anchor chain moved with a jerk and pinned the man against the wall of the hawsepipe. The victim was retrieved from the hawsepipe and found motionless. First aid was administered but the victim could not be revived. The vessel deviated from its passage in order to disembark the victim's body.



## Lessons learned

- The early plan of sending a crew member over the side at the bow while underway was a clear signal that improvisational and unsafe practices were being employed.
- Stand your ground. In this case the chief mate was not in agreement with the practices used and refused to participate. The Master, uninhibited by the chief mate's warnings, continued the various attempts that eventually cost the life of a crew member.
- When a new challenge arises it is best to use cool heads to analyse all risks and benefits. In this instance it would have been evident that sending a man over the side at the bow while underway or having someone enter the hawsepipe were dangerous acts that could not be justified.

Source: MARS

## The handrail's tale

### As edited from Woodside HSEQ Event Alert WELEV19040105

Two pilots had taken an LNG vessel outbound from a port and were now disembarking using the port side combination ladder (accommodation ladder + vertical pilot ladder). The first pilot safely disembarked the vessel on to the pilot boat without incident. As the second pilot was descending on the lower section of the accommodation ladder, at approximately 10 metres above sea level, the handrail released from its securing point and collapsed to knee height. The pilot was able to recover and was uninjured. The ensuing investigation found that a securing pin intended to hold a portion of the multi-sectional accommodation ladder handrail system in the upright position had not been correctly installed.

## Lessons learned

- Handrails are an essential safety element of an accommodation ladder and should be given the utmost attention when installing.
- Embarking and disembarking at sea is an activity that comprises many risks with potential grave consequences. Give tasks related to these activities your best attention



Handrail section not secured correctly



Correct installation



Collapsed handrail



## Unsafe safety lines

A pilot brought a large bulk carrier alongside. Once berthed, he descended to the main deck for disembarkation. The crew were in the process of rigging the gangway which was now swung out and some 15 metres above the wharf. The pilot saw two crew members on the gangway with safety harnesses on, but the safety lines from the harnesses to the ship were not secured to a strong point. Instead, they were being held in the hands of the crew members on deck. All of the safety lines appeared in poor condition (see photo) and would probably have failed if any load had come on the line.

The pilot immediately protested to the chief officer and Master and corrections were made. The issue was reported to the local maritime safety authority as a safety and crew competence issue.



### Lessons learned

Every mariner has a duty to report unsafe conditions. In this case a pilot spotted some obvious unsafe conditions and made a proper report to vessel and shore authorities.

Source: MARS

## Negative pressure in cargo tanks

In the early morning hours a tanker docked to commence unloading. Contrary to port procedures and best practices, there was a negative pressure in the cargo tanks of about 270mm/wg. This was caused by the addition of inert gas from the inert gas system OGSJ before unloading commenced. Unloading then proceeded without incident and once empty the vessel departed.

The company investigation found, among others, that;

During the vessel's approach to the berth, which lasted for about

2.5 hours, a constant rain was falling. This accelerated the cooling of the cargo and reduction of its volume, and hence the pressure inside the cargo tanks.

Although the IGS alarm sounded at the time of the low pressure, the crew were otherwise engaged in the tie-up procedures, and did not appreciate the rate of the pressure drop.

### Lessons learned

- On a vessel you can sometimes be faced with conflicting priorities. By keeping your situational awareness you will be in a better position to react accordingly.

- This incident shows the importance of investigating close calls of all kinds. Find out why something happened in order to introduce corrective action so it doesn't happen again.

Source: MARS

## Soot blowing causes deck fire

A vessel had just left drydock and was underway to another port for bunkering. In the late afternoon, a fire broke out on the poop deck in the area used for garbage collection. Within minutes the fire party mustered and was able to extinguish the fire without further incident.

The company investigation found that a quantity of combustible material, such as craft papers and plastic covers used to protect the ship's alleyways while in dry dock, had been left on deck and not secured in closed containers. A soot-blowing procedure was undertaken while underway, and it is probable that hot embers ignited the loose garbage.

### Lessons learned

Loose garbage is always a hazard, for fires but also for safety and cleanliness.

- Certain activities, such as drydock, can leave inordinate amounts of waste on board.

Proper planning can alleviate this hazard.

