

KYKLADES MARITIME CORPORATION

# A JOURNAL

QUARTERLY EDITION | ISSUE 2 | Q3 2020

## HOW PROPER IMPLEMENTATION OF AN **E-PMS** **BENEFITS EVERYONE**



**SAFETY: ARE WE GOOD OR LUCKY?**  
**PERFORMANCE ASSESSMENT: LOOKING THROUGH A FRAME**  
**SAFETY SETTINGS: AN IMPORTANT BARRIER!**





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## Message from CEO



**Dimitris E. Patrikios**  
CEO,  
Kyklades Maritime  
Corporation

**T**he first issue of KYKLADES JOURNAL was met with excitement and positive comments from colleagues, business partners and others in the shipping community.

We hope that these were not just flattery, as we deeply believe that feedback, pointing out problems and proposals for improvement, are not barriers but what paves the road to excellence.

This second issue still finds us in the middle of the pandemic with no apparent way out of the crisis, except of the positive developments in the facilitation of crew changes at various ports worldwide, with the exception of China.

The articles of this issue include several interesting and informative subjects. We

have also chosen articles to introduce the important concept of the mental wellbeing onboard. The purpose is to set the stage for the next issue where we will dedicate a greater part on this controversial but contemporary subject as October 10th is the World Mental Health Day.

We would like to take the opportunity and thank our insurance partners (Norwegian Hull Club and Gard P&I) for providing their wealth of experience. We consider them an extension of our organization and a valuable 'compass' to maintain organizational situational awareness.

**Enjoy reading and keep safe, keep healthy... body and soul!**

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## About KYKLADES Maritime Corp.

Kyklades Maritime Corp. manages the ships entrusted to it by their Owners, by contractual agreements, assuming among others full responsibility regarding health, safety, protection of life and environmental protection issues and carrying out all day to day operation of the ships, including recruitment, manning, technical support, bunkering, chartering, supplies, s&p, appointment of agents, e.t.c.

Kyklades Maritime Corp. supports the need for a comprehensive and effective Safety, Quality & Environmental management system to ensure that the services offered by this organization meet customer requirements.

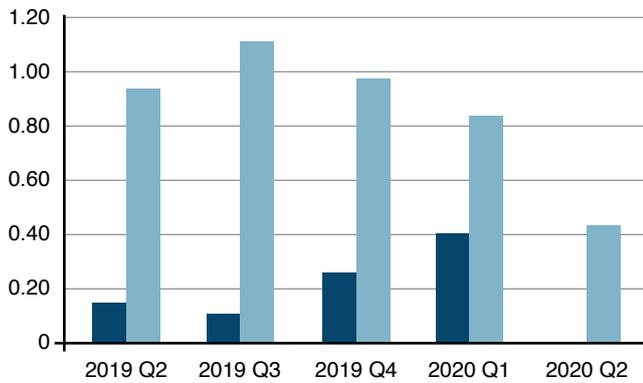
Kyklades Maritime's management system adopts a process approach to sustain operational improvement.

