

No. 18 | JANUARY - APRIL 2013

CARIBBEAN MARITIME

THE YEAR AHEAD

INSIDE THIS ISSUE:

GUYANA

PUSHING ON WITH PORT UPGRADING

SAFETY AND REGULATIONS

FROM TITANIC TO COSTA CONCORDIA...

GRANTLEY STEPHENSON

NEW CSA PRESIDENT ELECTED IN SAN JUAN

PHOTO FEATURE

*Panama Canal
expansion passes
half-way point*



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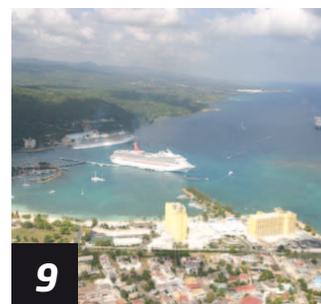
Cover Story

- 4 PHOTO FEATURE**
Panama Canal expansion passes half-way point

Regular Features

- 2 EDITORIAL**
Good fortune in the Chinese Year of the Snake?
- 3 MESSAGE FROM THE CSA PRESIDENT**
Need to keep abreast of industry trends and marketing initiatives
- 20 GRAPEVINE**
- 40 BRIDGEVIEW**
Quo vadis?
- 44 THE HUMAN FACTOR**
Emotional intelligence

Views and opinions expressed by writers in this publication are their own and published purely for information and discussion, in the context of freedom of speech as guaranteed by our democracies. They do not necessarily represent the views and opinions of the Caribbean Shipping Association. – *The Editor.*



Special Features

- 5 BARBADOS**
'We must innovate to stay competitive...'
- 6 GUYANA**
Pushing on with port upgrading
- 9 JAMAICA**
SAJ priorities for improved port and trade facilities
- 10 PUERTO RICO**
We will continue to fight "unjust tariff"
- 12 ST. LUCIA**
SAS set to mark 10 years of steady progress
- 15 GRANTLEY STEPHENSON**
New CSA President elected in San Juan
- 16 CSA AGM PHOTO ALBUM**
One of the largest CSA conferences
- 18 CSA PORT AWARDS**
Top places to Colombia and Suriname
- 19 ST. VINCENT**
Increase in cruise calls; plans for port development
- 23 BOOK LAUNCH**
Encouraging positive change
- 24 PORT OF PORT OF SPAIN**
Greater focus on customer service in 2013
- 26 SAFETY AND REGULATION**
From *Titanic* to *Costa Concordia*...
- 31 DESMOND SEARS ELECTED CHAIRMAN**
Shipping Association of Guyana has new man at helm
- 31 NEW SAJ PRESIDENT**
Kim Clarke to lead Shipping Association of Jamaica
- 32 CSA WOMEN**
Invaluable leadership; sterling contribution
- 34 CSA PHOTO ALBUM**
A collection of candid



MISSION STATEMENT

"To promote and foster the highest quality service to the maritime industry through training development; working with all agencies, groups and other associations for the benefit and development of its members and the peoples of the Caribbean region."

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GOOD FORTUNE IN CHINESE YEAR OF THE SNAKE?

Caribbean Maritime completes six years of publication with world markets and international trade still not bullish but not as bearish as in 2007. Business is still not back to where it was prior to the most recent global recession but nowhere near where we hoped it would be by now.

The white-knuckle days of foreclosures and bailouts are now behind and what a relief. And, economic indicators in the USA are at least trending in the right direction, to the relief of those who backed the re-election of President Barack Obama. However, the return to profitability in regional shipping is lagging. Players in the shipping industry of the Caribbean and Latin America will therefore be hoping for the good fortune promised in the Chinese zodiac as we enter the Year of the Snake.

The theme of this issue is **The Year Ahead**. And as we peer into the mist there are some positive signs; and, opportunities to exploit. There are moves in Trinidad and Tobago which could result in real growth in that twin-island republic's maritime industry (Pages 20 & 24). Further south, the Shipping Association of Guyana is pushing ahead with initiatives to stimulate the upgrade and modernisation of the Demerara Port (Page 6). The Shipping Association of Jamaica is moving to beef up security in the port district of Kingston (Page 9) while the Jamaica government is on the road courting investors for its proposed 'logistics hub' (Page 21). St. Vincent and the Grenadines is anticipating a significant increase in cruise business in the year ahead and has commissioned a port rationalisation and development study as a first step to future expansion (Page 19).

On the other hand, word from Jamaica is that traffic through the Kingston Container Terminal is snarled with at least one feeder line, Caribbean Feeder Services, threatening drastic action. The President of the Puerto Rico Shipping Association has indicated his association's determination to continue its fight in the courts against what he has termed an "unjust tariff" (Page 10). And, the President of the Shipping Association of Barbados (SAB) is concerned about a haemorrhage of profits from the Caribbean as the trend by shipping lines to open their own agencies continues. (Page 5)

The year ahead brings its own challenges and uncertainties. Which year doesn't? However, as SAB President Marc Sampson advocates, diversification and corporate flexibility may help to provide some of the opportunities which regional shipping will need to exploit in the year ahead.

Mike Jarrett

Editor,
Caribbean Maritime



Need to keep abreast of industry trends and marketing initiatives

This issue of *Caribbean Maritime* marks the completion of the sixth year of publication and the first that I am associated with as President of the Caribbean Shipping Association.

As we enter the first days of the 2013 calendar year, we in the shipping industry will do exactly what this issue of the magazine does – peer into the future so as to get a sense of what lies before us in 'the year ahead'. In so doing, we naturally hope for the best, but remain conscious that the economic challenges of recent times are likely to be with us for the next several years.

PASSIVE ATTITUDE

As I stated in my New Year's message to the CSA, rather than adopt a passive attitude, we should remain positive and proactive. We should focus on skills training; improved discipline; and on changing the work culture in order to improve productivity. In this regard, we need to identify regional expertise to drive training programmes and to improve the overall skill sets of smaller territories. At the same time, we need to ensure that our cost management strategies allow us to remain competitive.

LEADING VOICE

The CSA must increase its relevance to all its members and particularly those in the smaller territories. Therefore, in the coming period, we plan to increase the value proposition. We also plan to take steps, as the leading voice on shipping in the Caribbean, to earn the recognition and respect of regional governments and organisations.

We will pursue greater collaboration to realise opportunities that are available to the Region, for example, the development of



transshipment logistics centres and hubs for international commerce, especially in the face of the expansion of the Panama Canal.

The year ahead will bring its own sets of challenges, even as we continue to grapple with those left lingering from last year. However, even as we meet these challenges head-on, we will need to keep abreast of industry trends and marketing initiatives.

Grantley Stephenson

*President,
Caribbean Shipping Association*

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We should focus on skills training; improved discipline; and on changing the work culture in order to improve productivity

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'We must innovate to stay competitive...'

says SAB president

The year ahead will be challenging and we will have to become more innovative in order to remain competitive, says Marc Sampson, President of the Shipping Association of Barbados (SAB).

"Agents may need to diversify, incorporating other services such as trucking, brokerage, purchasing, etc. Agents also need to look at the unions more as partners rather than adversaries, remembering that they are there to protect the rights of the workers," he said.

Mr. Sampson said it would be a year of challenges in a world of shrinking volumes and difficult economic times, and there would be a need to "... use the resources that are available to us through the CSA."

As one partner experienced a problem, the advice and expertise of another member who had already weathered such a storm should be passed on, he said. The same was true for training, which should be coordinated, "... and the CSA is the existing forum

through which this can be done."

Citing an example, Mr. Sampson said if a person was to be brought to one territory to teach a particular skill, other territories could send their employees and thereby reduce the cost of training. This would be of tremendous benefit not only to individual companies and territories but also to the Caribbean as a whole.

RECENT TREND

The SAB President said there had been a recent trend for shipping lines to open their own agencies in the various territories. He posed the question: are the independent agencies therefore becoming a dying breed?

"I am concerned that we will see more of this in the future," said Mr. Sampson. "Although employment is still generated in these cases, the profits made will be exported out of the particular territory. We need to be more forthcoming in sharing information and should work together to



“Agents may need to diversify, incorporating other services such as trucking, brokerage, purchasing, etc”

improve the industry, learning from each other and thereby improving our individual and group situations.”

Over the years, the SAB has maintained its objective of being a leading provider of service to its members and 2012 was no different. The Association embarked on a number of initiatives to further enhance members' productivity and focused on the provision of a high standard of service, thereby retaining and attracting more business.

"We are aware of the need to improve and deliver quality service to remain on the cutting edge of the shipping industry in the Caribbean and the world," said Mr. Sampson.

During 2012, the SAB and Barbados Port Inc. together sponsored the Stevedoring Level 1 programme, Module – Safety & Health for Dockers. To date, one class of dockers has completed this training and the plan is for the remaining dockers to be trained in 2013.





SHIPPING ASSOCIATION OF GUYANA

PUSHING ON WITH PORT UPGRADING

The Shipping Association of Guyana (SAG) has declared a determination to complete programmes that were conceived and germinated in the past two years. In this regard, the upgrade and modernisation of Demerara Port will continue to take precedence.

Strategies for Georgetown Port, the main hub of Guyana's international trading activities, were stepped up considerably in 2012. Through sustained advocacy by the SAG and deliberations with Central Government, a Port Development Working Group was established. This body immediately went into high gear to identify an appropriate

mechanism that would define the ways and means of funding and executing the port development programme.

Desmond Sears, the newly elected chairman of the SAG, expects the project to be completed in phases over the short to long term.

Noting the importance of the project to the Guyana national economy, he said that when an international port was not as equipped as it should, the inefficiencies affected not only the shippers and private berth operators but also trickled down in higher costs to end-users of imported and exported goods.

READY TO MEET DEMANDS

"Guyana must be made ready to meet the stringent demands of shippers all around the world for more modern port facilities and efficient operations," said Mr. Sears.

The well-ventilated issue of deepening the navigational channel to optimum draught remains top priority, ahead of enhanced pilotage

services and vessels. Installation of new navigational aids and assets (including a new fireboat) and advanced technological equipment are equally critical components of the port development programme.