- Soot blowing can introduce fire hazards on deck and company procedures should take this into account.



Source: MARS

# Lessons Learnt

## Finger crushed in windlass

A vessel was proceeding to anchor and some deck crew were forward at the windlass. One of the deck crew was removing the gear lever pin while another crew operated the hydraulic lever. Unfortunately, the victim's fingers were not clear of the lever pin as he withdrew it, and a finger got trapped in the space between the gear and frame, requiring first aid.

The company subsequently re-engineered the pin with a simple eye on top, enabling the pin to be removed from top of the lever without the operator putting their fingers between the lever and frame. This improvement was applied to all similarly equipped ships in the fleet.



### Lessons learned

- Hazards in plain sight once again—and a simple solution to reduce risks was seen only after the incident. Why not take a walk around your ship with 'new eyes' and see if you can spot some hazards in plain view?
- Good communication and job hazard awareness are needed while operating machinery, whether alone or as a team.

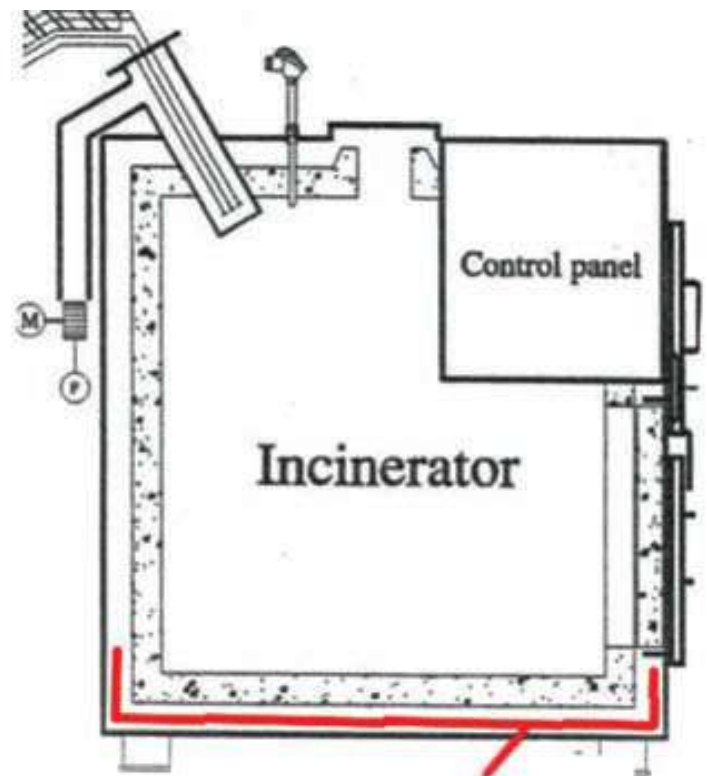
Source: MARS

## Incinerator fire under control

A vessel underway started its incinerator to incinerate oily rags and sludge. About five hours later, after the job was completed, the incinerator was stopped. All specifications appeared normal and the furnace temperature was noted to be 950°C. Following the company procedure, the crew continued to monitor the incinerator during the cooling off period. By 1900, five hours after the incinerator had been turned off, the temperature of the furnace was noted to be 280°C and the blower fan was still running. At 2032, the duty engineer noticed smoke coming from the outer body of the incinerator. On closer inspection, he could see paint peeling off the body of the incinerator. The temperature of the incinerator body was between 250-350°C. He informed the Chief Engineer and an emergency response was initiated. The crew mustered and fire parties began boundary cooling. Boundary cooling was continued for about four hours until heat indications suggested that the fire was extinguished. During the investigation it was found that the fire had started in the air-cooled incinerator chamber jacket. Later, it was found that refractory and outside body plates were intact. Traces of oil were found between the sludge dosing door and the combustion chamber, which was an indication that oil had accumulated in the double shell refractory lining.

### Lessons learned

- Even during the cool off period, an incinerator must be attended to and regularly checked.
- Boundary cooling and cool heads are a great asset when fighting a shipboard fire.



Source: MARS

## Inventory of Hazardous Material EU 01 Jan 21

### 1 Introduction

1.1 From 31Dec20 EU Ship Recycling Regulation (SRR) comes into force therefore existing ships calling at EU ports and anchorages should have on board a verified IHM which shall identify at least the hazardous material contained in the structure or equipment of the ship, their location and approximate quantities.