# KPIs

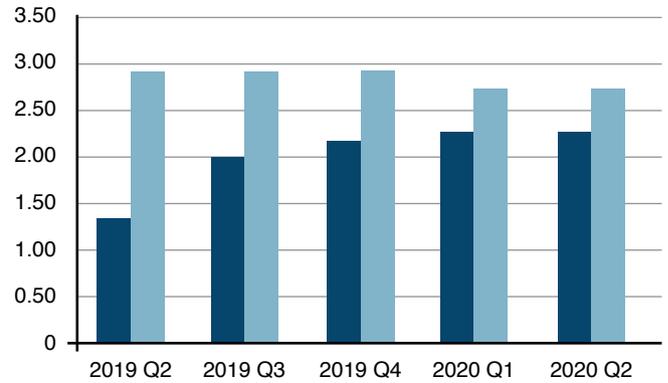
## Vetting Inspections - Q2 2020



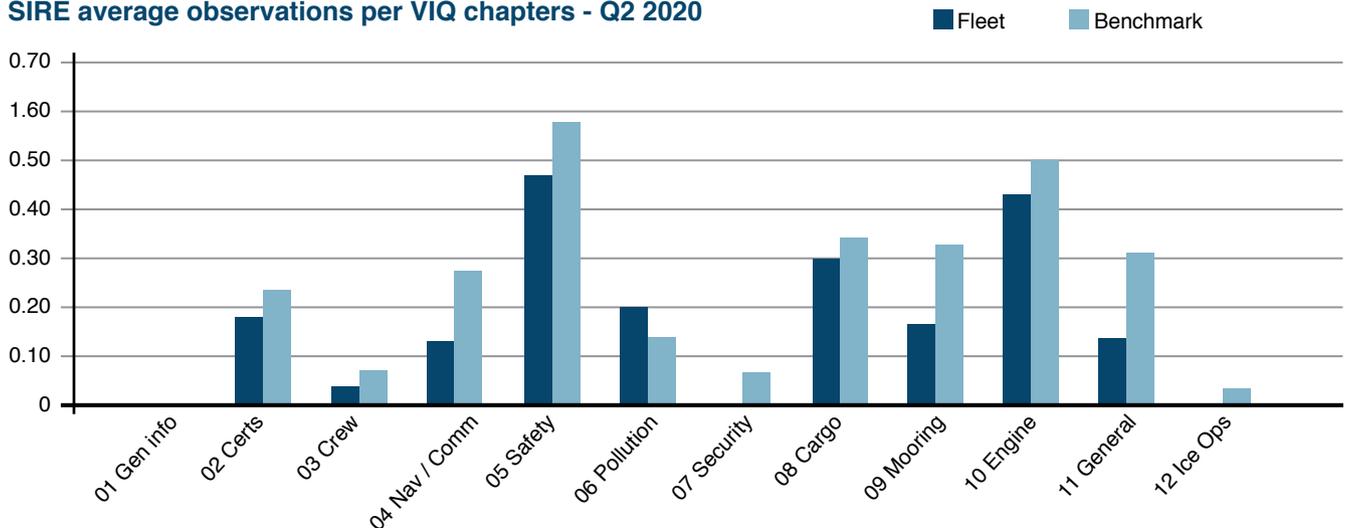
PSC average observations 2019 – Q2 2020



Vetting average observations 2019 – Q2 2020



SIRE average observations per VIQ chapters - Q2 2020



# Moving forward and growing with confidence!

**K**yklades Maritime Corporation is continuing the fleet expansion, despite the challenges of the unprecedented crisis. As part of the new building program, we have taken delivery of two new Suezmax vessels and expect delivery of another four sister vessels in the first semester of 2021. The program was expanded recently with the agreement for further two VLCC vessels with Hyundai Heavy Industries. The VLCCs are expected to be delivered the first semester of 2022.

The first two vessels to be delivered were ‘Nissos Sikinos’ and ‘Nissos Sifnos’, they have LOA of 274m, capacity of 157447 DWT and were built under DNV-GL rules. They were delivered by Hyundai Heavy Industries to Kyklades Maritime Corporation in September 2020.





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# Are we good or lucky?



**Capt. Michail C. Manikas**  
DPA, HSQE  
& Inspections Manager



In the early days of Shipping, a seafarer was considered an adventurer as soon as he stepped onboard a vessel. There was so much uncertainty with the performance of a voyage that it was referred to as an adventure.

The factors affecting a voyage were numerous and thought to be beyond human control that superstition, divinity and rituals constituted a big part of the safety system onboard. Usually seafarers simply referred to it as luck.

But what is luck? Luck is the success, or failure, brought upon us by chance, rather than through our own action. In other words, stay away from petting a black cat, passing under a ladder or whistling at sea. Simply, luck will play a role on a sequence of events that is completely beyond our control.

But how many things do take place that are beyond our control? There is no easy answer as it depends on how much we understand. We first need to understand the depth of knowledge we have on the governing laws, under which a process is designed. The better we understand how a process is designed, the more control we have over the sequence of events. On the other hand, the less we know, the more we leave it to chance to decide for us and faith to protect us; amen!

Luck is our inability to recognize a pattern of governing laws in complex

systems.

Take shipbuilding, for example. For many centuries, wood was the most important and, in fact, the only shipbuilding material. Being a relatively weak material and prone to deterioration, vessels constructed in the past were more vulnerable to heavy weather and had a smaller life cycle. The Industrial Revolution brought about technological evolution with the emergence of new materials. Vessels could subsequently be constructed stronger, stiffer and capable of carrying more cargo. However, Maritime Casualties continued to occur, and so the shipping industry turned to incident investigation in an effort to understand the reason behind these casualties.

This understanding brought new regulations. Guidelines were enforced, standards were adopted and seakeeping was increased. Of course, vessels today still encounter rough seas and the same conditions as they had in the past. What has changed is that the vessels have become more solid. Shipbuilders, through their understanding of the laws of physics and the principles of engineering, started building better ships. They became skilled at their job, luck having nothing to do with it.

The whole extent of the Maritime Industry has also gone through the same process. Years of collective experience

and analysis has brought a series of laws into force to create the context, in which a vessel should operate, with the objective of minimizing casualties. ISM, MARPOL, MLC, STCW, to name a few, were brought into force at the aftermath of serious incidents that occurred in the past, all of which were a result of a lack of common understanding.

Risk will always be involved in all aspects of our daily lives. Whether we deal with complex activities or simple routine tasks, the possibility of something going wrong will always be there. Just like the example of the rough seas, we will never be able to remove the hazards. Acknowledging the fact that risks cannot be eliminated through wishful thinking but have to be managed through assessment and procedures is the first and most basic step to establish safety. Therefore, we will need to build robust procedures and resilience in order to be able to control the risks associated with our field.

Our ability to understand the governing laws of the Maritime Industry is what allows us to operate with confidence in what we do, and reinforces the idea that safety is in our hands! That's what makes us good at what we do!

So, when it comes to safety, do we want to be good or lucky?

# How proper implementation of an e-PMS benefits everyone



**Nikolaos Benetatos**  
Technical Manager

Since the very first ship planned maintenance systems - some place them as old as 1915 - a lot of effort has gone into making the electronic planned maintenance systems (e-PMS) into powerful tools. Tools that, in the hands of the people onboard and ashore, minimize sudden and unwanted damages.