ATTRACTING FUNDING

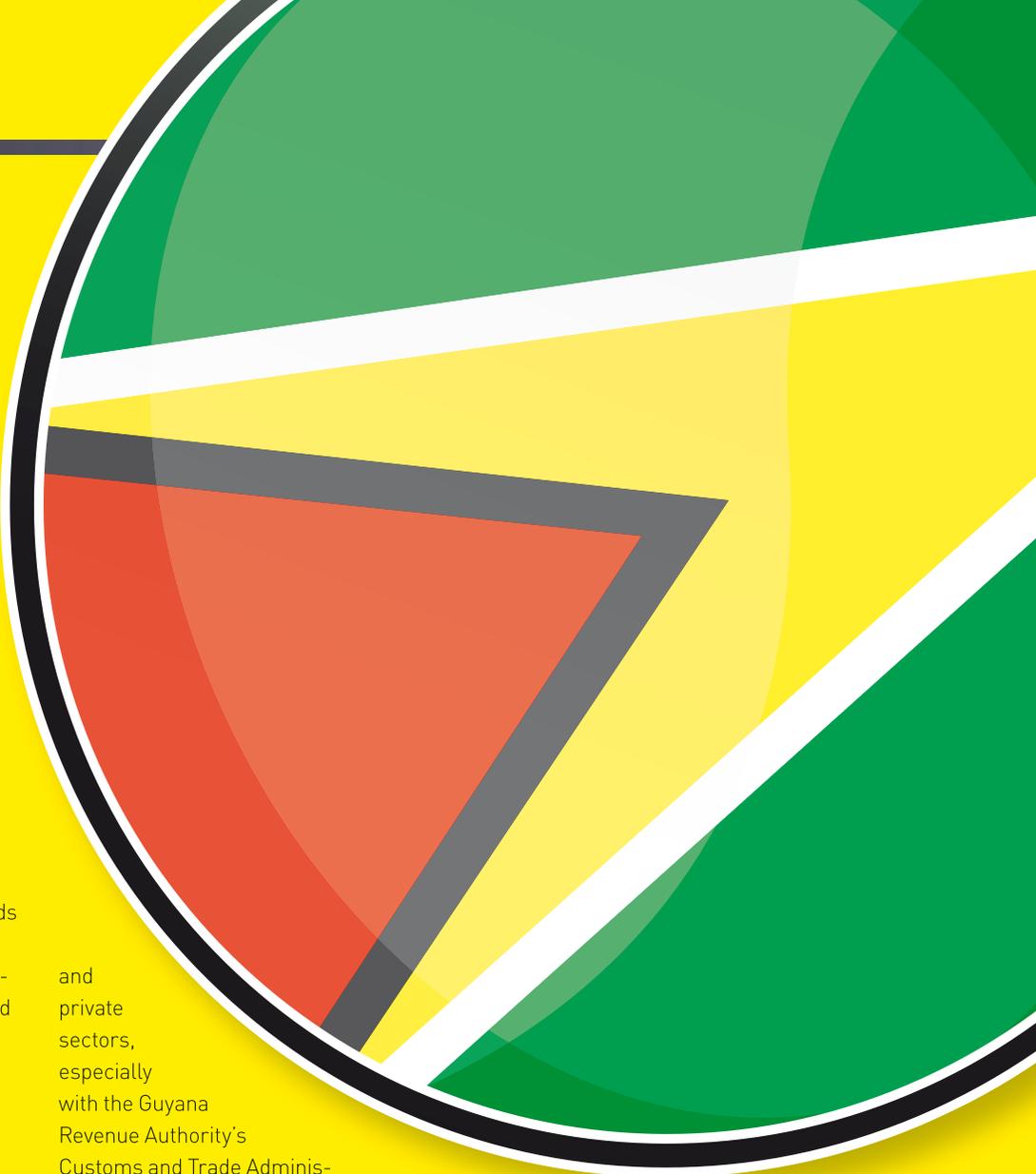
The Working Group, which includes several government agencies, the Maritime Administration Department and shipping operators, is expected to fully outline the project. This work will guide the process for attracting funding not only for port modernisation but for its sustenance as well as continued collaboration with the owners of other ports (including the Deep Water Harbour now under construction in Berbice county).

The SAG's proposal to set up a demurrage company remains on its agenda. Preliminary negotiations and consultations that began some five years ago to assess the feasibility and achieve buy-in are to be revisited in 2013. The SAG executive has already determined that such a facility would enable the Association to provide a necessary service to its members and the wider maritime community including small-scale shipping agents, transport logistics operators and shipping lines. The demurrage company will 'level the playing field locally' (in relation to it being used in a sales pitch) and will create an efficient computerised tracking system for containers, says the SAG Secretariat.

INTENSIFIED TRAINING

In tandem with these initiatives are proposals for intensified training and skill development at the intermediary and tertiary levels. The programmes proposed are expected to turn out more efficient marine-related skills for the operation, maintenance and





protection of navigational and operational equipment in the channel and berths. Preliminary discussions have been conducted with the Education Ministry in Guyana to encourage the inclusion of maritime-related subjects in the curricula of secondary and vocational training institutes in Guyana.

SAG intends to continue discussions in 2013 with the Caribbean Maritime Institute [CMI] for collaboration and technical assistance to resuscitate the Maritime Transport and Logistics diploma and degree-level programmes at the University of Guyana.

Meanwhile, the pace of information gathering of skill needs at all levels in the industry is set to accelerate next year. At the beginning of 2012 terminal owners and most medium to large-scale marine operators were asked to complete training needs questionnaires for the SAG. The data is to be collated for the requisite Needs Analysis to plan training programmes.

Maritime security, another critical component of the SAG's 2013 agenda, advanced to the level of the Ministry of Home Affairs in 2012 as the Association continued to advocate the resuscitation of the Maritime Security Committee and the Port Policing body. This need has in no way diminished and the Association says it plans even stronger advocacy for visible and effective protection of vessels, goods and equipment in port in the year ahead.

OUTREACH PROGRAMME

The Association's membership drive will also intensify in 2013, propelled by a determination to dispel the erroneous perception that its work is mainly to support large-scale terminal owners and shipping agents. The image-building initiative will focus to a large extent on traders, boat operators and owners and small terminal operators in Berbice and countrywide.

The performance of the maritime industry in Guyana continued to be challenged by a need for greater efficiency. This is one of the motivating factors for the SAG's 'outreach programme' set for the beginning of 2013. Already there has been improved collaboration with organisations in the public

and private sectors, especially with the Guyana Revenue Authority's Customs and Trade Administration (CTA).

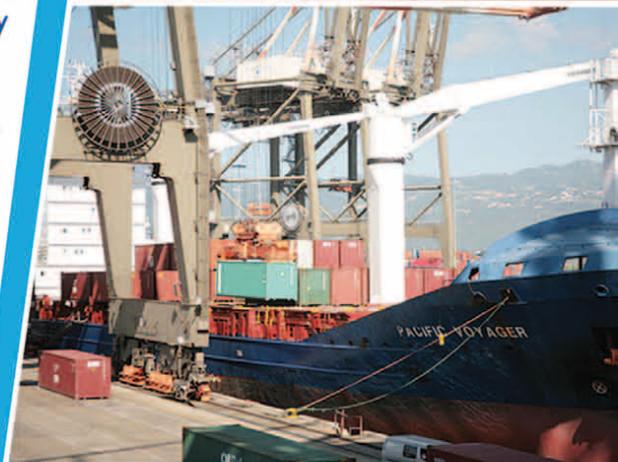
Most organisations across the business spectrum in Guyana have joined the call on the CTA to implement the fully computerised Single Window Automated Processing System (SWAPS). Delays caused by the partly manual system now in place have been costing importers and exporters in time and money. The clamour for the implementation of SWAPS is therefore expected to become louder in the year ahead. 

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Guyana must be made ready to meet the stringent demands of shippers all around the world for more modern port facilities and efficient operations ”

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SAJ priorities for improved port and trade facilities

The Shipping Association of Jamaica has set clear goals for 2013 including improved security for Newport West, the business district in the port area of Kingston.

Among its priorities for the year ahead, the 73-year-old Association has listed works on the drainage and road infrastructure within the business district; and advancement of the Port Community System, an electronic single window.

TRANSPORT ISSUES

The SAJ will also tackle transport issues facing workers across the port. Anticipating growth in business at the port, the SAJ will continue its skill training programmes. It will also expand the use of information technology through its subsidiary, Advantum.

According to the SAJ, Jamaica can increase its earnings by expanding its business offerings to include logistics parks. This opportunity is largely dependent on the completion of the Panama Canal expansion,

which is expected to bring about a shift in global trade and an increase in transshipment traffic.

The SAJ noted that Jamaica's Minister of Investment and Commerce had announced that China, Singapore and the Netherlands had pledged technical support to help the country to accelerate plans to establish itself as the logistics hub of the Americas. This project is the centrepiece of the government's growth strategy for the Jamaican economy.

LOGISTICS HUB

The logistics hub is expected to increase Jamaica's gross domestic product (GDP) by 17 per cent over six to eight years. The project will have six separate but complementary elements, including the dredging of Kingston Harbour and the expansion of port facilities at Fort Augusta and Gordon Cay.

The SAJ has a lot to contribute to the industry and is committed to supporting the government's plans to establish the logistics parks.

“

The SAJ has a lot to contribute to the industry and is committed to supporting the government's plans to establish the logistics parks

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“The industry worldwide is changing,” said Kim Clarke, the recently elected President of the SAJ. “We must adjust to maintain our relevance in the global supply chain for the long term.”

Mr. Clarke, who is managing director of the Maritime and Transport Group of Companies and who previously served as vice president of the SAJ, will lead the Association's charge as Jamaica readies itself to face the challenges and opportunities ahead.

MANY CHALLENGES

Addressing members of the Association at the SAJ's annual general meeting in November, Mr. Clarke said 2013 would bring with it many challenges but also opportunities.

“I look forward to the support of the membership,” said the new SAJ President. “We have a lot to contribute. In order to do so, we the members must maintain unity in order to meet resolutely the demands of industry.”





PUERTO RICO SHIPPING ASSOCIATION

'WE WILL CONTINUE TO FIGHT THIS UNJUST TARIFF...'

As I write this article in mid November 2012 we have just finished exercising our democratic right to elect a Governor and legislative members of the House and Senate of the Commonwealth of Puerto Rico. By the time this article is published, the elected Governor, Alejandro García Padilla and the members of both House

and Senate chambers will have taken possession of their respective offices, starting the first year of a four -year term in office with great challenges to come.

Puerto Rico is confronting fiscal and economic woes similar to the rest of the world: almost no growth in GNP and a national debt that increases day by day.

Puerto Rico's national shipping association is confronted with an economic atmosphere that does not motivate investors and companies to make new investments. On top of all this, we are trying to avoid cost increases in different areas of the supply chain.

IMPLEMENTATION

The implementation of the 100% Scanning Regulation (started October 2011) has gone through 13 months of inspections and charges with no real results. Not all containers are being inspected, but they certainly have been charged the tariff of \$69 per container unit. In addition, all vessels carrying breakbulk, bulk, oil and molasses are being charged but cannot be inspected. Cement carriers are paying US\$ 100,000 per vessel.

By **Hernán Ayala-Rubio**
President, Puerto Rico Shipping Association

The Puerto Rico Shipping Association (PRSA), together with the Food Distributors Association, is still in court with a hearing expected in February 2013. In addition to this legal recourse, the Federal Maritime Commission is investigating the regulation tariff. We will continue to fight this unjust tariff and hopefully prevail for the benefit of our customers and the citizens of Puerto Rico. This will continue to be our main priority.

PILOT TARIFF

We are also negotiating increases in the pilot tariff proposal and negotiating the Container Union Contracts with the Locals ILA. This will probably last until the first quarter of 2013. Together with the election of a new government, we will have a new Puerto Rico Port Authority Executive Director. The person appointed will have to lead the agency through the Private Public

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Our Association should not be quick to criticise the actions of the past, but has to be expeditious and diligent in offering assistance to the new Port Director
”



Partnership signed by the past administration for the Luis Muñoz Marin International Airport. This provides a challenge for the Port Authority to readjust its structure so as to guarantee its fiscal integrity while running the basic operations of the port.