1.2 The verified IHM is to be accompanied by:

- a Statement of Compliance (non-EU Flagged ships), as per our Fleet or
- an Inventory Certificate (EU-Flagged ships)

1.3 The IHM is to be verified by Officers of Flag Administrations or by a Recognised Organisation authorised by the Flag Administration.

### 2 IHM scope

2.1 Keeping an up-to-date Inventory of Hazardous Material (IHM) on board a ship throughout its life-cycle is a key requirement laid down in the International Ship recycling regulatory regime (IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships (IMO HKC)) and in EU Ship Recycling Regulation (EU SRR).

2.2 Hazardous Materials are listed in IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships Appendix 1 and 2 (same in Res. MEPC. 269(68) Appendix 1 tables A and B).

EU Ship Recycling Regulation (EU SRR) adopts the Hong Kong Convention requirements, except it has added 2 new hazardous substances to be examined:

- Perfluorooctane sulfonic acid (PFOS)
- Brominated Flame Retardant (HBCDD)

2.3 Res. MEPC. 269(68) Appendix 1 (Items to be listed in the Inventory of Hazardous Materials), provides information on the hazardous materials that may be found on board a ship as IMO HKC).

Each item in appendix 1 of these guidelines is classified under tables A, B, C or D, according to its properties:

- table A comprises the materials listed in appendix 1 of the Convention;
- table B comprises the materials listed in appendix 2 of the Convention;
- table C (Potentially hazardous items) comprises items which are potentially hazardous to the environment and human health at ship recycling facilities; and
- table D (Regular consumable goods potentially containing hazardous materials) comprises goods which are not integral to a ship and are unlikely to be dismantled or treated at a ship recycling facility.

2.4 The IHM consists of 3 distinct parts, as follows:

- Part I (Materials Contained in the Ship Structure or Equipment): It provides information on the hazardous materials identified in the ship's structure and equipment, their location and approximate quantities.

It must be throughout ship's life maintained and updated, especially after repairs, conversions or unscheduled maintenance onboard the ship. The complete list of hazardous material is listed in:

- IMO Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships Appendix 1, 2
- Res. MEPC. 269(68) Appendix 1 tables A and B (same as above)
- Plus the hazardous materials: Perfluorooctane Acid and its derivatives (PFOS) as per EU Ship Recycling Regulation (EU SRR)
- Part II (Operationally Generated Wastes): If the waste to be listed in Part II of IHM (provided in Table C - Potentially Hazardous Items of Res. MEPC. 269(68) Appendix 1) are intended for delivery with the ship to a Recycling Facility, then the quantity of the operationally generated waste will be estimated and their approximate quantities and locations must be listed in Part II.
- Part III (Stores): If the stores to be listed in Part III of IHM (provided in Table C - Potentially Hazardous Items and table D - Regular consumable goods potentially containing hazardous materials of Res. MEPC. 269(68) Appendix 1) are intended for delivery with the ship to a Recycling Facility, then the unit, quantity and location of these stores must be listed in Part III.

### 3 IHM maintenance

3.1 Purchasing dept when requesting a quotation and confirming an order will ensure that Suppliers comply with IMO's Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, 2009 (HKC) and its guidelines through the provisions of MEPC.269(58), as well as the European Union's Ship Recycling Regulation (EUSRR) No. 1257/2013, and submit a Material Declaration (MD) and Supplier's Declaration of Conformity (SDoC) either together with each delivery or as a general declaration covering all Supplier's Goods.

The MD and SDoC should:

- be provided in the format suggested in MEPC Resolution 269(68);
- contain as a minimum the information required in MEPC Resolution 269(68), and;
- verify that the products supplied have been assessed for the hazards listed in Appendix I and II of the HKC and Annex I and II of the EU SRR.