However, planned maintenance systems are not a shipping invention. According to the US Department of Energy, one of the greatest benefits of computerized maintenance systems is “the elimination of paperwork and manual tracking activities, when the functionality of such a system lies in its ability to collect and store information in an easily retrievable format”.

A planned maintenance system allows ship-owners and operators to plan, perform, and document vessel maintenance at intervals complying with Class and manufacturer requirements. The objective is one: ensure safe and reliable vessel operations.

This entails reliable equipment and effectively compliance with all applicable regulations.

In shipping, electronic PMS are the norm nowadays as they enable scheduling and monitoring in an easy and effective way.

These systems, as is ABS NS5 that we currently use in our Company, at their minimum, are a combination of a planned maintenance and purchasing tools, with all the purchasing workflow included, i.e. requisitions – request for quotation – purchase orders.

One of the major benefits is the aggregation of information. There are valuable learnings to be made from all the maintenance results, observations and findings during scheduled maintenance works or even unscheduled repairs. These findings are stored in the system under the finding section of each individual work order and can be used throughout the fleet as a knowledge database available to all users.

Furthermore, the most important

advantage of the e-PMS is that it acts as a connection between the Office and the Vessel, giving the ability of the Superintendent to monitor the progress of the scheduled maintenance works onboard the vessel, without being physically onboard.

NS5 streamlines the planning, documentation and implementation of any maintenance work and surveys onboard. Some bullet points that you need to remember are:

- All **SCHEDULED WORK ORDERS** (jobs) should be completed within their designated time-period. When their completion is not possible, they must be rescheduled with the approval of the responsible person from office.
- Required **SPARES** for scheduled maintenance works should be arranged well ahead of time in order to be available before the execution of any scheduled overhauling work.
- All finding / repairs together with representative photos and comments for the next scheduled maintenance work should be listed under the finding section of the work order and necessary plans and photos to be attached as well.
- Scheduled maintenance that sets any **CRITICAL EQUIPMENT** out of order should be handled similarly with scheduled work orders but with some additional authorization. It should include all additional works for JSA, Safety Meetings, Work Planning Meeting & Permits, together with the authorization from Shore, before commencing any work on the critical equipment.
- Any equipment breakdown resulting to an **UNPLANNED MAINTENANCE** work should be reported in NS5. This will enable us to know what went wrong with the equipment and what corrective actions were followed to repair it. We have created a very simple workflow for this type of unplanned work orders, which must be followed.
- Any **DEFECT** (be it, equipment



breakdown, identified deficiency against the CMS procedures, or a third-party inspection finding) should be handled in the NS5 via the creation of a relevant CAR. The CAUSE of defect is to be investigated & analyzed with a CORRECTIVE ACTION to be planned and implemented. In case that a PREVENTIVE ACTION is also required, so to avoid future re-occurrence, same to be applied.

- **INCOMPLIANT L.O. ANALYSIS RESULTS** are to be followed up in the NS5 via a CAR that is generated by the responsible Superintendent Engineer.

To uphold the power of our electronic planned maintenance system we need to make sure of the following:

1. We properly plan any scheduled maintenance work with respect to needed spares for the job, required time to safely complete same in line

with operational needs

2. Report all findings, so not only we prepare the next scheduled maintenance correctly but we will also advise all fleet vessels with the same equipment for our findings through superintends
3. Follow the established workflow / procedures for unplanned repairs, defects and incompliant L.O. Analysis results
4. We ALWAYS train all Junior Officers to follow / utilize the correct job directions in using the e-PMS for their own and Company benefit.

# Looking through a frame



**Panagiotis Kourkoumelis**  
Training and Development Manager

**D**a Vinci was mirror writing; this means that to read his writings you needed to read them through a mirror. Many suggested this was some sort of mysticism, and this was a way of protecting his writings. Modern studies suggest a more conventional and practical explanation. He was dyslexic and a left handed. It was more convenient for him to write from right to left than to be stained in ink!

My 5-year-old niece does the same, and despite the amazement of most, her parents got very anxious. They turned to me, as I used to do the same at her age, with a question: “What should we do?”. My answer was simple; wait until she goes to primary school.

You see, my niece is an amazing, clever child, like most these days, but she has not yet started school. It is this detail that makes her story relevant

to our series of articles. To assess someone’s performance, you need a framework. There is no use in assessing if my niece has a degree of dyslexia if she has not been in a class to learn how to write. For those not familiar, dyslexia is, by modern accounts, a different way of learning.

Let’s take a leap back to the first article, where you receive a spare part and you do not know the use of it. From your response to the situation – we defined this to be ‘behavior’ – the office makes an assessment. And the question was, would it be a fair assessment?

Some of the possible responses to the situation might have been, to immediately call the office for clarification, leave the spare in storage until you receive instruction, or you might as well make an assumption of what this is about. (Here we could talk about context that drives your behavior but we shall not be tempted!) So, which of the three behaviors you classify as good and which as bad? Most probably you will make your classification based on your subjective assessment. Same as with the driver from the previous article; his honking behavior is good for one place and bad for another.

Hope that by now it is becoming

clear where all these examples and questions lead us.

The answer to the question, if it would be a fair assessment, is definitely NO! You cannot assess someone, and in our examples, someone’s behavior, if there is no defined framework, against which the assessment takes place. You need to know, and the assessor needs to know, what the expected ‘good’ behavior is before making an assessment.