PORT INFRASTRUCTURE

Numerous areas of the port infrastructure have to be attended to, including marine

and cruise terminals, bollards, fenders, pier reconstruction, aprons and, most important, the opening of the San Juan Dry Dock, which is long overdue. We already implemented a new Port Dockage Tariff in 2010 that must contribute to the maintenance of all those areas. We must make sure that the collections for improvement and maintenance of such areas are used in accordance with the tariff.

Our Association should not be quick to criticise the actions of the past, but has to be expeditious and diligent in offering assistance to the new Port Director through advice and expertise. We need to empower our Association members into working together for the benefit of the whole and that means forgetting partisan politics and rolling up our sleeves to help in improving the economic and fiscal condition of Puerto Rico. **CVI**

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Shipping Association of St. Lucia

Ten years of steady progress

As one of the youngest national associations in the Caribbean, the Shipping Association of St. Lucia (SAS) is carrying the weight of its youth and bearing it admirably.

In the year ahead, the SAS will be celebrating 10 years of existence. In comparison, the Shipping Association of Jamaica (SAJ) is over 70 years old. The SAJ knows something about the burdens of getting a national shipping association buoyant and has had to bear the weight of controversy and conflict which attend the early years of development of any national shipping association.

Indeed, in July 2009 representatives from the SAJ went to St. Lucia to encourage the development of the SAS and to share experiences. That visit by the Jamaicans motivated the SAS membership and “infused a vision for the future” said Wayne Monroe, the third President of the SAS.

Mr. Monroe is focused and equal to the task of keeping the SAS on an even keel; and already there are encouraging results.

FUTURE OPPORTUNITIES

“We will continue to strive towards building a structure that we hope will provide future opportunities that will live beyond us,” said the SAS President. “We must initiate and pursue our strategic business plan that will truly reflect the aspiration of all members and stakeholders.”

At the start, the St. Lucia Air & Sea Ports Authority (SLASPA) was regarded by many if not most of the SAS membership as an adversary. Indeed, it was felt in some quarters that it was this perceived relationship that led to the formation of the shipping association. Progress has been made since that early period. Rather than an adversary, the ports authority is now regarded as a partner.



Last year, SLASPA became a full member of the SAS.

CSA MEMBERSHIP

One of the main objectives of the SAS was to obtain full membership of the Caribbean Shipping Association (CSA). It applied for membership shortly after its establishment in 2003 and was immediately invited to host the Caribbean Shipping Executives Conference in May 2004. Hosting a CSA conference is no easy task and the SAS President vividly recalls the preparations and the event.

“Our new and energized membership rose to the occasion,” he said. “It was a very successful and well-coordinated meeting. Voices of approval for a job well done rang out from the attendees of the respective Caribbean and international associations.”

UNITING STAKEHOLDERS

The Shipping Association of St. Lucia was launched in 2003 with 11 charter members forming the core of the membership. The basic objective at that time was uniting all stakeholders in the industry with a view to protecting and promoting their common interests.

This era of infancy, as Mr. Monrose recalls, was characterised by a significant

discontent among stakeholders. It was a period of significant growth of Non Vessel Operating Common Carriers (NVOCCs). This sub-sector had grown significantly in the USA and Europe and they were recruiting agents locally to represent their interests. This new trend was not readily accepted by the authorities and it posed challenges for NVOCC acceptance as ‘recognised businesses’ within the industry.

The task of navigating the SAS through choppy waters so early in the voyage was entrusted to founding president Trevor Phillip and a team of six. Trevor Phillip had previously done service in the CSA and had been elected to the CSA’s General Council. The SAS’s first executive committee comprised: Trevor Philip, President; Eddie Hazel, Vice President; Wayne Monrose, Secretary; Martin St. Marthe, Trustee; Davis Joseph, Trustee; Augustin Joseph; Floor representative; and Peterson Francis, Floor representative.

Eddie Hazel went on to serve as the SAS’s second President in 2006 following the end of Trevor Phillip’s tenure. The incumbent, Wayne Monrose, is now serving the first year of his second two-year term in office. 

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We will continue to strive towards building a structure that we hope will provide future opportunities that will live beyond us
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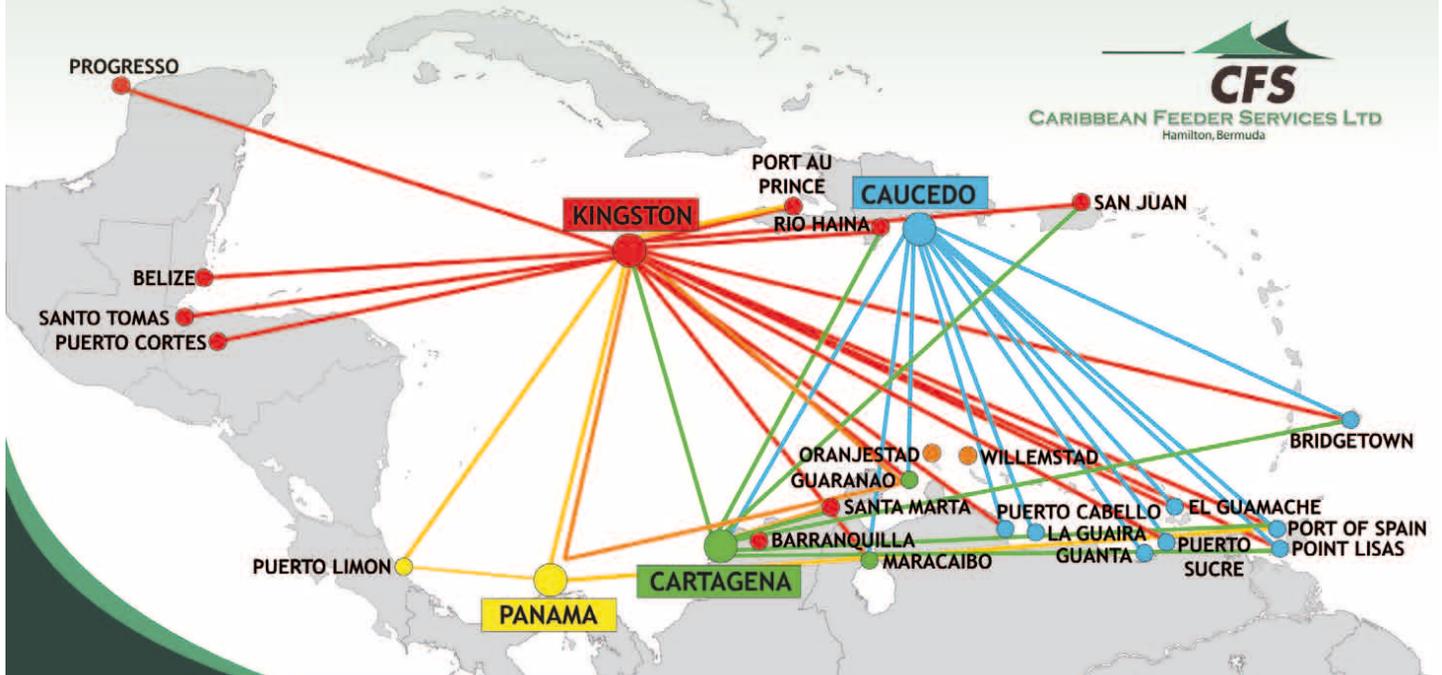
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Grantley Stephenson

NEW CSA PRESIDENT ELECTED IN SAN JUAN

The new President of the Caribbean Shipping Association is Jamaica's Grantley Stephenson.

Mr. Stephenson was elected on the first day of the CSA's 42nd Annual General Meeting, Conference and Exhibition in San Juan, Puerto Rico, where about 300 maritime industry executives were in attendance.

Hosted by the Puerto Rico Shipping Association, the conference was held at the La Concha (Renaissance) Resort over three days, October 15, 16 and 17.

In his acceptance speech, Mr. Stephenson who is Chairman and CEO of Kingston Wharves Limited, said the successes of the CSA in recent years had "...strengthened our place on the world stage. Our continued success must be rooted in the profound principle of partnership and reliant on our deep sense of responsibility."

REMAIN CREATIVE

He said the CSA must remain creative and innovative in order to survive competitively in the ever-expanding realm of the shipping industry.

"We must redouble our efforts if we are to remain buoyant during these turbulent economic times," he said.

The new CSA President replaces Carlos Urriola-Tam, of Panama, who served the maximum three years allowed by the CSA Constitution.

"I am committed to a leadership model that will allow me to serve as both your support and advocate," said Mr. Stephenson.

Addressing CSA members in particular, the CSA President said: "As we continue to keep our fingers on the pulse of technological trends and developments within



Grantley Stephenson, new President of the Caribbean Shipping Association (CSA)

“
We must redouble our efforts if we are to remain buoyant during these turbulent economic times
”

the industry, we must remain creative and innovative in order to survive competitively in the ever-expanding realm of the shipping industry. We must redouble our efforts if we are to remain buoyant during these turbulent economic times."

Mr. Stephenson spoke about the CSA's mission and its role in the development of the regional shipping industry. In his first policy statement as CSA President, he said he was fully prepared to build on the Association's successes and to fulfil its mission and vision for the future.

"Our industry will need to be even more

nimble in adapting to the changing consumption patterns, enabling us to tap into any opportunities that are available," he said. "It is our resolve, creativity and receptivity to change that will ensure our success and distinguish us. In spite of the numerous challenges, I believe we are operating in the realm of unprecedented opportunities.

"It will be my mandate in the months ahead to drive the thinking around capitalising on our distinct and unique geographic location and environment as a region; innovating and diversifying our sources of growth to become 'development ready' in our respective territories."

He said he intended to work diligently to nurture and develop relationships with the CSA membership.

"I will also endeavour to listen keenly and respond effectively to your concerns," said Mr. Stephenson. "In the same vein, I anticipate your guidance and feedback." 



ONE OF THE LARGEST CSA CONFERENCES

The 42nd AGM of the Caribbean Shipping Association was one of the Association's largest conferences ever, with some 300 delegates representing public and private sector entities from across the Caribbean, the Americas and Europe.

Jamaica's Grantley Stephenson, CSA Vice President for the past three years, was unanimously elected President, replacing Carlos Urriola Tam, of Panama. David Jean-Marie, of Barbados, was elected Vice President.

The conference, on 15th, 16th and 17th October, was hosted by the Puerto Rico Shipping Association assisted by the Puerto Rico Tourism Company. Keynote speaker at the opening ceremony was the Secretary of State, the Hon. Kenneth McClintock, who gave an update on Puerto Rican development projects.

The 12-member General Council, installed on the final day, includes five new representatives: Hernan Ayala-Rubio, President of the Puerto Rico Shipping Association; L. Marc Sampson, President of the Shipping Association of Barbados; Kim Clarke, President of the Shipping Association of Jamaica; Ashley Taylor, President of the Shipping Association of Trinidad and Tobago; and Juan Carlos Croston, of Manzanillo International Terminal (MIT) in Panama.

The CSA's annual Caribbean Port Award winners were announced on the final night. Sociedad Portuaria de Cartagena (SPRC) in Colombia and N.V. Havenbeheer, Paramaribo, Suriname, were awarded trophies for Best Container Terminal and Best Multi-purpose Terminal; while terminals in Guadeloupe, Barbados, Puerto Rico and Colombia won sectional prizes.

