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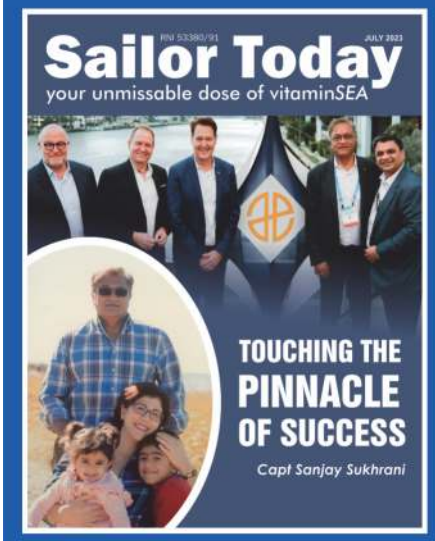
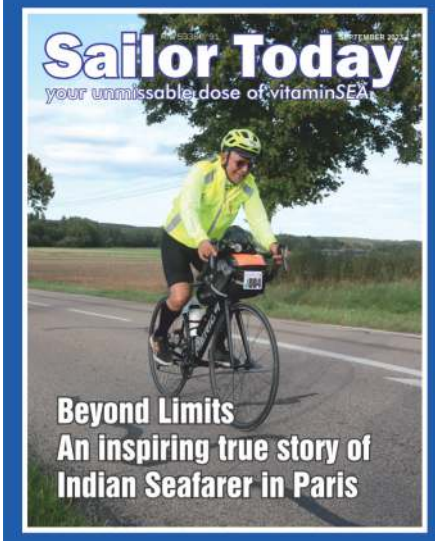
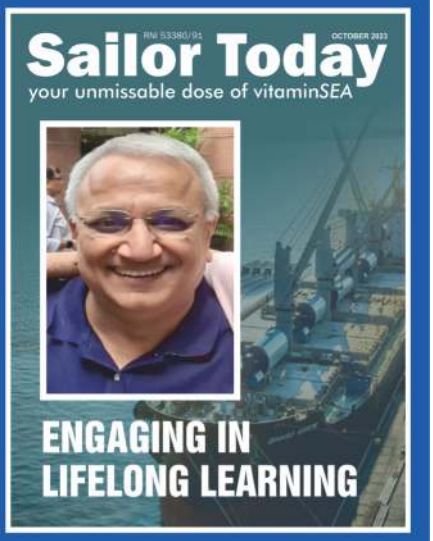
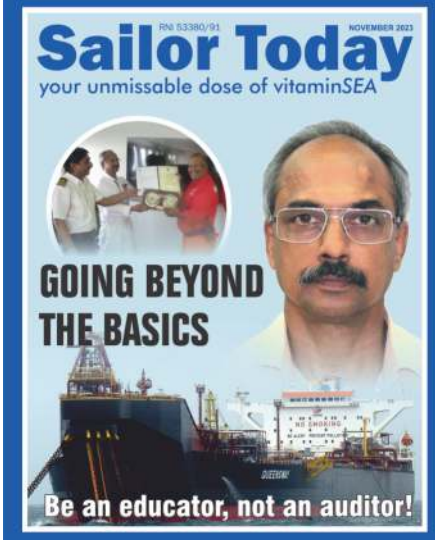








Preamble: This series of articles from Navguide Solutions, one every month, will focus on Rightship Inspection requirements, eventually going deeper into the subject and helping the industry phase into the RISQ regime.

RISQ Series | Article 6 | July 2024

Author: Avinash Hegde, *Head of Engineering, Navguide Solutions*

RIGHTSHIP: VESSEL OPERATOR ACTIONS

WHAT DOES RS EXPECT VESSEL OPERATORS TO DOCUMENT IN THE SMS REGARDING HOT WORK AND LOCK OUT/TAG OUT (LOTO)?

INTRODUCTION:

RightShip(RS) has established specific requirements for vessel operators to ensure the safety of seafarers when performing hot work and lockout/tag out (LOTO) procedures. In this article, we will explore what is expected from vessel operators to document in the Safety Management System (SMS) regarding hot work and LOTO.

HOT WORK:

Hot work involves tasks that generate heat, sparks, or flames, such as welding, cutting, or grinding. These tasks pose significant risks to seafarers and require proper control measures to ensure their safety. RS expects vessel operators to document the following in the SMS regarding hot work:

- Permits to hot work specify the exact risks associated with the specific hot work, location, timing, and hazards.
- The SMS should address dangers to all adjacent cargo or other flammable materials.