## Inventory of Hazardous material EU 01 Jan 21 (Continued)

### 3.2 The above requirements

- are valid for new structural material, machinery, equipment, spares and/or supplies, not existing at the time of the initial IHM compilation,
- does not apply to identical renewal/replacement parts and store

### 4 IHM certification and Paris MoU PSC inspections

#### 4.1 All Company ships carry on board a ship-specific:

- IHM Report, supplemented by Part I of the IHM Issued by Alfa Marine, approved by RINA) including implementation procedures for maintaining and updating the IHM Part1
- IHM Statement of Documentation Review (RINA) • IHM Statement of Compliance EU (RINA) • IHM Statement of Compliance HKC (RINA) 'Inventory Certificate', supplemented by Part I of the IHM is needed only for EU flag ships.

#### 4.2 Paris MoU PSC inspection regime

The port State control officer (PSCO), as a minimum, must check the IHM statement of compliance (SoC) EU, is kept on board and report this in THETIS. He may also review the IHM Report, supplemented by Part I of the IHM and ask if and what samples were taken, the answer being that ship was provided with Green Passport as built (ADA with IHM) and no change has taken place, except for the BWTS, for which a MD has been provided, so no samples were required for the IHM issuance.

For your guidance the European Commission has taken a position on sampling for hazardous materials.

RINA's understanding is that sampling is not mandatory, but EU SRR Article 5(3)(c), which refers to the IMO Guidelines (MEPC.269(68)), must be followed. These guidelines require sampling to be conducted where there is insufficient documentation from time of build to determine the hazards onboard a ship.

According to MEPC.269(68), sampling can be exempted and an item recorded as "potentially containing hazardous material" if there is a "comprehensible justification of the conclusion, such as the impossibility to conduct sampling without compromising ship safety and operational efficiency" (see Appendix 4 of MEPC.269(68)).

#### 4.3 Company documentation for reference

CP16 Ship recycling procedure revised 30Dec20 and with the purpose to describes the controls and activities which will:

- minimize the use on board of dangerous for health material
- identify and record all dangerous for health material on board
- ensure environment friendly ship recycling, in full compliance with the international, national and regional regulatory regime on ship's recycling when the Company is entering into an agreement to deliver an existing ship for recycling.
- CMSM Appendix 4 Ship Recycling plan revised 30Dec20 and with the purpose to
- be viewed as a tool by which the ship recycling facility and the shipowner can ensure an Incident free Effective and Efficient (IF EffEff) ship recycling of a ship.

incorporates all the activities and controls needed to :

- Minimize the use of dangerous for health material onboard
- Identify and maximise the recyclable material
- Identify the dangerous for health material onboard
- Ensure a HSQE IF EffEff ship recycling

## Amendments MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74))

Amendments related to MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74)) apply from 1 January 2021, with main changes asf:

### 1. Special requirements for Hydrogen Sulphide (H<sub>2</sub>S) detection equipment:

Ships carrying bulk liquids prone to H<sub>2</sub>S formation shall be provided with H<sub>2</sub>S detection equipment (Ch. 15, Section 15.15), "Toxic vapour detection instruments

complying with the requirement in 13.2.1 of the Code for testing for H<sub>2</sub>S may be used to satisfy this requirement";

- Please note that all our ships are in compliance; H<sub>2</sub>S detectors (multigas detectors) GMI PS241 and GX-2009 are in compliance with MEPC.315(74), as confirmed by the maker's statement, which should be kept attached along with the gasmeters certificates.

### 2. Revision of carriage requirements of chemical products:

Due to the revision of the criteria for assigning carriage requirements to chemicals (Ch. 21), the provisions for each specific cargo (Ch.s 17 and 18) have been reassessed and amended accordingly, including the toxicity categorization.

- the ship's NEW Certificate of Fitness (ship type 2 and ship type 3) with NEW cargo lists will be VALID FROM 01Jan21 loading

- the PRESENTLY ON BOARD (you have) ship's Certificate of Fitness (ship type 2 and ship type 3) and cargo lists are valid until 31Dec20, to be discarded when last current cargo of the year 2020 is unloaded or 31Dec20, whichever comes later.

- It should be also noted that if a cargo is loaded prior to 01Jan21 and unloaded after, the relevant provisions of the IBC Code at the time of loading are applicable until the cargo has been unloaded.