Mike Jarrett photos







TOP PLACES TO COLOMBIA AND SURINAME

The CSA's annual Caribbean Port Awards were this year won by two South American marine terminals.

Sociedad Portuaria de Cartagena (SPRC) in Colombia and N.V. Havenbeheer in Paramaribo, Suriname, took the top prizes while terminals in Guadeloupe, Barbados, Puerto Rico and Colombia won sectional prizes.

GALA BANQUET

The announcement of the 2012 Caribbean Port Awards was made at the CSA's gala banquet on 17th October in San Juan, Puerto Rico. The banquet marked the end of the Association's 42nd Annual General Meeting, Conference and Exhibition, held over three days at La Concha.

SPRC has won this award on five previous occasions (2005, 2006, 2007, 2009 and 2010). This is the second consecutive year that Suriname's multipurpose port, N.V.

Havenbeheer, has been victorious, having won last year for the first time.

SECTIONAL AWARDS

- The prize for Dependability was won by Guadeloupe.
- The prize for Efficiency went to Santa Marta, Colombia.
- Intership Terminal, Puerto Rico, took the prize for Growth.
- The Port of Bridgetown (Barbados) won the Safety award.

The terminals were judged on performance recorded in the last calendar year.

The CSA annual Port Award competition was established in 1987 to encourage and promote marine port development in the Caribbean region. 

Pictured below:

1. Best Container Terminal: SPRC's Giovanni Benedetti (centre) receives the trophy from CSA President Grantley Stephenson (right) and CSA Immediate Past President Carlos Urriola.

2. Luddy Stewart Trophy – Best Multi-Purpose Terminal: N.V. Havenbeheer's John Defares (centre) receives the trophy for Paramaribo port.

3. Safety Award: Chairman David Harding (left) and CEO David Jean-Marie (right) of Barbados Port Inc receive the award from Mrs. Carlos Urriola.

4. Efficiency Award: Santa Marta's Jaime Sasso receives the award from Mrs. Mildred Tirado, wife of the president of the Puerto Rico Shipping Association (PRSA).

5. Growth Award: Maria Caraballo of Intership receives the award from Mrs. Glenda Nazario, wife of the vice-president of the PRSA.





Increase in cruise calls; plans for port development



St. Vincent is looking to a 14 percent rise in cruise calls in the year ahead.

The word from Kingstown is that St. Vincent & The Grenadines Port Authority is expecting some 260 cargo ship calls in 2013 (in line with the forecast total to the end of 2012) and 183 cruise calls during the 2012-2013 season.

GROWTH

In 2011-2012 St. Vincent handled 160 cruise calls. The Port Authority has been planning for growth and has taken steps towards real development of port facilities.

A port rationalisation and development study has been commissioned and is now in progress. Conclusion of the study is expected in the year ahead and, following study by various government agencies, future plans for developing St. Vincent's port facilities will be drafted.

IN THE PIPELINE

Even as this longer-term port development study proceeds, two other projects are in the pipeline:

- Installation of a central inverter air conditioning system that is 25 to 30 per cent more efficient than traditional systems. Inverter systems perform at minimum energy levels.
- Review and upgrade of the port's entire lighting system. The shift is towards energy-efficient fixtures and bulbs. 

“
A port rationalisation
and development study
is now in progress

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GRAPEVINE*

Barbados Port Inc. appoints CEO

Barbados Port Inc. has appointed David Jean-Marie (pictured) as its new chief executive officer. Mr. Jean-Marie, who has been acting CEO since the retirement of Everton Walters in 2011, was confirmed in the post by the chairman of the board, David Harding, at the corporation's annual general meeting on 18th September.



Mr Jean-Marie joined Barbados Port Authority in 1987 and held various posts there, the last as Manager, Management Information Systems. He moved to the Transport Board as general manager and returned to the newly corporatised BPI in 2004 as Financial Controller and Corporate Secretary. Elected Vice President of the Caribbean Shipping Association at its 42nd Annual General Meeting in San Juan, Puerto Rico, on 15th October, he is also a Fellow of the Institute of Chartered Accountants and a Barbados Scholar.

TRINIDAD GOVERNMENT INTENDS TO DEVELOP LA BREA

The Trinidad and Tobago Government has reportedly agreed to the construction of a port at La Brea.

Transport Minister Chandresh Sharma made the announcement in December, according to the country's news media.

Speaking at a post-Cabinet news conference, Mr Sharma said the Government expected the new port would be completed by 2015. He said the Government expected total vessel calls to surpass 300 and the ports of Port of Spain and Point Lisas could not accommodate all of them.

There is scepticism locally about whether this project will get off the ground. La Brea is on the south-west peninsula of Trinidad, 30 miles from San Fernando and 40 miles from Port of Spain.

In the past, La Brea has been used for construction and fabrication of platforms for offshore industry customers such as BP.

Containerships for Puerto Rico

The New Jersey-based company TOTE Inc - parent of Sea Star Line - will finance the \$350 million construction of two eco-friendly containerships for Puerto Rico trade, according to the newspaper Caribbean Business.

TOTE Inc. said the ships would operate on liquefied natural gas (LNG), generating 71 per cent less carbon dioxide than other vessels and significantly reducing particulate matter.

The 764 ft (232.8 metre) vessels will operate between Jacksonville and San Juan starting in 2015. Built by General Dynamics NASSCO in San Diego, California, they will be designed to carry five times as many 53 ft containers as current ships in Puerto Rico with a significant capacity for refrigerated cargo including pharmaceuticals and produce.

They are expected to be the largest vessels of any kind to be powered primarily by LNG. The contract between NASSCO and TOTE Shipholdings Inc., a subsidiary of TOTE, includes options for three additional vessels. The containerships will operate on either fuel oil or gas derived from LNG, significantly reducing emissions while boosting fuel efficiency compared with conventionally powered ships.

The new ships will feature a ballast water treatment system, making them the 'greenest' vessels of their size in the world.

Construction of the first containership is due to begin in the first quarter of 2014 with delivery by the last quarter of 2015. The second ship is to be delivered in the first quarter of 2016.

CARIBBEAN FEEDER SERVICES 'RETHINKING' ITS REGIONAL SERVICE

Caribbean Feeder Services Ltd. is 'rethinking' its regional service because of crippling vessel delays at the Kingston Container Terminal. *Caribbean Maritime* understands that CFS, backed by its partner and vessel provider Harren & Partner (H&P), has been in constant communication with the Jamaican authorities since early November about losses being sustained at the transshipment port. After 10 weeks of what CFS has described as 'a crisis', there were no changes or any announced plans to indicate that the situation in Kingston would improve. The H&P/CFS partnership therefore decided to put further investments in Jamaica on hold. According to CFS, "... we have more than 90 days of accumulated delays on account of the situation in Kingston since week 44 of 2012."

CFS, a member of the Caribbean Shipping Association, moves a large volume of transshipment containers out of Kingston and most of its 12 ships visit the port. Eight of its vessels fly the Jamaican flag and H&P provides real-world opportunities to students at the Caribbean Maritime Institute who need to complete their training on board ships. H&P is also establishing a repair facility at CMI to provide further training opportunities.

It is understood that CFS correspondence about the matter was delivered to Jamaica's Minister of Transport in January. Up to press time, however, a response from the Jamaican authorities had reportedly not been received.

JAMAICA MOVES AHEAD WITH PORT COMMUNITY SYSTEM

The outgoing President of the Shipping Association of Jamaica, Roger Hinds, has praised the SAJ for its 'painstaking efforts' in drumming up support for a port community system.

Addressing members at the SAJ's annual general meeting on 30th November, Mr. Hinds said that over the past four years the need for such a system had been accepted by stakeholders and two bidders had been shortlisted to enter a second round of tendering. The project has received technical support from the International Trade Centre in Geneva, the United States Agency for International Development, and the Inter-American Development Bank. The Port Authority and the SAJ have collaborated in the recruitment of a project manager to work full-time on implementing the system.

Wrapping up a four-year stint in the chair, Mr. Hinds told members: "Very rewarding is the fact that most agencies are now seeing the port community system as central to the development of the Logistics Hub, and Cabinet approved its implementation by the Port Authority of Jamaica working with Jamaica Customs and the SAJ. Based on the schedule that has been agreed, the system should be in place by the target date for the expanded Panama Canal."

He went on: "The Logistics Hub project is taking on momentum and there appears to be consensus among relevant stakeholders, including Government and Opposition, on the benefits of pursuing this policy. Any criticism would have to be in relation to the pace of development of the approach to implementation, rather than to the acceptance of the need to implement."

Jamaica promotes logistics hub to China, Singapore

Jamaica's Minister of Industry, Investment and Commerce, Anthony Hylton, spent two weeks in China and Singapore at the end of 2012 promoting the country's ambitions to become 'a global transshipment and logistics hub'. The project includes dredging Kingston Harbour, expanding port facilities and building a dry dock. It also includes a road and rail network linking seaports and airports.

**GRAPEVINE documents reports which have been made public or are being discussed in the regional or global shipping network, so as to provide a historical context for the articles appearing elsewhere in this publication. Caribbean Shipping Association, Caribbean Maritime and Land & Marine Publications Ltd do not endorse these reports, neither do we take responsibility for their accuracy.*



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Encouraging positive change

'Caribbean Cruise Tourism – Power Relations Among Stakeholders: The Future of Cruise Tourism in the Caribbean'

This newly published book by Dr. Fritz Pinnock, 'The Future of Cruise Tourism in the Caribbean', represents an in-depth review of cruise shipping and exposes its strengths and weaknesses in a constructive way. The intention was to encourage positive change.

Professor Anthony Clayton, the author's doctoral supervisor, highlighted the two main issues discussed in the book. The first was the anomaly that the Caribbean accounts for over 50 per cent of the world's market share of cruise ship passenger deployment but generates less than five per cent of the industry's revenue; while imposing significant financial and environmental costs on a number of Caribbean nations.

The second issue was that cruise lines were being absorbed in the process of industry consolidation in that over 80 per

cent of the global industry market share was concentrated in a handful of cruise companies. This had created an acute imbalance of power, as these companies are effectively able to dictate terms to the small Caribbean nations on the cruise itinerary.

SUSTAINABILITY

This situation has raised serious concerns about the sustainability of the industry and the likelihood that the extraordinarily inequitable distribution of power, costs and benefits will eventually alienate the host nations and stakeholders.

According to Jamaica's Minister of Transport, Works and Housing, Dr Omar Davies, such findings are hard truths for the cruise industry and affected countries to accept; but he said the book should not be regarded as an empty criticism of the industry by its

stakeholders. He urged all stakeholders to use this knowledge to activate positive and meaningful changes in the areas found most wanting in the sector.

The book will be used as a prescribed text at the Caribbean Maritime Institute. All proceeds of its sale will go to the establishment of the Caribbean Maritime Institute Research Fund. It is based on Dr. Pinnock's thesis and was published by Combined Academic Publishers in Germany. 

CSA President Grantley Stephenson addresses a reception on 1st November 2012 to celebrate the launch of Dr. Fritz Pinnock's book. Seated (left to right): Harry Maragh, Past President of the Shipping Association of Jamaica; Professor Anthony Clayton, University of the West Indies; Dr. Omar Davies; Dr. Fritz Pinnock; and Roger Hinds, then President of the SAJ.