Practically, for us at Kyklades, when we discuss how to improve the appraisal system and assist the seafarers by making things easier, it is clear: we need to establish a defined framework to use for assessing performance.

For this reason, you will soon be presented with a new framework that has clear definitions of the parameters being taken into account and introduces some new behavioral competencies.

You probably wonder, Behavioral Competency? Don’t be put off by the new words. Behavior we already defined and it is how you respond in certain situations. In our next issue we will try to clarify competency and present the new industry guidelines by OCIMF/ INTERTANKO named ‘Behavioural Competency Assessment and Verification for Vessel Operators’.

Until then, Behave Safely!



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# Building Resilience: Change is a part of life

**C**hange is an inevitable part of life. It happens whether we're ready or not. One of the secrets of living successfully is to learn to handle the changes coming our way. Resistance to acknowledge change is only a temporary band-aid to the situation awaiting us and it could ultimately pose negative results. For instance, when we try to avoid change of any kind, we often start feeling physical and psychological symptoms, such as considerable stress and anxiety.

Changes may be desirable or undesirable. Desirable changes are implemented through a step by step implementation plan while undesirable changes should be addressed more carefully through a change management process. In every case, the end goal is to lead change and eventually embrace it.

"The secret in Change is focus all

your energy not on fighting the old but building the new", said Socrates revealing the key of a resilient approach. Thus, instead of being afraid of the new situation, one should try to reap the benefits and adapt to it.

The capacity to adapt involves the mental, emotional, and physical means to incorporate new mindsets and behaviors, to absorb the key implications of a change. Therefore, only if we face the change with a positive view rather than a negative one, we can ensure a successful resilience approach.

The 8-steps introduced by Dr. John Kotter, an award winning Harvard Professor on leadership and change, can be used as a guide to lead and anchor successfully every change in our daily life. In the final stage of this approach, one has eventually managed to replace old habits and accept the new reality.

## The Leading Change Model

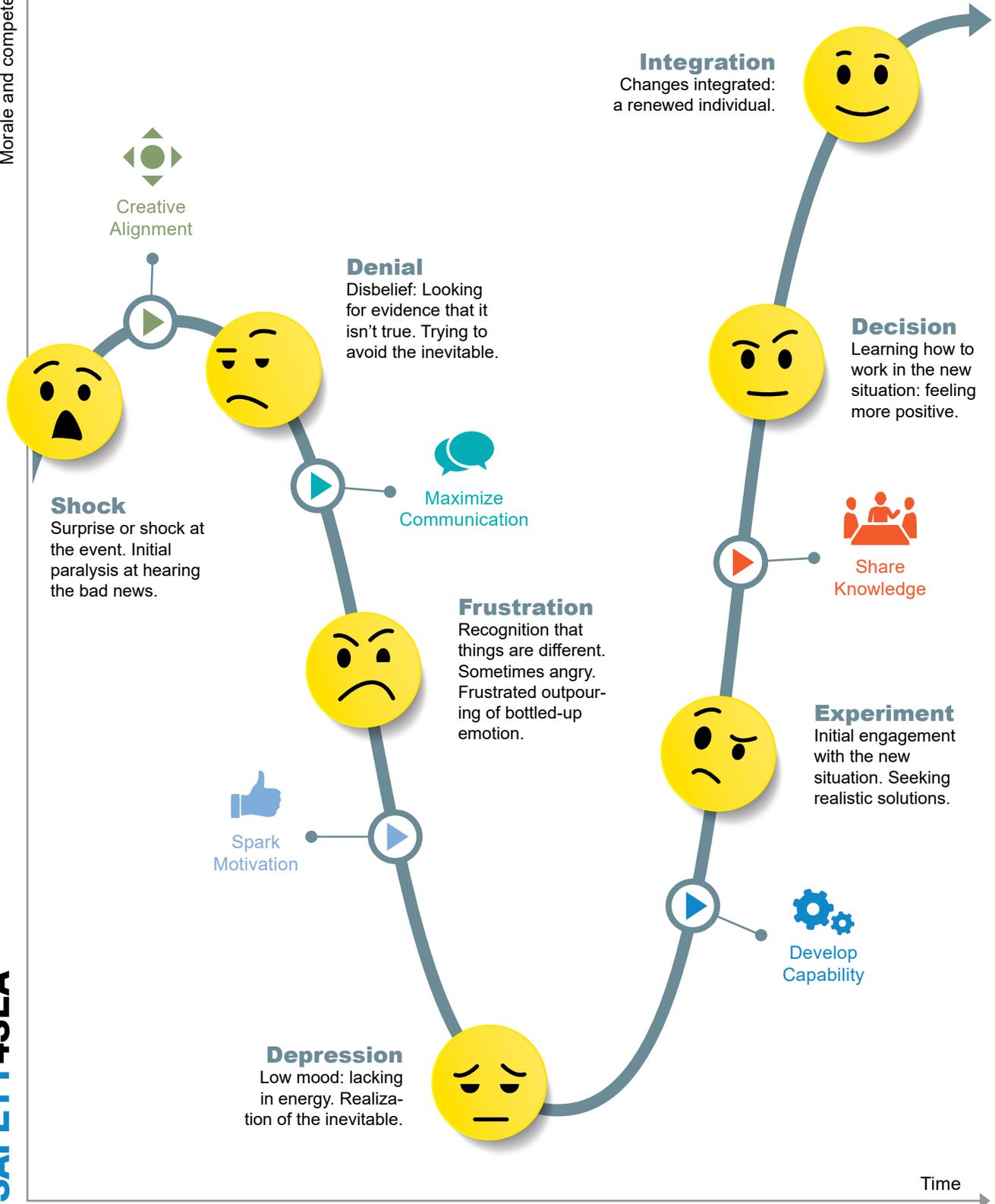


# 7 STAGES OF CHANGE

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# Safety settings: An important barrier!