- A space such as a workshop where conditions are deemed safe should be designated for hot work, and first consideration should be given to performing any hot work in that space.
- Hot work outside the designated space requires the following to be documented:
- The Master or safety officer should decide whether hot work is justified and whether it can be conducted safely.
- A permit-to-work system should be employed.
- A responsible officer, not involved in the hot work, should ensure that safe procedures are followed.
- A written plan should be agreed upon by all who have responsibilities.
- Fire safety precautions should be reviewed.

Procedures for Control:

Vessel operators must have procedures for controlling hot work. These procedures should be incorporated into the SMS and include measures to prevent the spread of fire and explosions.

Safety Management System:

The SMS should include documented evidence of compliance with the procedures for hot work control. This documentation should demonstrate that the procedures are being followed effectively and that seafarers are adequately trained to perform hot work safely.

Risk Assessment:

Vessel operators must conduct a risk assessment before performing hot work. The risk assessment should identify potential hazards and outline control measures to mitigate them. The SMS should document the findings of the risk assessment and the control measures implemented.

LOCK OUT/TAG OUT (LOTO):

LOTO procedures are used to prevent contact with hazards while performing tasks that require the removal, bypassing, or deactivation of safeguarding devices. RS expects vessel operators to document the following in the SMS regarding LOTO:

Specific Permit to Work:

Vessel operators must introduce a specific permit to work and an effective LOTO system for high-risk duties. The SMS should document the procedures for obtaining a permit to work and the LOTO system in place.

Compliance:

The SMS should include documented evidence of compliance with the permit to

work and LOTO procedures. This documentation should demonstrate that the procedures are being followed effectively and that seafarers are adequately trained to perform high-risk duties safely.

HIGH-RISK JOBS:

The SMS should identify high-risk jobs on board and create a specific permit and risk assessment system for the ship. Jobs considered to be high risk should include entry into enclosed or confined spaces, working on machinery or equipment that can start automatically or requires isolation, hot work including welding, working aloft or overside, general electrical work (under 1000 volts), electrical high voltage work (over 1000 volts), and working on lift machinery. The SMS should document the procedures for obtaining a permit to work and the LOTO system in place for each of these high-risk jobs.

CONCLUSION:

Meeting RS expectations for documenting hot work and LOTO procedures in the SMS is crucial for the safety of seafarers. Vessel operators must have procedures in place for controlling hot work and introducing a specific permit to work and an effective LOTO system for high-risk duties. The SMS should include documented evidence of compliance with these procedures and identify high-risk jobs on board, creating a specific permit and risk assessment system for each.

ScanReach Partners with Purus to Improve Safety of Onboard Personnel

ScanReach, a pioneer in wireless maritime technology solutions, has partnered with Purus, a leading provider of maritime services for the gas transport and offshore wind industries, to improve the safety of its onboard personnel.

ScanReach will provide its wireless Connect POB (Personnel OnBoard) solution to four of Purus' Commissioning Service Operation Vessels (CSOV). Three are new builds and one is an existing vessel which has already been retrofitted and is performing successfully.