GREATER FOCUS ON CUSTOMER SERVICE IN 2013



Colin Lucas, CEO
Port of Port of Spain

The Port of Port of Spain (PPOS) intends to raise its standards of customer service in the year ahead.

The strategy is to greatly improve customer satisfaction in 2013 and the PPOS plans to do this through a series of measures including a deepening of the communication process with all stakeholders. If customers are satisfied, it means the company is meeting the expectations of those it serves. The underlying philosophy is sound.

The year ahead will see the start or completion of upgrade, maintenance and developmental tasks in the Operations Department, the Equipment Department, in Information Technology and in the Marketing and Public Relations Department.

OPERATIONS DEPARTMENT:

- The Shed 9 project is to be completed by mid February, providing an additional 500 ground slots. As a result, PPOS will be in a position to operationally handle 500,000 teu per annum as a result of increased storage capacity.
- Efforts will be focused on improving performance: at the Gate side to a target of 40 minutes; and on the Vessel side to a target of 25 berth moves per hour and 17 crane moves per hour (to be achieved in the first quarter).



- PPOS will also be working towards regaining general cargo operations.

EQUIPMENT DEPARTMENT:

- STS002 crane – upgrade of crane control system with a PLC system to improve safety and efficiency.
- Non-revenue vehicles – award of contract to provide non revenue vehicles. Tenders are being evaluated.
- Terminal tractor trucks – award of contract for supply of 15 terminal tractor trucks. Tenders are being evaluated.
- STS003 crane – one-week shutdown for preventive maintenance to improve safety and efficiency.
- STS004 crane – one-week shutdown for preventive maintenance to improve safety and efficiency.
- Human resources – hiring of additional technical staff, mechanics and electricians to fill existing vacancies, thus improving production.

IT DEPARTMENT:

- Upgrade of telephone service to provide efficient and uninterrupted communication.
- Continuous training of internal staff and external stakeholders in the use of NAVIS.

MARKETING AND PR DEPARTMENTS:

- Stakeholders' Forum will be held every quarter in order to maintain ongoing contact with customers and other stakeholders. The main objective is to encourage interaction and feedback, thus helping to improve standards of service and customer satisfaction.
- Employee initiatives will be rolled out to foster an internal culture of inclusion and engagement. The aim is to improve employee job satisfaction and productivity. These initiatives will be a combined effort of the Marketing, PR and Human Resource departments.

At the end of May last year, PPOS unveiled its new world-class terminal operating system, NAVIS SPARCS N4. The system is used for receiving, storing and retrieval of containers as well as billing. The IT Department held training sessions on use of the system for brokers, agents, truckers/haulers and port employees.

The terminal's preventive maintenance programme was managed to ensure that key performance indicators for various items of equipment were achieved: STS cranes - 95% (achieved); mobile harbour crane MHC002 - 95% (average of 80% achieved); RTG cranes - 85% (average of 71% achieved).

The crane control system was upgraded with a new programmable control system that improved the safety and efficiency of the crane. A new preventive maintenance workshop was completed and commissioned into service. The new workshop provides a covered workspace that allows repairs to be carried out in all weathers. A new Cummins QST30 engine has been installed in this crane. Two new empty container handlers were also commissioned. 





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From *Titanic* to *Costa Concordia*...

SAFETY AND REGULATIONS

By

*Fritz Pinnock, PhD and
Ibrahim Ajagunna, PhD*

Early in the 20th century (April 1912) the world's most infamous maritime tragedy, involving the *RMS Titanic*, occurred in the Atlantic Ocean. The tragedy took 1,513 lives. While this tragedy became the main focus of attention, little was said about the precursor, when the *Titanic's* massive propeller sucked a small ship into her water as she left harbour, causing a near collision before she had even left British waters.

Since the 1912 tragedy, the maritime industry has endeavoured to improve safety for passengers, cargo, seafarers and ships. It would be an understatement to say that shipping and maritime transport is today far safer than in the era of the *Titanic*. Notwithstanding the advances made in maritime transport safety, the recent disasters involving the *Costa Concordia* and *Rabaul Queen* demonstrate that there are still significant challenges.

“

*It would be an understatement to say that shipping and maritime transport is today far safer than in the era of the *Titanic**

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As pointed out in Lloyd's Register, no one separate development can be singled out for the progress made in maritime transport safety. It is further pointed out that a safer shipping environment is the culmination of a number of initiatives, researches, regulations, and innovations. Among the most important as pointed out by Lloyd's Register are:

SHIP SIZES:

These have increased significantly over the years. Today many new ships are dwarfing the *Titanic* in comparison. The largest modern containerships, such as Maersk's new Triple-E class, pose challenges for insurers owing to their sheer scale and value. While this is the case, other ships are pushing the design envelope, breaking new ground in terms of design challenges, leading to concerns about structural integrity.

SHIP DESIGN AND NAVIGATION INNOVATIONS:

Experts have argued that modern ship construction techniques are a far cry from methods employed during the *Titanic* era, in which ships were generally pieced together by teams of riveters, and skilled men were employed to build vessels in relatively small dockyards.

By contrast, modern shipbuilding uses technological innovations such as welding, computer-aided design, and prefabrication that underpin contemporary construction.

In the *Titanic*'s era, Europe was the centre of shipbuilding and a major source of employment. At the turn of the century,

shipyards consisted of moulding areas, ironworks, platers' sheds, joiners and cabinet-makers' shops, blacksmiths, plumbers, French polishers, shipbuilding berths and fitting-out docks. Much of what was built and finished was created on site. One hundred years after the *Titanic*, more cost-conscious shipyards in Asia, specifically in Japan, South Korea and China, have taken centre stage. In 2010, for example, China and the Republic of Korea together built more than 72 per cent of the ships constructed in deadweight tonnage terms.

According to experts, just as the hub of shipbuilding has changed, so too have shipbuilding techniques. Much of what is done at a shipyard today can be categorised as assembly rather than construction. Today, new ships arrive at dry docks in prefabricated sections to be welded together. A shipbuilder is likely to engage in the 'assembly' of a number of ships consecutively. This shift to prefabrication, coupled with the innovation of welding – which improved the quality of construction beyond that possible with traditional riveting – has made a significant contribution to vessel safety.

CRUISE SHIPS:

Despite the strong passenger safety record of the cruise industry, notwithstanding the *Costa Concordia* tragedy, the modern trend towards ultra-large cruise ships, such as *Oasis of the Seas*, carrying over 6,000 passengers, poses new challenges, especially with evacuation and rescue in remote places. However, the International Maritime

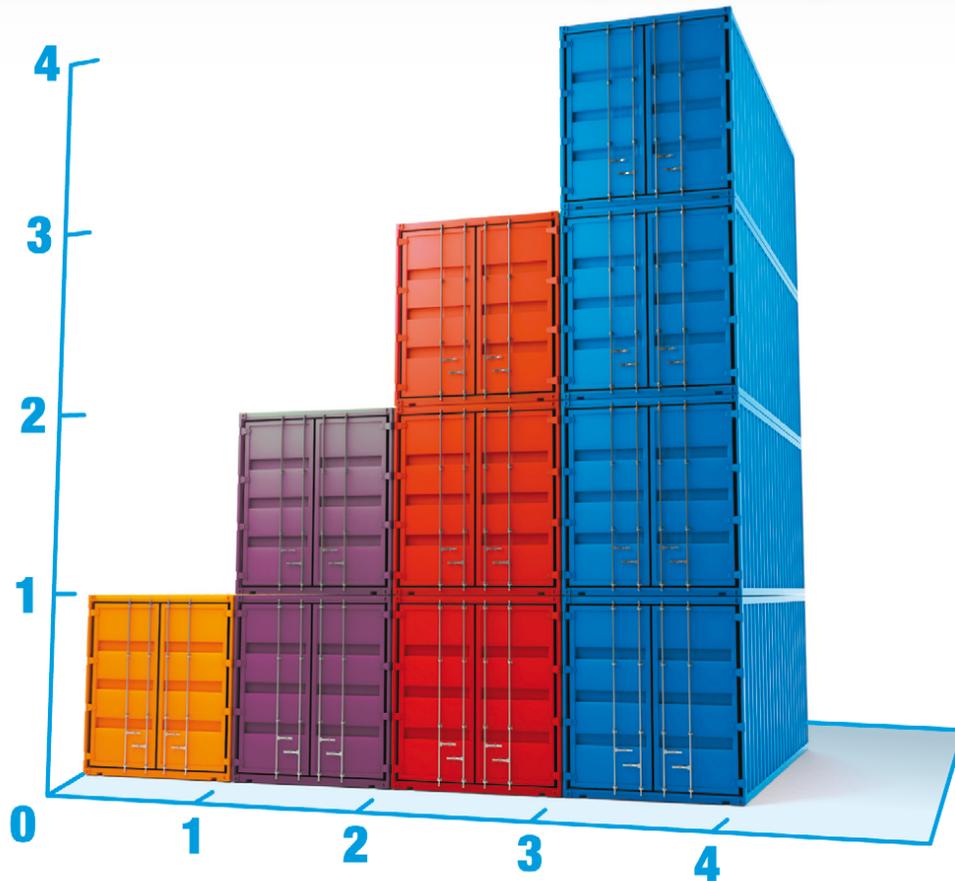
Organisation (IMO) has introduced regulations addressing such risks as proactive risk management with improved fire safety systems and a focus on the need for such vessels to be their 'own best lifeboat' so that, in the event of a casualty, persons can stay safely on board as the ship proceeds to port.

TRAINING AND LABOUR FORCE:

With increased cost pressure, many ship-owners look to source crews from emerging economies because of lower wage demands. Despite IMO attention through



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international standards, training regimes and assessment are not consistent and may lead to variations in crew and officer competence. Over the past 100 years, however, training has moved from being localised and unregulated to a global footing and is now subject to close international scrutiny. The Standards of Training Certification and Watchkeeping for Seafarers Convention (STCW) in 1978 established international benchmarks in this area and has since been enforced by the IMO through the publishing of its 'White List' of countries which comply with these standards.

HERALD OF FREE ENTERPRISE

Safety management systems have also driven a growing safety culture, in part arising from the failures of the previous piecemeal approach highlighted in the aftermath of the *Herald of Free Enterprise* disaster in 1987. Spurred by this accident, the International Safety Management Code (ISM Code), adopted by the IMO in 1993, has become more widely accepted and institutionalised in the industry.

Over the past 100 years, education and training in the maritime sector has moved from being a localised and relatively unregulated area to one subject to international scrutiny and with common baseline standards. Today, those considering a career at sea can choose from a staggering array of training options at various levels around the world.

INTERNATIONAL TRAINING STANDARDS

In the era of the *Titanic*, training was basically a national affair. There were no agreed international training standards. During this time, traditional maritime nations developed their own training schemes and requirements. Most, if not all, combined an element of apprenticeship with formal training and examination. At the time the *Titanic* sank, little had changed in this structure, except that a model form of indenture had been issued by the Board of Trade that included a requirement for Masters to teach apprentices the principles of seamanship, navigation and business on board.