by HSQE Department

In the following two examples we will examine two cases that occurred onboard our fleet. In both cases, the settings of an equipment were altered without authorization.

## Case #1

### The case

The vessel in question has two transducers, one aft and one forward. However, the sounding values transmitted to echo sounder were erratic and evidently not what they were supposed to be! Everybody onboard assumed that this was related to the type of connection, not using a direct connection between echo sounder and ECDIS but using some sort of calculated interpolation draught values, which was giving wrong values.

### Investigation results

Investigation revealed that the two sensors (forward and aft) had been switched, effectively reversing the readings; aft draft was displayed as forward and the forward draft as aft. However, the ECDIS units were fed with the correct AFT draft by the primary transducer.

The default settings were restored on the echo sounder and the indication of the ECDIS and echo sounder finally synchronized. An attending Marine

Superintendent held a meeting with all navigating officers and explained the root cause of the issue as well as the importance of raising a flag when discrepancies appear between equipment.

The depth of water is imperative to the safe navigation of the vessel. Always check the settings, the scale and the soundings on the echo sounder.

## Case #2

### The case

During a vetting inspection, the secondary means of venting for the Cargo Tanks 3(S) and 5(P) were found with pressure alarms set at +2090 mmWg and -385 mmWg (high and low respectively). These settings evidently pose a high risk as they essentially deactivate the secondary means of venting for low pressure, as well as being against the requirements of ISGOTT 11.1.8.4, VIQ 8.19 and VOC Management Plan.

### Investigation results

Investigation revealed that the set points of the pressure sensors were changed during a demonstration for alarm settings and were not restored to the initial value, by omission.

The settings values are fixed. Therefore, tampering with the settings is prohibited.



## So, how important are safety settings?

Seafarers interact with machines, tools and equipment every day. Ships cannot operate without them. However, while interacting with them, the potential for serious injuries or fatalities is always imminent if they are not used as intended and maintained properly. This is why most equipment have safeguards built in them. It could either be physical barriers, such as protective shields or limit switches, which restrict the equipment from surpassing an acceptable limit, or audio / visual warnings, which alert the operator that the device has reached a critical limit. Altering the set points completely sets the safeguard offline.

The fact that most of the onboard machineries are type-approved by a Recognized Organization (RO) means that they are constructed in accordance with the safety standards mandated by international regulations and are commonly understood within the industry. All personnel involved in a job are counting on the fact that the barriers are in place and will effectively protect them.

**Concluding, we need to highlight the importance of manufacturers' safety settings. Safety settings should be treated as the barrier between safe and unsafe operation.**



**Svenn Andersen**  
Senior Surveyor, Norwegian Hull Club

# Case study: Preventing fires in a vessel's laundry

**Due to a recent fire in a ship's laundry, which could easily have led to a serious incident, Norwegian Hull Club wishes to draw attention to such hazards - particularly regarding the use of tumble driers.**

## What happened

The vessel in question was completing a conversion project. It was moored alongside yard berth while equipment was being mobilised ahead of operations.

One morning, just before 8am, the fire alarm sounded and the crew attended their stations. As the vessel was moored alongside yard berth, the yard safety watch was notified and immediately reported the incident to the local fire brigade.

It was reported that the fire was in the crew's laundry area. The vessel's smoke diving team quickly suited up and was ready to take action. After a number of attempts, the team managed to extinguish the blaze. On arrival, the fire brigade took over, ensuring that the fire was completely under control before ventilation of the accommodation got underway.

The actions of the crew in extinguishing the fire should be recognised; the fire could have developed into a more serious incident, increasing risk to life and wellbeing, as well as potentially causing severe damage to the vessel.

## Location of the fire

The laundry is located outboard of the crew's changing rooms on the Main Deck. Adjacent and forward to the room is a hospital, followed by a section comprising five crew cabins.

The laundry was equipped with two washing machines and two tumble

driers, with the tumble driers mounted on top of the washing machines. There was also a wooden drawer for storing linen/cloths in the room.

The fire started in one of the tumble driers; the heat became so intense that the paint on the bulkhead caught fire. In addition, part of the drawer ignited.