The Purus new Vard CSOVs

SCAN REACH

Dan Slater
VP Sales and Business Development, ScanReach

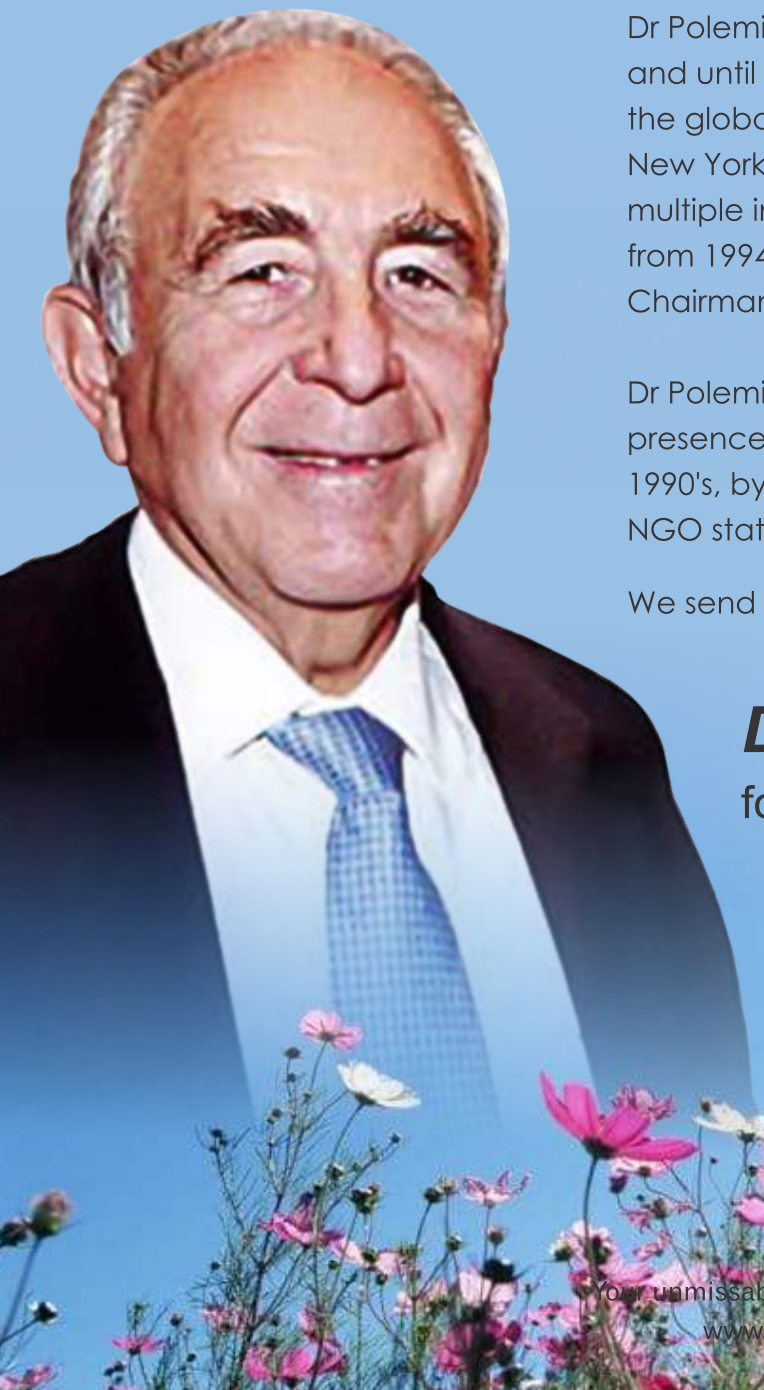
ConnectPOB uses ScanReach's groundbreaking wireless technology to provide real-time personnel on-board (POB) location monitoring, enabling the crew and management to ensure the safety of all individuals on the vessel. In emergency situations, ConnectPOB is invaluable in coordinating responses and evacuations which ultimately safeguards lives.

Existing solutions and procedures are mainly based on manual headcounts which are recorded onto sheets of paper. This is a time consuming and complicated process with the potential for human error which, during emergency situations, could lead to confusion and a high risk of loss of life. Furthermore, the ScanReach solution provides automated crew embarking / disembarking information across gangways and other access points to and from the vessel.

Partnering with ScanReach for its CSOV fleet as their solution provides Purus with uninterrupted real-time data collection which is vital for the onboard safety of its personnel. By using the ConnectPOB wearables, the safety of Purus staff will be increased during not just normal vessel operations, but during training exercises and in an emergency situation as well. Purus will be able to locate crew quickly and easily, see who mustered, the locations of non-mustered personnel as well as the number of crew onboard the vessel at any time. This information is vital during emergencies and shows Purus's commitment to enhanced crew safety aboard its vessels.

“We are delighted to be working in partnership with such a forward-thinking owner as Purus across their CSOV fleet. It further demonstrates the robustness of the ScanReach wireless technology and its ability to provide enhanced onboard safety for crews,” said Dan Slater, VP Sales & Business Development for ScanReach..

Former Chairman of INTERCARGO, *Dr Spyros M Polemis passes away*



It is with great sadness that we learned of the passing of our former Chairman Dr Spyros M Polemis, on July 21st.

Dr Polemis was born in Andros in 1937, studied in the USA, and until recently was a very influential representative of the global shipping community in Athens, London and New York, always committed to participate diligently in multiple international fora. He served as our Chairman from 1994 to 1996, having fulfilled the role of Vice-Chairman from 1990 to 1994.

Dr Polemis was instrumental in consolidating INTERCARGO's presence in the shipping industry, during the 1980's and 1990's, by which time INTERCARGO achieved accredited NGO status at the IMO.