Key milestones in maritime safety since 1912

YEAR MILESTONE

- 1914** SOLAS Convention sets international standards for maritime safety. International Ice Patrol begins aerial monitoring of icebergs
- 1922** Echo sounding applied on board to monitor depth of water
- 1930** International Convention on Load Lines addresses loading and stability issues
- 1940s** Welding begins to replace riveting, later followed by prefabrication, thus enhancing quality of ship construction. LORAN (Long Range Navigation) radio system allows accurate position finding up to 900 miles offshore
- 1944** Decca position fixing allows accurate position finding up to 400 miles offshore
- 1948** IMO established
- 1960s** Computer aided design (CAD) revolutionises ship design. Widespread use of VHF (very high frequency) radio improves ship-to-ship and ship-to-shore communication
- 1965** Radar becomes mandatory under 1960 SOLAS Convention.
- 1967** Introduction of first satellite-based positioning system for merchant ships, Transit, giving regular position fixes on transit of a satellite
- 1969** Automatic Radar Plotting Aid (ARPA) introduced (mandatory 1989), replacing manual plotting of movements
- 1972** COLREG Convention establishes 'rules of the road' for shipping
- 1973** International Convention for the Prevention of Pollution from Ships (MARPOL) addresses marine pollution risk
- 1978** STCW Convention establishes basic training and certification requirements
- 1993** International Safety Management (ISM Code) adopted by IMO, establishing standards for safe management and operation of ships
- 1994** Global positioning system (GPS) fully operational, allowing accurate satellite-based position finding
- 1999** Global Maritime Distress and Safety System (GMDSS) establishes protocols for ships in distress and rescue scenarios and introduces mandatory distress communication equipment in vessels
- 2000** IMO adopts amendments to SOLAS making voyage data recorders (VDRs) or the 'black box' of navigational bridge mandatory in new ships
- 2004** Automatic identification system (AIS) for vessel identification and tracking reduces collision risk. ISPS Code enhances security in ports
- 2012** Electronic Chart Display and Information System (ECDIS) navigation system mandatory, providing continuous position and navigational information.



Today, national systems are developed to ensure that seafarers are competent to go to sea and to safely navigate modern vessels, or to run and maintain their engines. Increasingly, these systems combined a requirement for underpinning education, experience at sea and examination. In the 1970s and 1980s, for example, with changes in the structure and regulation of the industry came changes in seafarer education and training. The greatest of these were driven by the introduction of the STCW Convention in 1978.

FUTURE CHALLENGES TO LABOUR FORCE

The shipping industry is constantly looking at ways to further improve its safety record; and key in meeting that aim is determining future threats to the industry. To that end, risk assessment specialists, academics and industry commentators all agree that the shrinking supply of a skilled workforce, both at sea and onshore, is a major risk factor for the industry. Of particular concern is the move to source workers from emergent labour supply countries, the concern being that these nations may not have the necessary expertise or infrastructure to adequately train competent seafarers for a career in the maritime industry.

While the IMO has identified this problem and has attempted to address it by introducing standards for the training and certification of seafarers, there is evidence that it is insufficiently able to enforce and monitor such standards. Today, different standards of training are being compounded internationally by different methods and standards of seafarer assessment. This has produced an international system of certification whereby one certificate almost certainly does not carry the same meaning as one issued by a different flag state. The overriding fear is that such variations in standards could give rise to variations in seafarer competence, which may in turn lead to poor navigational understanding and limited competence with regard to shipboard maintenance and emergency response.

Training more generally is considered a key challenge for the future. Kevin Whelan, UK Marine Claims Manager at AGCS, believes that training is a problem on two grounds:

Firstly, is there enough training available; and secondly, is it of the right standard?

Attracting the right calibre of person seems to be a real challenge. It is a perennial problem and there is little sign of improvement, unless the maritime industry itself can somehow make a career at sea more attractive. Some shipowners are already offering higher salaries to attract the right staff, but with shipowners today operating to the slenderest margin, any investment in training is a drain on the bottom line.

Crewing levels in a competitive industry continue to pose risks, despite the greatly improved efficiency of modern vessels, and may compromise margins of safety. Some commentators regard minimum crewing levels as too low and point out that they do not allow for (a) the inevitable extra tasks that 24-hour operations require; and (b) 'human factor' risks, such as fatigue, which are a significant cause of accidents.

LANGUAGE BARRIER

Languages have been cited as potential risks, given the dependence on English as the 'language of the seas'. With increasingly multinational crews, however, concern has been raised about communication in an emergency, or even misunderstandings in routine operations.

REGULATION, ENFORCEMENT & COORDINATION

The maritime industry is now highly regulated, with a large number of organisations responsible for various facets of safety. However, it is the primary body, the IMO, formed in 1948, as a United Nations agency, which has driven much international regulation.

Prior to the IMO's formation, the first SOLAS convention was driven by the loss of the Titanic, and on being adopted by its

international signatories in 1914, formed a landmark treaty on marine safety. Subsequent revisions, combined with other key IMO conventions such as the International Regulations for Preventing Collisions at Sea (COLREG) and the International Convention on Loadlines, have further tightened safety rules. Such regulations have not simply reduced the risk of accidents; they have also addressed the challenges of responding to an accident with, for example, the Global Maritime Distress and Safety System (1999).

The industry itself has also played an active part in self-regulating. For example, oil tanker owners have set higher standards since environmental disasters such as the *Exxon Valdez* by tightening risk management procedures and establishing vetting systems, forcing others to adopt similar safety standards. With a complex regulatory environment, coordination of such regulations needs to be improved.

Despite an alignment of objectives, individual enforcement bodies do not always coordinate actions, nor is it easy to enforce responsibility in the event of an incident. 



Crewing levels in a competitive industry continue to pose risks, despite the greatly improved efficiency of modern vessels, and may compromise margins of safety.





SHIPPING ASSOCIATION OF GUYANA HAS NEW LEADER

Desmond Sears elected chairman

The Shipping Association of Guyana (SAG) has elected Desmond Sears as its new Chairman.

Mr. Sears and a new 10-member Managing Committee were elected at the SAG's Annual General Meeting in Georgetown in October. He replaced former President Andrew Astwood, of the Guyana National Shipping Corporation (GNSC).

The new SAG chairman, who has had a long career in the shipping industry, is executive director of Delmur Shipping Company. After serving for several years in the international marketing division of the now defunct Bauxite Industry Development Company, he set up a private company to continue the export of Guyana's bauxite ore to overseas markets.

A familiar face in the corridors of regional shipping, Mr. Sears believes that

Guyana must be made ready to meet the demands of shipowners and operators. He believes that, in order to promote national growth and development, emphasis must be placed on the development and maintenance of efficient and modern port facilities and ancillary services.

MODERNISATION PLAN

In taking over the helm as head of Guyana's shipping association, Mr. Sears promised to continue advancing initiatives begun by the previous SAG executive to push for the setting up of a public-private partnership body. This group will be given a mandate to bring forward the modernisation plan for the Demerara Harbour and upgrading of the navigational channel. The modernisation plan, long advocated by the SAG, has become a matter of urgency for the



**Desmond Sears, Chairman,
The Shipping Association of Guyana (SAG)**

Association, which has promised to step up its efforts to improve the capability and systems of the country's main port facility.

New strategies for port security remain a major concern for Guyana's shipping industry and the new SAG chairman has placed this at the top of his list of priorities. 

NEW SAJ PRESIDENT WELL PREPARED

The new President of the Shipping Association of Jamaica brings to the post 22 years of shipping experience that has taken him from the pavement to the boardroom.

Kim Clarke, managing director of the Maritime and Transport Group of Companies, was elected President of the 73-year-old SAJ in November after serving as Vice President since November 2008. His immediate call was for unity among SAJ members, saying that "members must maintain unity in order to meet resolutely the demands of industry".

STATEMENT

Mr. Clarke's charge, made in his acceptance statement, could have been an echo of his father's words. The late Hylton Clarke, a member of the SAJ's Managing Committee for 31 years until his passing in 2003, was chair of the Association's Industrial Relations Committee, a portfolio the younger Clarke was to carry many years later. Hylton Clarke believed very little could be accomplished

without unity of purpose and Kim's reaffirmation of this was as timely as it was important.

The new ' chose shipping. Perhaps inspired by his father's business acumen and the steady growth of the Maritime and



**Kim Clarke, President,
The Shipping Association of Jamaica (SAJ)**

Transport Group of Companies, Kim Clarke opted to serve an apprenticeship under his father's tutelage. He had a legacy to protect. After leaving the University of Miami with a Business Administration degree and following a short stint with Kirk Line, Kim Clarke headed for the Port of Kingston, where he learned the nuts-and-bolts of ship agency as well as the attendant functions and regulations. His classrooms were at shipside, in the hot warehouses and streets of Kingston port, and in the somewhat cooler boardroom of the MTS Group of Companies.

OPPORTUNITY

In 1992 he became a member of the SAJ's Agents Committee, which gave him an early opportunity to develop and maintain an industry-wide perspective. This perspective, and his ability to learn fast, have served him in good stead.

Kim Clarke seems more than well prepared for his task to lead the oldest national shipping association in the region. 



INVALUABLE LEADERSHIP, STERLING CONTRIBUTION

By
Mike Jarrett

Women form a significant part of the leadership of the regional shipping industry. Many have been a part of the maritime community for a generation. Their voices and points of view are freely and readily expressed at CSA meetings. Indeed, women have been at the centre of CSA activities since the organisation was formed.

A milestone was set by Mrs. Corah Ann Robertson-Sylvester, who served from 2003 to 2006 as the Association's first female leader and its 13th President.

Before her, the late Monica Silvera held the position of CSA Executive Vice President, the first woman to have been appointed to the post. Following her death in office in 2001, the CSA appointed a second woman as Executive Vice President. Mrs. Pauline Gray performed that duty for about half a year before her fatal accident. In addition, stalwarts such as Marjorie Dale, Sonja Voisin and Linda Profijt-del Prado have served at various times on the General Council.

The Association has one female Honorary Member in the person of Mrs. Joy Worton and a number of women with over 25 years' service to shipping have volunteered for membership of the CSA Silver Club.

Women have been at the centre of CSA activities since its foundation and the Association continues to benefit from their invaluable leadership and sterling contribution. This photo feature is a tribute to the women of the CSA. It was compiled during the organisation's 42nd Annual General Meeting, Conference and Exhibition in San Juan Puerto Rico in October 2012.



Mike Jarrett photos





A collection of candid

San Juan, October 2013

(1) Luis Ayala-Parsi (Puerto Rico), Past President of the CSA (l), and CSA stalwart Karsten Windeler (Dominican Republic).

(2) Kim Clarke, elected to CSA General Council to represent Group A and subsequently elected President of the Shipping Association of Jamaica.

(3) Then President Carlos Urriola-Tam assists Francheska Scarano (l.), an MBA student of the Pontifical Catholic University of Puerto Rico with information for her MBA thesis.

(4) Election of Group A representatives for General Council required a vote. CSA Honorary Member Alvin Henry (r) is assisted by Immediate Past President Fernando Rivera (l) and Karsten Windeler in counting ballots.

(5) In one of his last photographs as CSA President, Carlos Urriola-Tam (l) poses with CSA Past Presidents Mrs. Corah Ann Robertson-Sylvester and Frank Wellnitz.