## Root cause investigation

The root cause of the fire is still under investigation. However, given the potential severity of fire on board a vessel, we would like to share this information:

- Ventilation (extraction) from the laundry is to open deck as natural ventilation only, not with a fan (mechanical ventilation)
- Ventilation (supply) is via the vessel's common air conditioning system
- The tumble driers did not feature water-accumulation containers, which often have an auto-stop function when too high a level of water is reached
- The condensed water from the tumble dryer was led out to the open air via ventilation duct
- Condition of air filter for tumble driers unknown
- One smoke detector was fitted in the laundry, which also triggered the fire alarm
- No additional and common temperature sensor / short circuit electrical trip-out fuse connected to the wash-

ing machines and tumbler

## Recommendations

- Regular checks to be made of air filters for tumble driers.
- Ventilation system to be verified as working properly to avoid high humidity / temperature in the room, which could cause a short circuit.
- Evaluate if equipment is suitable for the laundry, e.g. should tumble driers be of the type that have a water accumulation container with high-level cut-off function, or is the existing water drainage / ventilation system considered efficient?
- Consider installation of additional temperature sensors / electrical tripping system
- Regular maintenance routines – cleaning of filters, ventilation, as well as general check of units' safety functions.
- General Safety Assessment, taking into account the risk of fires in vessel's laundry rooms which are usually located adjacent or close to living quarters.

You can access the casualty newsletter library at [www.norclub.com](http://www.norclub.com)

# Mental health and seafarers: It's time to talk



**Kunal Pathak**

Loss Prevention Manager - Asia, Singapore, Gard

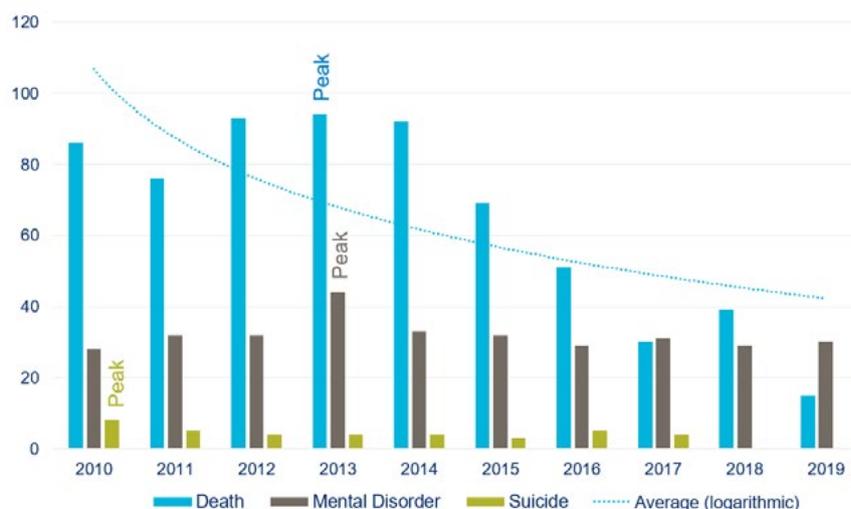
**S**eafarers live and work under more challenging conditions than most of us. They are exposed to an environment that stays with them 24/7 for the duration of their tenure on board the vessel. This Insight addresses some of the key issues that affect their mental health every day of their working lives while they are on board the vessel. Some factors can be controlled and others cannot. Knowing what can be controlled provides an opportunity to make the positive changes.

Before looking for solutions, it is important to understand what is considered to be a mental disorder. According to the WHO's Fact Sheet, a mental disorder is generally characterized by a combination of abnormal thoughts, perceptions, emotions, behaviour and relationships with others. The disorders include depression, bipolar affective

disorder, schizophrenia, dementia and autism. Of all the disorders, depression is the most prevalent with over 300 million people affected worldwide. Symptoms of depression include a prolonged period of sadness, loss of interest or pleasure, feeling of low self-worth, loss of sleep or appetite and lack of concentration. At its worst, depression leads to suicides. Through this Insight and the series that will follow, we hope to show that it is sometimes possible to prevent it going that far.

## Gard Facts

When we look at Gard's data



from 2010 to 2019 and compare the number of deaths due to injuries and illness, we see a declining trend from 2013. However, for mental illness and suicide, we see that the numbers have remained somewhat unchanged. Over the last 10 years we have seen 65 deaths, 32 cases of mental illness and an average of 4.6 suicides each year. The graph below illustrates the trends that we have seen in our P&I mutual portfolio. The numbers do not include missing seafarers who are not counted as suicides so the suicide rate may be underreported.



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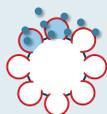
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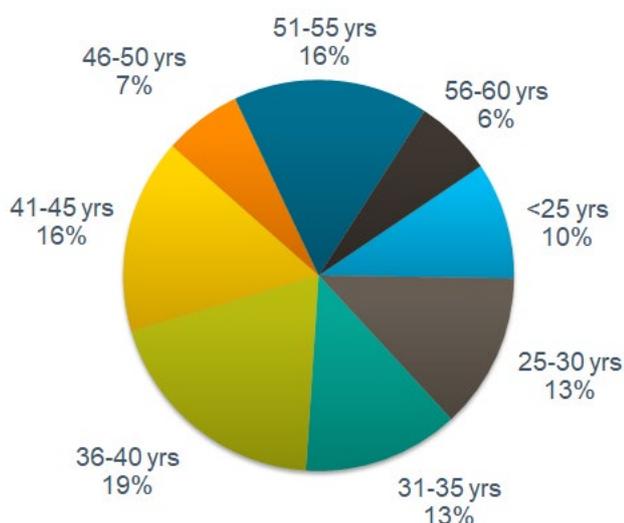