## Amendments MARPOL Annex II (Res. MEPC.315(74)) and to IBC Code (Res. MEPC.318(74))

3. Prewash 'Persistent Floaters' products, prewash residue/water mixture must be discharged to port reception facility before departure: A prewash procedure is required for 'persistent floaters' products (i.e. substances of pollution category 'Y' that are persistent floaters with a viscosity equal to or greater than 50 mPa·s at 20°C and/or with a melting point equal to or greater than 0°C, as identified by '16.2.7' in column 'o' of IBC Code Ch 17). In specific areas (i.e. North Western European waters, Baltic Sea area, Western European waters, Norwegian Sea) the residue/water mixture generated during the prewash must be discharged to a reception facility at the port of unloading until the tank is empty.

- Procedures and Arrangements (P&A) Manual NEW pages in compliance with above, approved by Class have been already provided to all our ships.

Master, Officers, and crew members must pay attention to the specific requirements, as it is obviously very important to avoid unsafe conditions onboard and adverse actions by port State control authorities.

## A New ECA And Speed Reduction Limits In South Korean Ports

To reduce particulate emissions from ocean going ships in its ports, South Korea has released a "special act on improvement of air quality in port areas". Find out more about the Korean ECA and its Vessel Speed Reduction (VSR) program in this statutory news.

The South Korean Ministry of Maritime Affairs and Fisheries ("MOF") has announced an air quality control programme that defines selected South Korean ports and areas as Emission Control Areas (ECA). A program with maximum sulphur limits (0.1%) and speed limits will support the effectiveness of the program. The following ports/areas are covered by the air quality control programme:

The air quality control initiatives in South Korea consist of two parts:

### 1. Sulphur restriction

1) From 1 September 2020 it is mandatory to use fuel with max. 0.1% sulphur content while berthing.

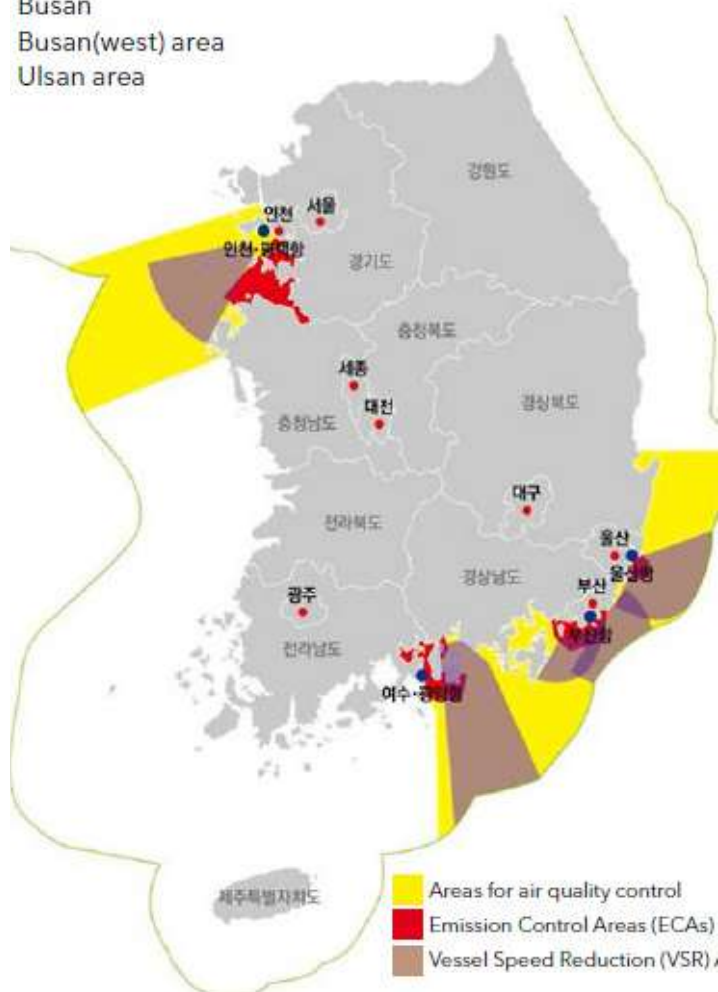
Incheon, Pyeongtaek, Dangjin Area

Yeosu, Gwangyang area

Busan

Busan(west) area

Ulsan area



Vessels will be required to use max 0.1% sulphur fuel when berthing/anchoring for the times set out below:

- Berthing: 1 hour after completion of berthing until 1 hour before de-berthing.
- Anchoring: 1 hour after completion of anchoring until 1 hour before leaving anchor.

