HELM (O) and (M) COURSE FACTSHEET
HUMAN ELEMENT, LEADERSHIP AND MANAGEMENT (HELM) MANAGEMENT LEVEL COURSE AND OPERATIONAL LEVEL COURSE

The global shipping industry is a dangerous place. Every day, it loses two ships, pays out US$4 million in claims and radically changes the lives of hundreds of people for ever. Human behaviour is the source of virtually all such loss. It is also the reason why the loss is not greater.

Analysis of shipping disasters in recent years has produced an increasing awareness of the central importance of the human element. The loss of life, the impact on company profits and credibility, and the vast environmental damage that can result from the loss of a vessel remain clear and present dangers.

Several recent initiatives have documented aspects of the human element, most notably ALERT!, a series of publications by Lloyds Register and the Nautical Institute.

These are excellent resources that have been very successful in raising awareness about the importance of the human element. Because of these materials it is now widely understood that human issues are involved in almost all marine incidents. At the same time, the frequency of marine incidents continues unabated. It is not enough, it seems, to simply know that human issues are important.
It is now vital to make a clear connection between these human issues and the business success of those who make their living from the shipping industry – whether on ship or ashore. Specifically, everyone involved needs to understand that they, themselves, *are* the human element. Their continued business success depends on how far they are able to manage their own behaviour along with the behaviour of those around them.

• In 1997, a P&I Club reported that human error dominated the underlying causes of major claims. It was responsible for 58% of all such claims – a figure that has not changed for ten years. Over the same period, the other main cause – ship failure – had decreased by two-thirds.

• In the five years to 2005, an average of 18 ships collided, grounded, sank, caught fire or exploded every single day. Incredibly, two ships sank every day.

• The Standard P&I Club estimates that over a recent ten-year period, insurance claims cost the P&I industry US$15 billion. That's US$4 million dollars every single day. Over 65% of this vast payout – an amazing US$10 billion – was for incidents in which humans played the dominant part.

• The International Union of Marine Insurance (IUMI) declared 2006 to be a catastrophic year for hull claims. The next year, it was four times worse.

• IUMI reports the average number of incidents involving the serious or total loss of vessels over 500gt had steadily risen in the 15-year period to 2008. 60% of these – around two major incidents per day in 2008 – were due to human error.

• In 2008, a maritime disaster occurred nearly every week (on average). Each one involved an insurance claim of over US$17m or had an economic impact of over US$85m.

• In 2008, maritime insurers paid out over half a billion US dollars for casualties.

• The cost of acquiring a new ship is anything from US$50m for a general cargo ship to US$250m for a fully equipped LNG tanker. In 2009, the renewal costs for the International Group of P&I Clubs increased by an average of 16.5% • P&I Clubs are conducting much more wide-ranging member risk reviews as a condition of insurance and premium calculation. These reviews now examine the quality and effectiveness of management and leadership ashore, shipboard personnel, change, accident and nearmiss analysis and loss prevention.

• Ship operating costs vary from US$2 to 20 million per year. If a ship is damaged in an accident, these costs can no longer be offset by its trading revenue. When the cruise ship *Royal Majesty* grounded in 1995, it cost US$5 million in just 14 days lost revenues. Furthermore, operating costs are
radically increased by the cost of unplanned repairs, legal bills, third-party compensation, environmental cleanup, knock-on effects such as refinery shut-down due to a delayed tanker, and loss of commercial reputation. The final costs for the 1989 *Exxon Valdez* disaster were US$4 billion.

• Studies from the software and air traffic control industries show that investing in the right design saves up to 100 times the costs compared to fixing problems later – a most noteworthy fact for shipowners and designers alike.

These human and organisational factors are many and varied, and all interact to affect maritime safety and security. These include:

- recruitment and selection policies and methods
- crew competence, training, experience and teamwork
- conditions of service, loyalty, motivation, morale
- design, construction and ergonomics
- stress and fatigue
- security
- living and working conditions
- manning levels, hours of work, watch keeping patterns and schedules
- management policies - or lack of policies
- safety management systems
- operational systems
- organisational culture, safety culture, just culture
- culture of continuous improvement or merely compliance**,** workforce engagement and senior management commitment
- trading patterns
- standards of build and certification
- maintenance
- international and national regulations

Maritime businesses should understand the complex and often subtle interaction between all these factors. As a business in the maritime industry, human behaviour needs to be managed at all levels, whether it be active seafarers in the course of their work on board ships, the regulator when developing national and international regulations, or senior managers developing policies in shipping companies. It is these policies and strategies that govern how ships and their crews operate, how safely they operate and lead to success.