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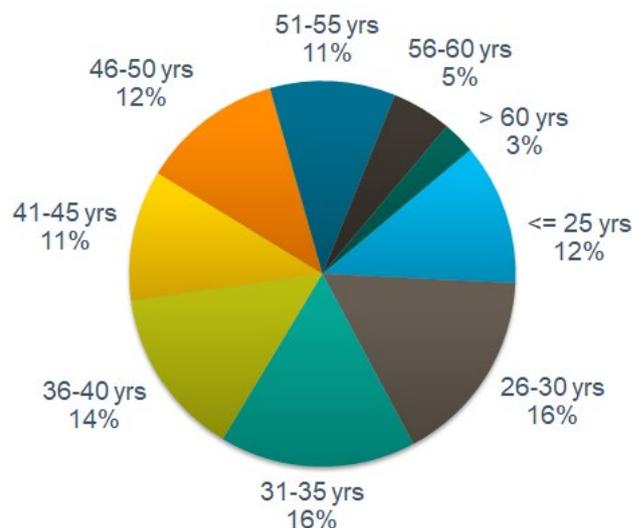
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Suicides, by age group



Mental illness, by age group



The distribution of mental illness and suicides by age groups suggests that all age groups are equally vulnerable.

Looking at the above charts, it is evident that the cases of mental illness are equally distributed across the age groups 26 to 40 years and we see more suicides in seafarers above 36 years when compared to their younger peers.

This is an important finding as it raises questions whether the industry is currently too focused on younger seafarers as “being susceptible to mental disorder or suicide as they find the seafaring life very hard in the beginning.” It is evident we need to address mental illness across all age groups.

### Challenges dealing with mental illness

The first and perhaps greatest challenge is the social stigma associated with mental illness. A person with mental illness is often assumed to be no longer employable. The main reason for this assumption is the lack of understanding of the illness and the lack of awareness of how it is treated and managed. Mental illness, like most other illnesses, is curable. Considerable research has been done on the

recovery of people suffering from mental health issues. One such study was done by the **Australian Health Services and Support** which found that with proper treatment, most people were able to recover and lead a normal life with no further reoccurrence of the illness.

The study included people suffering from anxiety, bipolar disorder and schizophrenia where the recovery was over 80% on average. This story is worth sharing as it shows that mental illness is not necessarily permanent. This also shows that when someone is suffering from such illness, they will be able to work normally once they have received the appropriate treatment. These kind of success stories are important to bring mental health issues into perspective and to help remove the age old social stigma around mental illness.

Another success story is the implementation of Cognitive Behavioural Therapy (CBT). This was largely successful in Zimbabwe when the government trained so-called grandmothers in providing this therapy to people in need. Some six months after its introduction, only 13-14% of people seen by the grandmothers continued to

have symptoms of depression or anxiety, compared with about 50% of those who received the standard treatment, in which a nurse talked to them and prescribed medication.

There are several other research studies that have proved the effectiveness of psychological intervention, both short and long term. The question is whether shipowners are willing to share these success stories in office meetings or safety meetings on board ships. When it comes to addressing the social stigma, social awareness is equal to acceptance. The more we discuss the issues in meetings, the more awareness is generated and hopefully acceptance of the curability and normality of mental illnesses.

Another difficult challenge with mental illness is identification of the illness and the availability of care. Seafarers, just like the general population, are not trained to identify another person suffering from depression or anxiety. Furthermore, due to lack of awareness, care is generally limited to isolating the person with the illness until the vessel reaches the next port of call. Despite its prevalence, there is very little understanding of how best to assist the individual suffering.



Gard has worked with the Red Cross (Singapore) to learn about Psychological First Aid (PFA). In short, PFA is a supportive and practical first response given to people in emotional distress during or immediately after a crisis. Any lay person who is trained in PFA can provide emotional support and PFA can help to prevent the onset and development of mental illnesses.

The Red Cross has a lot of experience in interacting with individuals with signs of mental illness. Their experience with PFA has been generally positive as it is quickly effective. Their recommendation is to look for the initial symptoms of mental illness such as irritability, anxiety, absenteeism, or aggression towards colleagues and to intervene before it gets worse.

But who could provide the PFA on board a ship? The answer to this may be the senior members of the ship-

board team. A common assumption is that cadets are the most vulnerable to self-harm, however, Gard's data shows that the rate of suicides is far higher among the senior ranks. Training only senior officers to provide PFA would result in no-one being able to administer PFA to those who might need it the most.

The care, or the first aid, has three basic steps,

- looking for signs of stress,
- initiating a dialogue with the individual by actively listening without being judgmental, and
- providing practical help.

More details about PFA will be provided in one of the next Insights, where we will share the experience of a Gard claims handler who received training in PFA.

## Recommendations

The issue of mental illness is a vast subject, Members and clients are urged to spend more time on understanding the problem.

- As a starting point, it is important to accept that seafarers have the same challenges, feelings and motivations in their day to day life as anyone else. In addition, they have the challenge of being constrained 24/7 on board a ship for long periods of time and far away from friends and family. Their behaviour can be a response to the environment on board the ships.
- Seafarers should be encouraged to talk about mental health to bring normality to the issue. Mental health should be discussed routinely in office meetings as well as safety meetings on board.
- Providing the master or senior members of the shipboard team with PFA training is not sufficient, they need others to take care of them too.