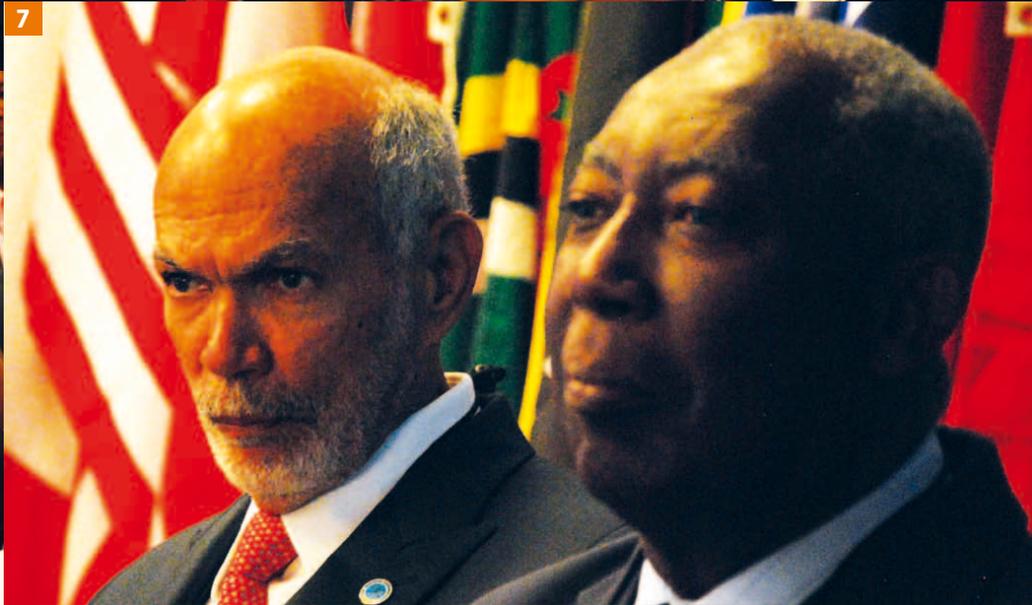
(6) Mrs. Denise Lyn Fatt and Evroy Johnson.

(7) Roland Malins-Smith (l) and Glyne St. Hill. This was Mr. St. Hill's last meeting as a General Council member having served for the maximum three years.

(8) Corah Ann Robertson-Sylvester (c) enjoys the banter between SAJ Past President Harry Maragh (l) and SAJ General Manager Trevor Riley.



Mike Jarrett photos





Panama Canal expansion passes half-way point

The Panama Canal expansion is the largest construction project in this hemisphere. When completed in 2014, it will change the dynamics of regional shipping as larger vessels, carrying greater volumes of cargo, transit the canal. These photographs, courtesy of the Panama authorities, hint at the scale of the project, which has already begun to stimulate the expansion and development of regional ports.

(1) Construction of the new Borinquen 1E Dam. Located west of the existing Pedro Miguel locks, it will measure 2.3 km.

(2) The contractor for the Third Set of Locks reported a progress of 36 per cent by November 2012.

(3) The dredger Rialto M. Christensen at work in the Gatun Lake.

(4) The northern entrance to the new Pacific Access Channel was completed in October. Some 4 million cubic metres of material was excavated and dredged by the contractor.



3



4





[5] Civil works in progress for the Third Set of Locks project on the Atlantic side.

[6 & 7] Aerial view of the Third Set of Locks project on the Pacific side.

[8] The contractor is preparing for the arrival of the first post-panamax gates in mid 2013. They will be shipped from Italy.

[9] By November 2012 the Expansion Programme reported a total progress of 49 per cent.



7



9





QUO VADIS

‘Where are you going?’ A poignant question indeed. It is a question directed to President Obama on being elected to a second four-year term to lead the United States and to deliver on his 2008 and 2012 promises.

It is a question of monumental import and a challenge to address the trials of debt, gross domestic product, the consumer price index, unemployment, environment, energy, terrorism and the social and moral issues of marriage and women’s rights.

GLOBALISATION

And there are many more questions. What of globalisation, the balance of payments, Afghanistan, the Middle East, the new conservative and authoritarian leadership in China, global economic stabil-

ity and, of course, the US fiscal cliff, the slope however named, and a recalcitrant and Dostoyevskyan Congress?

‘Yes we can’ and ‘hope and change’ were the President’s energising and mobilising chants that promised America, and much of the world, a recovery from the mismanagement and misdirection of the previous eight-year presidency of Bush and Cheney.

‘Yes we can’ did have its accomplishments, notably, the historic, though controversial Patient Protection and Affordable Care Act (read Obamacare) and the Children’s Health Insurance Programme Reauthorisation Act. Add the withdrawal of troops from Iraq, the killing of Osama bin Laden and Somali pirates and the Wall Street Reform and Consumer Protection Act. And, of necessity to the

By **Joseph Cervenak**



world, he presented a friendlier American face that included diversity in the White House.

Was it this track record of ‘accomplishments’ that won for him the two-party US\$ 6 billion-spend election contest?

“The majority [of voters] seemed to be saying to Obama: ‘You didn’t get it all right the first time, but we’re going to give you a second chance.’ In a way, the electorate again voted for hope and change,” wrote Thomas Friedman in the New York Times Op-Ed column published 7 November 2012.

FAIT ACCOMPLI

So be it. *Fait accompli*. Yes indeed, time will tell.

This election speaks of the USA; yet I ask, how does his second term affect me and my place in the western hemisphere? What might we expect? A reach for the proverbial low-hanging fruit?

This President has been consistent with his positions on (1) immigration, (2) energy and (3) environment. This suggests reform, investment and legislation, respectively.



This President has been consistent with his positions on immigration, energy and environment.

This suggests reform, investment and legislation, respectively





(1) IMMIGRATION

- Expect aggressive White House positioning to continue with the partial implementation of the unsanctioned Dream Act (which provides a citizenship opportunity to illegals born in the USA)
- Quite possibly fast-tracked processing of visas for student and highly skilled professionals, notably in science and math.

(2) ENERGY

- Look for an expansion of alternative energy sourcing, with incentivised development of nuclear, hydro, wind and solar power.
- Look for continued increased activity in the Gulf of Mexico as a result of the 20 February 2012 Transboundary Agreement with Mexico. This Agreement removes uncertainties over the exploration and development of oil and natural gas reservoirs from the resource-rich Gulf.

(3) ENVIRONMENT

- Also due to the Transboundary Agreement, the way for expanded safety and environmental standards is likely to be advanced.
- Anticipate continued emphasis on energy conservation and improved efficiency.
- Following the Deepwater Horizon tragedy, anticipate an aggressive regulation reform with increased oversight in safety measures.
- Anticipate increased attention to former Vice President Al Gore's environmental studies, writings and entreaties.



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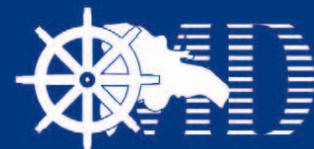
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MARITIMA DOMINICANA, S.A.S.

It is too early to forecast local outcomes and the implications based on a US economy, tax reform and dollar exchange. Also, although a macro view of the US economy with its geo-political complexities strongly suggests that Caribbean/Latin American exports and imports, tourism, FDI and dollar exchange rates will be positive, there are no guarantees.

DOES IT MATTER?

Have we now answered the *quo vadis* question?

Perhaps. Perhaps not. Before deciding, ask a brief question: was his first term a successfully led and managed presidency?

Does it matter? Is deciding a meaningful exercise or a wasted effort? Is not the past simply the past? Past-presidential performance valuation, that is, beyond cocktail-talk or judgmental yeas or nays, is, in fact, moot. Regardless, is it time to move on?

Perhaps. Perhaps not. What comes of value from past performance studies are lessons to be learned. The rest is for the archives and for history.

Not surprisingly, from the shadows enter now the all-too-familiar and frightening 'but' or a thoughtful 'however'.

But, are these not critical lessons for every business president, CEO, owner, leader, manager or supervisor? These lessons frame the answers to the not-so-new mantra of 'what have you done for me today?' These are the lessons that lead to a most critical review of where in our roles as leaders have we been. Where have we taken our companies and where do we need to go? This is not about rationalising a blown budget, a paltry performance



In spite of the Caribbean reputation for sand, surf and sky and to take it easy, we cannot wait on the sidelines. Our world moves too fast - ask Usain Bolt or Shelly-Ann Fraser-Pryce



or a spotty quarter or two. These no longer matter. These questions will, indeed distil to a simple 'was it a job well done?'

LESSONS LEARNED

However, what are these lessons learned? What is our take-away? How do we capitalise on this chance to learn? How and where do we apply these lessons learned? This is not about politicians; not about President Obama; and not about the USA.

Instead, this is about an opportunity for us to turn to the familiar, yet oft overlooked, deliberately ignored or 'get to it one of these days' management scorecard. It is an opportunity to measure our capabilities

and leadership skills, be they according to the gospels of Fayol, Drucker, Welch, Porter or Hamel. This is a test of the classic, proven principles of leadership that we did or did not employ in our businesses. It is a strict inquiry of our leadership vision, our commitment to purpose, our articulation of mission, our crafting of strategy and to our execution on deliverables as well as how we followed and applied our business plan to day-to-day operations.

This has nothing to do with politics. These are the mirror questions: look at yourself, the man or the woman in the mirror. (Thank you, Michael Jackson.) These are the private, contemplative and

thoughtful personal moments that announce how well we performed regardless of title in the last one, two, three or four years; a tenure-valuation of our business acumen and being.

In previous columns I've written about the 'next new thing' and the 'new normal', showcased technology advances and presented 'Janus views' to the past and to the future. Each column called for action and change.

NOT THE TIME TO WAIT

This is not the time to instinctively sit tight to wait out the times. In spite of the Caribbean reputation for sand, surf and sky and to take it easy, we cannot wait on the sidelines. Our world moves too fast – ask Usain Bolt or Shelly-Ann Fraser-Pryce. The velocity, volume and variety of the market are testimony to the changes taking place. We are too interconnected, which makes 'wait and see' obsolete and outmoded.

As with the President, it is time for action. And, in the words of another American president, Abraham Lincoln, in his annual message to Congress on 1 December, 1862:

"The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty and we must rise with the occasion.... we must think anew and act anew."

Thus, it is now the time to ask, *Quo vadis?* Where do we go? 🇵🇸

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EMOTIONAL INTELLIGENCE

A tool for everyday managers in the shipping industry

In his research at nearly 200 companies, it was Daniel Goleman who first brought the term 'emotional intelligence' to a wide audience with his book, published in 1995.

It was also Goleman who first applied the concept of emotional intelligence to business. Goleman found that the qualities traditionally associated with successful leadership, such as intelligence, toughness, determination and vision, are quite insufficient without emotional intelligence. An effective leader is distinguished by his emotional intelligence, which must include a high degree of self-awareness, self-regulation, motivation, empathy and social skill.

Experts have argued that managing one's inner life is no

easy task and, for many leaders, it is the most difficult challenge. In addition, gauging how one's emotions affect others can be just as difficult. Many leaders whose emotional styles create a dysfunctional environment are eventually fired. But it doesn't have to end that way. Just as a bad mood can be turned around, so can the spread of toxic feelings from an emotionally inept leader.