We send our deepest condolences to his family.

Dr Spyros M Polemis
former Chairman, INTERCARGO

OneLink Signs Deal with ShipIn Systems for AI-Powered Fleet Management

ShipIn FleetVision becomes latest tool added to OneLink Vessel Performance Optimisation Platform

Boston, USA – July 22: ShipIn Systems has today announced an agreement which will see its FleetVision Platform add new capabilities to the OneLink Platform.

OneLink is a unique solution that unites a number of performance platforms within one, providing a powerful set of digital services and solutions to the shipping industry. By adding FleetVision's AI-powered visual analytics, OneLink will have another layer of digital capabilities to its powerful maritime system.

Using FleetVision, OneLink customers can now see events onboard every ship in near real-time, with AI generating insights into areas such as Bridge conduct, safety, security, cargo operations, and maintenance. For example, FleetVision cameras use AI to flag potential MARPOL violations as they occur, preventing a costly incident onboard.

Mark O'Neil, President and CEO of Columbia Shipmanagement, being OneLink's key client, noted: "ShipIn's FleetVision offers unique capabilities that are a perfect fit for our customers. By adding FleetVision's powerful visual insights into daily operations, we can help our customers operate more safely and efficiently, by better understanding onboard operations, highlighting risks, and benchmarking performance across the fleet."

Adamos Seraphides, CEO of Fameline Holding Group, the controlling shareholder of OneLink, added: "Far more than helping customers understand individual incidents, the system can help management become more proactive with powerful analytics into ship and fleet-wide trends to help improve operations at a high level. FleetVision helps to better train and equip crew, offering them a digital solution to lessen their workload and improve daily results."

Osher Perry, Co-Founder and CEO of ShipIn, said: "We are honoured to work with OneLink and its great customer base on this important initiative and proud to serve their customers going forward. The OneLink Platform is a powerful solution for the maritime industry, and we're thrilled to add another layer of capabilities to an already robust digital solution."

UDAY BHASKARWAR APPOINTED CHIEF GROWTH OFFICER AT SMART SHIP HUB DIGITAL

Smart Ship Hub Digital (SSH), the fast-growing maritime digital platform for ship owners, operators, charterers and insurers, is delighted to announce the appointment of Uday Bhaskarwar as its Chief Growth Officer (CGO).

Uday Bhaskarwar
Chief Growth Officer (CGO) of Smart Ship Hub Digital

Uday brings a wealth of experience in driving growth and operational efficiency, honed through senior leadership roles at global technology firms and successful startups.

As CGO, Uday will leverage his expertise to fuel SSH's organic and inorganic growth strategies, providing the strategic vision and leadership needed to propel the company forward. SSH has recently achieved remarkable growth, attracting major players in the maritime industry, securing pre-series A funding, expanding regionally, and launching AI-powered solutions.

"I am thrilled to be joining Smart Ship Hub and look forward to helping our clients in the marine industry achieve enhanced revenues and improved bottom-line returns by harnessing the power of SSH's IoT-based platform," said Mr Bhaskarwar.

"SSH's suite of products and AI and machine learning accelerators, deliver immense value, providing a wide array of solutions to boost decision-making and unlock new opportunities. Our ultimate goal is to empower our clients to become industry leaders in their respective segments," he added.

Welcoming the announcement, Joy Basu, CEO of Smart Ship Hub, said Uday's appointment was an important aspect in the development of SSH and was strategic to fuelling SSH's ongoing growth trajectory: "In this pivotal role, Uday will leverage his expertise to propel Smart Ship Hub's growth through both organic and inorganic initiatives, providing the strategic vision and leadership needed to take us to the next level.

"Uday's leadership will be instrumental in driving innovation and achieving new levels of success for SSH. With his help, we will continue our collaboration with industry leaders and empower them through our advanced solutions for vessel performance, voyage optimization, CII, and more. SSH remains committed to providing the maritime industry with cutting-edge solutions that unlock new possibilities for growth and success," he said.

SSH's range of deliverables for the maritime ecosystem include Vessel Performance, Voyage Performance, Weather Routing, Machinery Condition and Health Monitoring, Predictive Diagnostics, Decarbonisation Measures, Technical Performance Advisory as well as a dedicated Performance Centre for shipowning and operating customers keen on achieving process optimisation, cost savings, compliance management as well as operational efficiencies.