The issue of mental illness is prevalent, there needs to be acceptance of this and it is important to increase awareness around it.

Mental health is an important component of physical wellbeing aboard ship. Depression can lead to suicide, a tragic loss of a life resulting from a treatable condition. It is crucial to break through the stigma which often forces seafarers to suffer their mental distress in isolation. It's time to talk about mental health and treat mental illness with the same compassion shown to other health concerns.

# A smarter perspective on marine propulsion

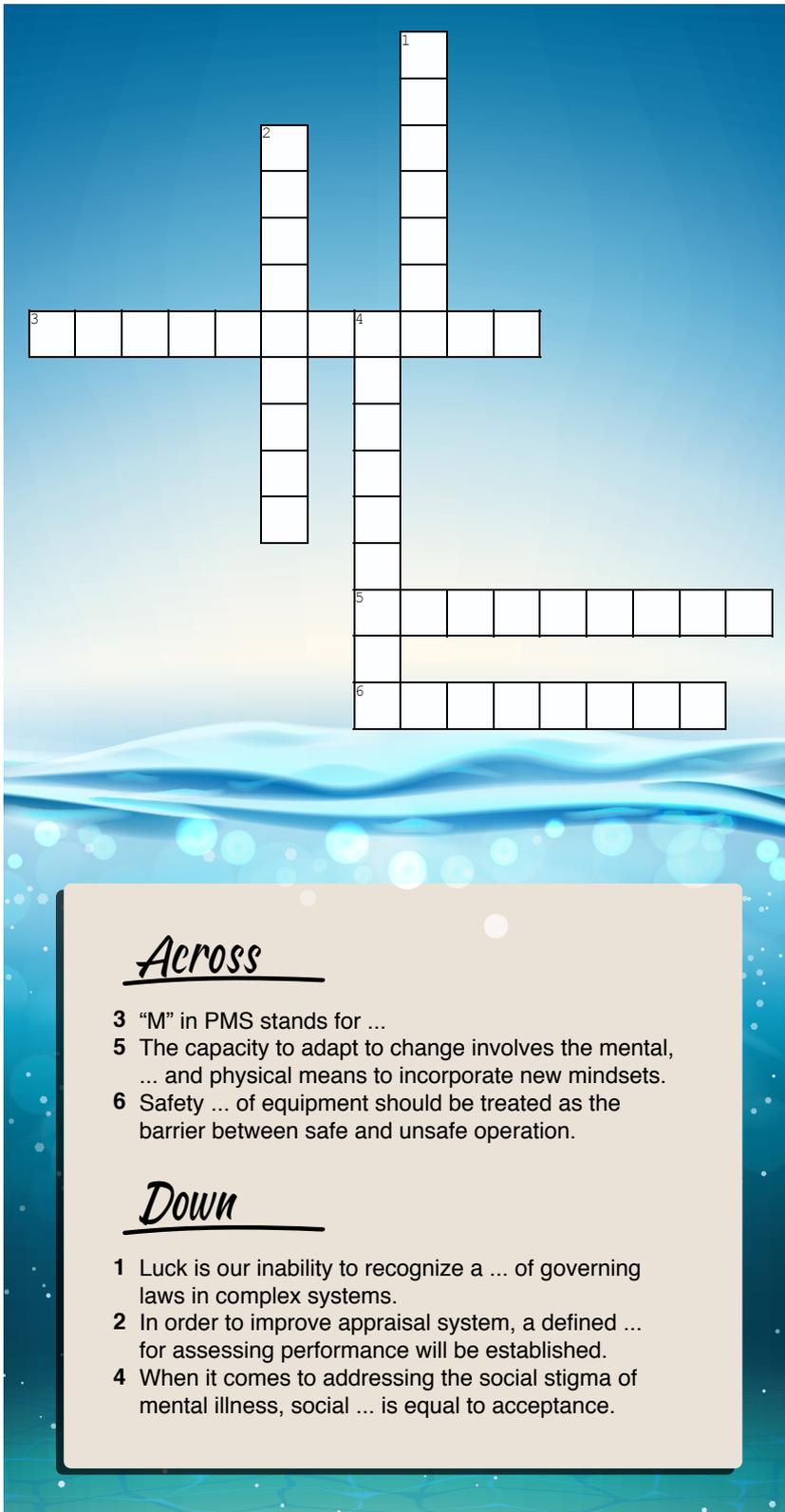
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# CROSSWORD



## Across

- 3 "M" in PMS stands for ...
- 5 The capacity to adapt to change involves the mental, ... and physical means to incorporate new mindsets.
- 6 Safety ... of equipment should be treated as the barrier between safe and unsafe operation.

## Down

- 1 Luck is our inability to recognize a ... of governing laws in complex systems.
- 2 In order to improve appraisal system, a defined ... for assessing performance will be established.
- 4 When it comes to addressing the social stigma of mental illness, social ... is equal to acceptance.

ANSWERS 1. PATTERN 2. FRAMEWORK 3. MAINTENANCE 4. AWARENESS 5. EMOTIONAL 6. SETTINGS

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