2) From 1 January 2022: It will be mandatory to use fuel with max. 0.1% sulphur content while navigating ECAs.

### 2. Speed reductions

The port areas selected will be designated as "VSR programme Sea Areas". Each Sea Area will span 20 nautical miles in radius, measured from a specific lighthouse in each port.

Ships should navigate no faster than a maximum speed of 12 knots for container ships and car-carriers, 10 knots for other ship types, when moving from starting point to an end point within a Sea Area, see table:

Ship type	Recommended speed (knot) for port:			
	Busan	Ulsan	Yeosu, Gwangyang	Incheon
Container ship	12	12	12	12
General cargo ship	10		10	10
Car carrier	12			
Crude oil carrier		10		
Chemical carrier		10		
LNG carrier			10	10

## A New ECA And Speed Reduction Limits In South Korean Ports (Continued)

1) Ships included in the program:

Ships covered under for the VSR Program differ at each port, but must be over 3,000GT and among the top 3 “finest dust-emitting” ship-types (see chart above).

2) Lower speed pays off:

Under the VSR Program, ships will have their port facilities fees lowered when they enter defined port areas at speed levels as defined above. For affected ships, port entry/leave fee (current 111 KRW per ton), will be discounted. The discount ceiling will differ between the ports. Container ships, for example, which traditionally enters port at relatively high speeds, will enjoy up to a 30% discount, while other ships will be granted a 15% discount.

### Recommendations

Shipowners and operators should be aware of the following regulations:

South Korean ECA - From 1 September 2020, ships berthing or anchoring at certain Korean ports (South Korean ECA), must use max. 0.1% sulphur content fuel (or reduce emissions below this target). From 1 January 2022 this limit also applies when navigating the ECA area.

Vessel Speed Reduction (VSR) Program

Port fees will be reduced for ships which lower their speeds to set targets defined in the VSR program Sea Areas.

### References

Ministry of Oceans and Fisheries article (KOR)

Ministry of Oceans and Fisheries news on “Vessel speed reduction (VSR) program to start December this year” (ENG)















Source: DNV-GL



# Human Resources Management

Promotions, Roxana Shipping - Roks Maritime 01

Jan- 31 Mar 21

Name	Rank	Promotion Date	Photo
Khristovich Timofey	Master	12/02/2021	
Cherepanov Viacheslav	Master	13/02/2021	
Galaïda Denis	2nd/Off	29/01/2021	
Pritulin Aleksandr	2nd/Off	01/02/2021	
Kovalenko Victor	2nd/Off	10/02/2021	
Danin Nikola	3rd/Off	11/02/2021	
Azamov Mukhammadsodik	3rd/Off	27/02/2021	
Shumkov Anton	Ch/Eng	23/03/2021	
Efimov Andrei	2nd/Eng	08/03/2021	
Kaplaukh Timur	3rd/Eng	08/03/2021	
Samoilenko Danil	3rd/Eng	05/01/2021	
Pozigun Egor	4th/Eng	05/02/2021	
Chugainov Evgenii	4th/Eng	01/03/2021	
Gorbik Roman	ETO	08/03/2021	

## Mrs. Viktoriia Shmegelskaia's employment

We are pleased to announce that Mrs. Viktoriia Shmegelskaia has joined RoKcs as crew coordinator as of 01 Mar 21.

Viktoriia graduated from Maritime State University named after Admiral G.I.Nevelskoy in Vladivostok as an Engineer-Navigator.

During her studies she had shipboard trainings and graduated from University with good grades.

She has started working together with Evgeniya Khalimenko under supervision of Capt. Pavel Sidorkin and Capt. Denis Verkhoturov.

All of us will support Viktoriia to succeed in her new tasks.

Vika, welcome on board!



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## Job Opportunities

In view of the 2018-2023 5 years plan following new positions are announced for 2020-21:

Fleet superintendent, ex Chief Engineer

He will be based in Athens and/or Singapore, belonging to a Fleet Group, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Chief Engineer in ROKS / 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 ROKS / 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 ROKS / Roxana Fleet will be also desirable.

Attractive benefits package.



**State of the Art in Shipmanagment is our Tradition**

***Incident Free Effective Efficient***