BODY OF RESEARCH

Through a growing body of research on the human brain, scholars and scientists have found that, for better or worse, leaders' moods affect the emotions of the people around them, and the reason for that lies in what these scientists

By

Fritz Pinnock, PhD



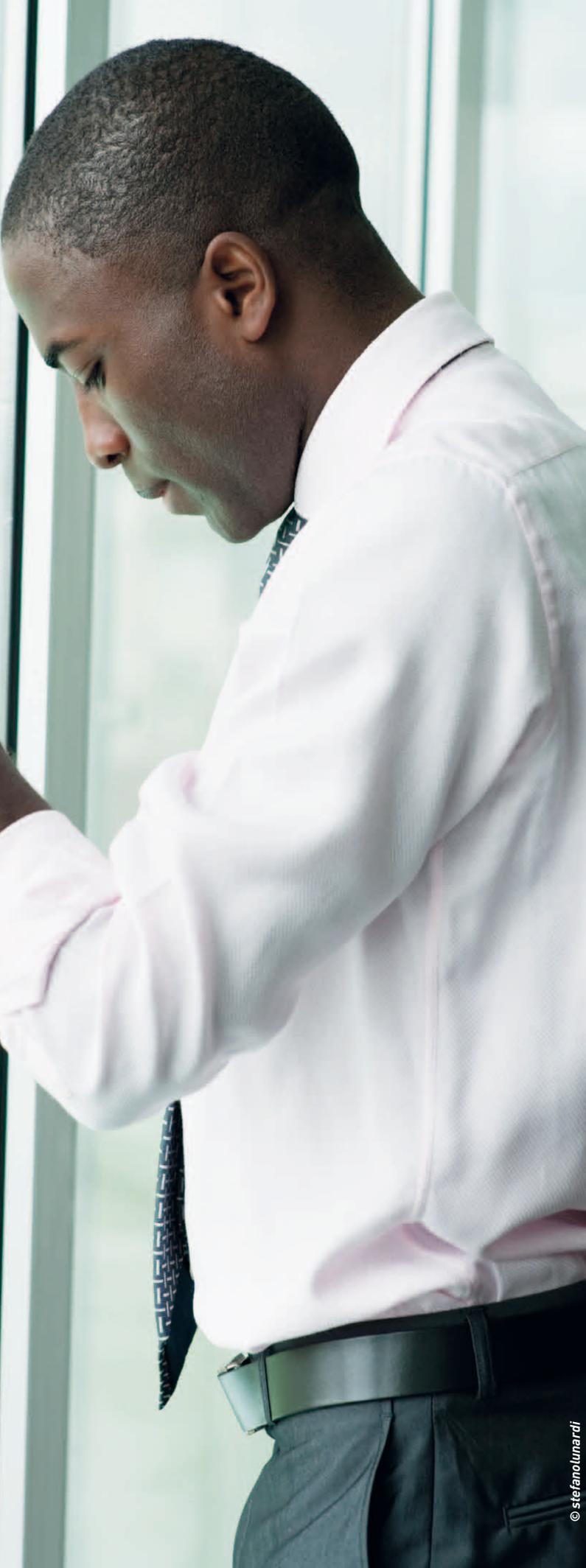
call the open-loop nature of the brain's limbic system that is our emotional centre. According to these scientists, a closed-loop system is self-regulating, whereas an open-loop system depends on external sources to manage itself. In other words, we rely on connections with other people to determine our moods. These experts have argued that if a leader's mood is so important, then he (or she) had better get into a good one, as a person's mood has the greatest impact on performance when it is upbeat. But the leader's mood must also be in tune with those around him. Good moods galvanise good performance, but it doesn't make sense for a leader to be as chipper as a blue jay at dawn if sales are tanking or the business is going under. The most effective executives display moods and behaviours that match the situation at hand, with a healthy dose of optimism mixed in. They respect how other people are feeling, even if it is glum or

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Through a growing body of research on the human brain, scholars and scientists have found that, for better or worse, leaders' moods affect the emotions of the people around them

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defeated, but they also model what it looks like to move forward with hope and humour.

COMPONENTS OF EMOTIONAL INTELLIGENCE

Experts have put forward the following components of emotional intelligence, which must be blended to be a successful leader:

Self-awareness: This is perhaps the first and most essential of the emotional intelligence components. This is the ability to read one's own emotions as it allows people to know their strengths and limitations and to feel confident about themselves and their worth. Self-awareness means having a deep understanding of one's emotions, strengths, weaknesses, needs and drives. People with strong self-awareness are neither overly critical nor unrealistically hopeful. Rather, they are honest with themselves and with others.

According to experts, people who have a high degree of self-awareness recognise how their feelings affect them, their subordinates and their job performance. As a result, a self-aware person who knows that tight deadlines bring out the worst in him (or her) plans his time carefully and gets his work done well in advance. Another person with high self-awareness will be able to work with demanding subordinates. According to experts, self-awareness extends to a person's understanding of his values and goals. Someone who is highly self-aware knows where he is headed and why. Thus, for example, he will be able to be firm in turning down a job offer that is tempting financially but

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According to experts, people who have a high degree of self-awareness recognise how their feelings affect them

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does not fit with his principles or long-term goals. A person who lacks self-awareness is apt to make decisions that bring on inner turmoil by treading on buried values.

Self-regulation: Self-regulation, which is like an ongoing inner conversation, is the component of emotional intelligence that frees us from being prisoners of our feelings. People engaged in such a conversation feel bad moods and emotional impulses just as everyone else does, but they find ways to control them and even to channel them in useful ways. An important question worth answering is why does self-regulation matter so much for leaders? Experts believe that people who are in control of their feelings and impulses are able to create an environment of trust and fairness. In such an environment, politics and infighting are sharply reduced and productivity is high. Talented people flock to the organisation and aren't tempted to leave. And self-regulation has a trickle-down effect. In addition, self-regulation is important for competi-

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tive reasons. For example, in an emerging organisation, everyone knows that business today is rife with ambiguity and change and people who have mastered their emotions are able to move along with the changes. When a new programme is announced, they don't panic; instead, they are able to suspend judgment, seek out information and listen to the executives as they explain the new programme. As the initiative moves forward, these people are able to move with it, and sometimes they even lead the way. Self-regulation also enhances integrity, which is not only a personal virtue but also an organisational strength created by the leader. Many of the bad things that happen in companies are a function of impulsive behaviour. People rarely plan to exaggerate profits, pad expense accounts, dip into the till or abuse power for selfish ends. Instead, an opportunity presents itself, and people with low impulse control just say yes. The signs of emotional self-regulation are always reflected in a propensity for reflection and thoughtfulness, comfort with ambiguity and change and integ-



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ritary. According to experts, self-regulation, like self-awareness, often does not get its due. While people who can master their emotions are sometimes seen as cold fish, those with fiery temperaments are frequently thought of as 'classic' leaders, with their outbursts considered hallmarks of charisma and power. But when such people make it to the top, their impulsiveness often works against them.

Motivation: The key ingredient in motivation is achievement. While many people are motivated by external factors, such as a big salary or the status that comes from having an impressive title, those with leadership potential are motivated by a deeply embedded desire to achieve for the sake of achievement. The first sign of motivation is a passion for the work itself. People who are motivated seek out creative challenges, love to learn and take great pride in a job well done. They also display an unflinching energy to do things better.

People with such energy often seem restless with the status quo. They are persistent with their questions about why things are done one way rather than another; and they are eager to explore new approaches to their work. Experts have argued that people with high motivation remain optimistic even when their performance score is against them. In such cases, self-regulation combines with achievement motivation to overcome the frustration and depression that come after a setback or failure. According to experts, commitment to the organisation is an ingredient that a leader needs to recognise when looking for one last piece of evidence. When people love their jobs for the work itself, they often feel committed to the organisations that make that work possible. Committed employees are likely to stay with an organisation no matter the circumstances. It's not difficult to understand how and why a motivation to achieve translates into strong leadership. If you set

the performance bar high for yourself, you will do the same for the organisation when you are in a position to do so. Likewise, a drive to surpass goals and an interest in keeping score can be contagious. Leaders with these traits can often build a team of managers around them with the same traits.

Self-management: This is the ability to control one's emotions and act with honesty and integrity in reliable and adaptable ways. Good leaders don't let their occasional bad moods seize the day; they use self-management to leave it outside the office or to explain its source to people in a reasonable manner, so they know where it's coming from and how long it might last.

Social awareness: This includes the key capabilities of empathy and organisational intuition. Socially aware leaders do more than sense other people's emotions; rather they show that they care.

“
Good leaders don't let their occasional bad moods seize the day; they use self-management to leave it outside the office
 ”



The Human Factor

Further, they are experts at reading the currents of office politics. Thus, these leaders often keenly understand how their words and actions make others feel, and they are sensitive enough to change them when that impact is negative.

Relationship management:

The last of the emotional intelligence components includes the ability to communicate clearly and convincingly, disarm conflicts and build strong personal bonds. These leaders use these skills to spread their enthusiasm and solve disagreements, often with humour and kindness.

BRANCHES OF EMOTIONAL INTELLIGENCE

Salovey and Mayer have put forward a model that identified four factors of emotional intelligence:

Perceiving emotions: The first step in understanding emotions

is to accurately perceive them. In many cases, this might involve understanding non-verbal signals such as body language and facial expressions.

Reasoning with emotions: This step involves using emotions to promote thinking and cognitive activity. In this regard, emotions help prioritise what we pay attention and react to; we respond emotionally to things that garner our attention.

Understanding emotions: The emotions that we perceive can carry a wide variety of meanings. If someone is expressing angry emotions, the observer must interpret the cause of their anger and what it might mean.

Managing emotions: The ability to manage emotions effectively is a key part of emotional intelligence. Regulating emotions, responding appropriately and

responding to the emotions of others are all important aspects of emotional management.

Goleman, who also developed a mixed model approach, states that emotional intelligence consists of both cognitive abilities and aspects of personality and motivation. According to Goleman, this combination of cognitive competences and components of personality facilitates the application of skills for handling emotion in real-world settings. Goleman's model has helped to refine the definition of emotional intelligence to mean the ability to perceive emotions; to access and generate emotions so as to assist thought; to understand emotions and emotional knowledge; and to reflectively regulate emotions so as to promote emotional and intellectual growth. According to Goleman, emotional intelligence has been reported to have an impact

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Emotional intelligence consists of both cognitive abilities and aspects of personality and motivation
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on a leader's social as well as communicative functions. While there are many definitions of emotional intelligence, the various definitions have tended to be complementary rather than contradictory.

Dr. Fritz Pinnock is the Executive Director of the Caribbean Maritime Institute

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Phase 1



Phase 2

Construction of 350 m of quays founded to 17 m

THE PLANS TO EXTEND THE **PORT OF JARRY**

On 28th September 2012, the Board of Directors of **Guadeloupe Port Caraïbes** decided to **accept a resized development solution for the plans to extend the Port of Jarry** (130 M€ - 2009 value), to be divided into two phases, and gave its approval for **the start of work on phase 1** (70 M€ - 2009 value).

These plans make it possible **to avoid feederization** while allowing for the future prospects of **developing transshipment traffic**.

Guadeloupe Port Caraïbes has already demonstrated the capacity to establish itself as a secondary hub (new all-time record level of business **in 2012 : 3.7 million tonnes +8%**).