It is vital for a safe and viable shipping business to effectively manage the human element, taking account of the capabilities and vulnerabilities of humans.

Acknowledgement – MCA guide to human element

GLASGOW
maritime academy
just nautical

Course: Human Element Leadership and Management - Operational Level

Course Duration: 2.5 days (21 HOURS)

Course dates: Every Week. If you need last minute slots please call us on the phone.

Availability: Seats available

Course Fee: £ 450 /- (Discounts available for certain types of students – contact us for more details)

Entry Requirements - Students following an MNTB/MCA approved programme are eligible to attend this course after their first seagoing phase.

Students following the experienced seafarer route to MCA certification shall meet the minimum seagoing service requirements for the issue of a first CoC.

Course Description

This course is designed to meet the mandatory requirements for training in the human element, leadership and management at the operational level as set out in Regulations II and III of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW). It provides students with awareness and understanding of the key human factors influencing effective resource management.

Students will acquire and develop tools and practical skills to enhance their maritime resource management capability. This training is a prerequisite for a first Certificate of Competency (CoC) issued by the MCA meeting the requirements of Regulation II/1, III/1 and III/6.

Course Contents:
The course will develop knowledge and skills to address:

Situation and risk assessment: to understand the influence of a situation and risk assessment in the principles and practice of decision making at an operational level.

Situational awareness: how to acquire and maintain situational awareness and accidents and increasing safety margins.

Communication: how to recognise and apply best practice in communication, and be aware of barriers to communication and how these may adversely affect situational awareness.

Shipboard training: to understand the aim of shipboard training, the principles of learning and methods of developing human potential.

Culture: how to recognise and respond to cultural issues including cultural awareness and bias including national, organisational, departmental and personal cultural approaches.

Team working: to recognise team working models and conflict management style.

Leadership and management: to recognise and demonstrate effective leadership behaviours.

Workload management: understand the concept of task and workload management and be able to apply it. Recognising fatigue and stress in yourself and others, and developing strategies for dealing with them.

GLASGOW
maritime academy
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Course: Human Element Leadership and Management Course - Management Level

Course Duration: 5 days (0900 - 1700)

Course dates: Every week starting on (If you need last minute slots please call us on the phone.)

Availability: Seats available

Course Fee: £ 675/- (Discounts available for certain types of students – contact us for more details)

Entry Requirements - Technical students should hold a deck or engineering certificate of competency at the operational level and meet the minimum seagoing service requirements for the issue of a management level CoC

Course Description

The course meets the latest mandatory requirements for approved training in the human element, leadership and management at the management level and the standards of competence to be achieved.
This course is normally for technical officers following an approved education and training programme leading to MCA certification as;

Chief mate or master on ships of 500 gross tonnage or more

Second engineer officer or chief engineer officer on ships powered by main propulsion machinery of 750 kW propulsion power or more.
It meets the obligatory requirements relevant to bridge resource management, engine-room resource management and application of leadership and teamworking skills as set out in Tables A-II/1, A-III/1 and A-III/6 of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) incorporating the Manila amendments. This training is a pre-requisite for a management level Certificate of Competency (CoC) issued by the MCA upon meeting the requirements of Regulation II/2 and III/2.

Course Contents:

Students will be able to control the operation of the ship and care for persons on board at the management level through the use leadership and managerial skills to ensure that:

The crew are allocated duties and informed of expected standards of work and behaviour in a manner appropriate to the individuals concerned;

Training objectives and activities are based on assessment of current competence and capabilities and operational requirements;

Operations are planned and resources are allocated as needed in correct priority to perform the necessary tasks;

Communication is clearly and unambiguously given and received;

Effective leadership behaviours are demonstrated;

Necessary team member(s) share an accurate understanding of current and predicted vessel state and operational status and external environment;

Decisions are most effective for the situation;

Operations are demonstrated to be effective and in accordance with applicable rules.