OneLearn Global launches groundbreaking eLearning course to help equip seafarers to handle the new SIRE 2.0 inspection process

Marinos Kokkinis
Managing Director,
OneLearn Global

The leading eLearning provider OneLearn Global (OLG), member of OneCare Group, has launched its new training project providing crews with the expertise and assurance required in complying with the new SIRE 2.0 ship inspection procedures.

The project 'Mastering Sire 2.0: A Comprehensive Guide to Inspections' will ensure crews are equipped with the guidance to follow best practices during inspection, enhancing the safety and efficiency of tanker vessel operations. Sire 2.0, which is due to go live this September, will future-proof the tanker inspection process in line with evolving risks, technology and expertise. The digitalised inspection programme will transform how inspections are conducted and will support industry efforts to continuously enhance safety.

OLG's immersive learning experience will

provide crew members with the opportunity to experience training in a virtual manner through 360-degree images that includes various life-like scenarios and levels. This practical method strengthens knowledge retention and deepens understanding of inspection complexities, effectively equipping individuals for their onboard activities.

Malevi Manenti, Learning Solutions Programme Manager at OLG said: "Our collaboration with industry experts, combined with our eLearning proficiency, has resulted in a training solution that sets new standards in maritime education.

"By actively participating in their learning process, crew members gain hands-on experience, make critical decisions, and understand the consequences of their actions. This gamified approach enhances knowledge retention and fosters a deeper understanding of the complexities involved in inspections."

Throughout the duration of the 15-hour course, learners will receive tailored course content depending on their ranks and vessel types, enabling a personalised approach. This interactive course includes all the VIQ (Vessel Inspection Questionnaire) questions supported by detailed Guidance, correlation with the Company Procedures and insights on the Inspectors' actions. This comprehensive structure will ensure that crew members are well prepared for any queries that inspectors may have in real-life scenarios.

Following completion of this course, crew members will be recognised as SIRE 2.0 specialists, improving their readiness and advancing safety and efficiency optimisation in the maritime industry.

Marinos Kokkinis, Managing Director of OLG, added: "I am delighted that OLG is able to offer this groundbreaking learning solution for crew members to help guide them through the new SIRE 2.0 inspection programme. 'Mastering SIRE 2.0: A Comprehensive Guide to Inspections' represents the synergy of expertise and innovation. We are excited to embark on this transformative voyage, strengthening the preparedness of tanker vessel crew members and contributing to a safer, more efficient maritime industry."

OCEAN Technologies Group

OCEAN TECHNOLOGIES GROUP RECOGNISES METHANOL'S RISING POPULARITY AS ALTERNATIVE FUEL OF CHOICE WITH NEW E-LEARNING COURSE

Johan Gustafsson
Chief Revenue Officer, OTG

Knut Mikalsen
Director of Learning Solutions,
Ocean Technologies Group

Ocean Technologies Group (OTG), the global leader in maritime Human Capital Management and operational technologies, has launched a pioneering new e-learning title: Methanol Fuel Safety.

As the world looks to reduce its dependency on fossil fuels in favour of cleaner energy, methanol has emerged as an increasingly popular option due to its low emissions, production versatility and cost-effectiveness when compared to other alternative fuels. Recent data indicates methanol has overtaken liquified natural gas (LNG) as the preferred alternative fuel for new ships in 2023.

According to the Methanol Institute, there are currently 251 methanol newbuild vessels on the water or in the order book. Well-established technologies also allow for easy conversion of existing marine internal combustion engines to run on methanol.

Most methanol orders are for containerships, with a few for bulk and car carriers. Although LNG remains popular, particularly for new builds in container and car carrier segments, the total number of LNG orders fell from 222 in 2022 to 130 in 2023. These figures reflect the industry's broader move towards exploring various alternative fuels to achieve a greener future.

Recognising the importance of this trend and in response to customer desire to start preparing their seafarers for new fuels, OTG has developed a new e-learning title on Methanol Fuel Safety. The course curriculum aligns with ongoing work in industry groups to establish training standards for working safely with new fuels. This comprehensive programme provides seafarers with essential knowledge on safe handling and storage of methanol fuel and provides guidance on managing leaks and fires.

The title considers all applicable industry regulations and guidelines available such as "The International Code of Safety for Ships Using Gases or Other Low-flashpoint Fuels (IGF Code)" and the IMO's interim guidelines for "The Safety of Ships Using Methyl/Ethyl Alcohol as Fuel".

