

Benefiting from the rig

MRM training at Anglo-Eastern Maritime Training Centre, India

“The important role the Maritime Resource Management (MRM) training modules play in our total training regimes here at Anglo-Eastern cannot be understated. The main purpose is to bring about a change in behaviour towards best practice and also force a change in attitude as to how our senior and junior officers apply what they have learned on the MRM courses to the other tasks that they undertake onboard ship.”

This comment by Captain Kersi Deboo, is indicative of the benefits that users of MRM get from the programme. And as Director and Principal of the Anglo-Eastern Maritime Training Centre in Mumbai, India, deriving a measureable return on investment is crucial when it comes to ensuring both senior and junior officers practice the highest standard of safety and competence.

Started using MRM in 1997

Anglo-Eastern started using the MRM courses in November 1997. However, at that time the courses were run under the Bridge Resource Management banner and were directed more towards deck officers. It wasn't until February 2003 when the course was expanded and named as Maritime Resource Management, that Anglo-Eastern started inducting all officers in the courses – both deck and engine. Indeed, the company has trained around 3,000 officers for MRM at its training centres in Mumbai, Manila and Odessa.

We divide them into three priorities

“We divide all the training programmes we do into three priorities – one, two and three.

Priority one courses are those critical training programmes that officers are expected to complete prior to joining their very first ship. Priority two courses have to be completed in the first 18 months and priority three courses have to be completed within 36 months. MRM falls into prior-



Captain Kersi Deboo, Director and Principal of the Anglo-Eastern Maritime Training Centre in Mumbai, India.

“You should not look at MRM as an isolated course”

ity one because of the importance we place on it.

“MRM is attended by all ranks of officer, senior as well as junior deck and engine officers; there is an obligation on them to complete it,” he stressed. We later follow this up with a Leadership training course for senior officers as a refresher to MRM.

The training centre

The four-day MRM programme conducted by Anglo-Eastern Maritime Training Centre is licensed with The Swedish Club Academy. The TSC Academy model has undergone revision over a period of time from what was originally conceived and developed by the SAS Flight Academy in conjunction with The Swedish Club and six other maritime bodies from the aviation CRM training model.

“At our training centre in Mumbai we have custom built a classroom with 15 computer terminals around the periphery and a large oval table in the centre, which is used for group discussions. The participants sit through the 15 MRM CBT modules one at a time, and after each module they assemble around the table, where the facilitator poses relevant questions and shipboard cases to start the discussion.

Does the MRM achieve that desired change in attitude among those trained officers?

“Yes very much because when we undertake the MRM programme we look at attitudes and managerial skills and tackle issues such as cultural awareness, communication, briefing and debriefing, as well as challenge and response, authority and assertiveness balance. Later when these officers attend other courses with us like the simulator courses we run for navigation, engine and tanker simulator, we watch for the application of the MRM principles to ensure that they get integrated into their behaviour in day-to-day practices onboard,” stated Capt Deboo.

MRM is not an isolated course

“Our full mission simulator courses e.g. the liquid cargo handling tanker simulator course, creates a realistic shipboard scenario where the students learn how to load and top up the cargo tanks and, after arriving at the next port, how the cargo should be discharged. It is a complete process with a team that involves a chief officer, deck officer and a pump man. Here we start to see the application of teamwork principles as well as the authority/assertiveness balance, communication and the challenge and response skill base. These behavioural competencies are observed and scored and later discussed during the de-briefing session.”

“You should not look at MRM as an isolated course – it's a course which integrates everything else that we do on a ship or we teach at a training centre,” he said. “It goes a long way in building the company's work culture.”

ht change in attitude

But looking at the end result, what do you hope the benefit will be to Anglo-Eastern in signing up to the course? What return on investment do you want to see? Is it a reduction in casualties or a more motivated crew?

Capt Deboo: "That's a good question, and we all look at the ROI on training, but you won't be able to see it immediately in tangible results. But over a period of time one sees a drop in the number of incidents and you can also see improvements in how the officers take the initiative and are motivated to do their best and how they start to follow best work practices when carrying out a task.

Due to the fact that the human factor is involved in a majority of the casualties, IMO has also taken cognizance of this fact and introduced Bridge and Engine-Room Resource Management training in the latest STCW revision. The importance of this training has been realised all over the world and the MRM training is something we would like to continue."

The Swedish Club conducts the MRM courses through a 'train-the-trainer' system. How easy is it for licence holders to undertake this procedure?

Capt Deboo: "Martin Hernqvist and The Swedish Club Academy have been very helpful and they have made the process smooth and simple. One stage is of course getting the licence; the other is attending the workshop leader course. The facilitator attends a leader course which is run at numerous centres around the world every couple of months – for example in Shanghai, Singapore, Mumbai, Manila and elsewhere. It is excellent because it means trainers can be sent to a course in their own city. They don't have to travel too far. All the training material is provided by The Swedish Club Academy including the student and workshop leaders' handbooks."



MRM training within Marlow Navigation, Cyprus

"We are training our senior officers on the course – Captains, Chief Mates/Chief Engineers and Second Engineers and so far we have trained approximately 2,000 in the Ukraine and 1,000 in Manila. Enthusiasm among those taking part is very high."

Cyprus-based Marlow Navigation is another convert to the benefits of MRM training and according to Captain Walter Wekenborg, Director Training & Human Resources, its success can be seen very clearly.

We have detected a change in attitude

"The problem we have as a third party crew manager is that we do not always hear from our clients about the accidents and incidents they have. We mostly hear about them from the crew. I have certainly detected a change in attitude among those that have taken the training; and we are talking about half of the officers we currently have onboard ship."

"As third party managers, we provide for the training and the owner hopefully benefits from lower insurance claims. What we try to do is have the crews trained as best as possible for our clients and our business success is directly connected to the quality of crew we find in the market or we train. We believe strongly in training our crews specifically for the types of ships we are sending them to."



Captain Walter Wekenborg, Director Training & Human Resources at Marlow Navigation, Cyprus.

"Enthusiasm among those taking part is very high"

MRM has an impact on safety culture

"We believe that MRM has a direct connection and impact on the safety culture onboard. Of course, certain characters of seafarers are more susceptible to the principles of MRM and we have met a few hard core cases who will not change, but the majority do change and the change has a chance if the safety management system and the operator of the vessel – the DOC holder – adopt the same safety principles.

If there is no reinforcement from the shore-side it is difficult for those people who have been trained."

**Is the industry starting to embrace training?
Are attitudes changing to a better training backdrop?**

"It will require a lot of effort to bring the safety culture in shipping to the same level as it is in aviation but most owners see this as necessary but at the moment many are in survival mode and are not willing or able to spend money on that," said Wekenborg.