"It is really important for our customers to ensure that their seafarers stay ahead of the curve and have the knowledge, skills and defined competencies to handle new fuels safely before they are required to work with them," said Knut Mikalsen, Director of Learning Solutions for OTG.

"At OTG, we're committed to engaging with customers and key industry stakeholders to develop reliable training standards that can help mitigate potential risks and enable seafarers to work safely with these new fuels while maintaining the highest standards of operational excellence.

With a rapidly evolving space such as decarbonisation, e-learning offers a key advantage in that titles can be swiftly updated to ensure the latest information and best practices are always available wherever and whenever there is a need," added Johan Gustafsson, Chief Revenue Officer at OTG.

For more information on this title, go to the Ocean Technologies Group website: www.oceantg.com

Kongsberg Maritime secures contract from Tärntank for its next wind assisted chemical tanker

Kongsberg Maritime continues to solidify its reputation as a leader in next-generation cargo ship development having been awarded a further contract from Danish operator Tärntank to design and equip its eleventh hybrid chemical tanker, which will be wind-assisted. This latest order brings the total of vessels ordered by Tärntank to 11, with the latest five featuring wind-assist technology.

The new 15,000 dwt vessels are equipped with a range of advanced Kongsberg Maritime technologies aimed at energy

Kongsberg Maritime secures 11th chemical tanker contract with Tärntank

conservation and emission reduction. These hybrid tankers can operate on diesel, biofuel, or methanol and are equipped with wind-assist technology and Tärntank's proprietary battery-powered Hybrid Solution®. The wind-assist feature, set to be installed on the latest five vessels, is projected to cut emissions by up to 19%.

Rune Ekornesvåg, Kongsberg Maritime's Sales Director – Ship Design, expressed his enthusiasm about the contract: "This latest contract for our fuel-efficient and low-emission tanker design reaffirms the commitment of forward-thinking ship owners to integrating sustainable technologies into their fleets.

"The vessels will feature our Promas propulsion system, which delivers fuel savings of over 6% compared to other systems. Additionally, the ships will utilise battery-powered hybrid propulsion, enhancing operational flexibility and minimising environmental impact."

Claes Möller, Chief Executive Officer at Tärntank, commented on the partnership's significance and future outlook. He said: "This combination of a good design and innovative systems installed to a newbuild vessel will reduce the carbon footprint of maritime operations beyond the regulatory requirements. This is a result of good cooperation between Kongsberg Maritime, China Merchants Jinling Shipyard (Yangzhou) and Tärntank.

"Tärntank's customers NEOT/ST1, NESTE, ESSO/EXXON and PREEM, which all have a target to reduce their carbon footprint of the supply chain, play an important role in making this possible".

Kongsberg Maritime sees a growing demand for sustainable technologies in shipping so exploring future fuel types like methanol, ammonia and biofuels, with a specific focus on long-range vessels, is part of the company's strategic approach to position itself as a front-runner in designing low-emission and sustainable solutions for the shipping industry.

Rune Ekornesvåg adds: "As companies such as Tärntank pursue environmentally efficient shipping, we are committed to facilitating this transition. Our dedication to innovation, sustainability, and future emissions standards positions us to shape the maritime industry's future."

This latest order brings the total number of ships in this design series to thirteen, 11 from Tärntank and a contract for two similar vessels (without suction sails) for Swedish operator Sirius Redri AB. The latest batch of tankers for Tärntank is currently under construction at the China Merchants Jingling Shipyard in Yangzhou, with the first delivery expected in 2025. The design concept, featuring wind-assist technology, won the prestigious Nor-Shipping Next Generation Ship Award in 2023.

LISW25 AND INMARSAT TO ESTABLISH MARITIME TECHNOLOGY INNOVATION WORKING GROUP

The Maritime Innovation Technology Working Group will be chaired by **Ben Palmer OBE** President of Inmarsat Maritime.

London International Shipping Week 2025 (LISW25) and Inmarsat Maritime, a Viasat company, have unveiled a new initiative to drive innovation in maritime technology in the lead up to next year's event.

The Maritime Innovation Technology Working Group, which will be chaired by Ben Palmer OBE, President of Inmarsat Maritime, will pool collective expertise to address some of the most pressing challenges facing the maritime sector. Harnessing innovation and technology, the group is scheduled to begin its work in early autumn, following the appointment of its members this summer.

Working group outcomes will be presented during the LISW25 Headline Conference, underscoring London's status as a key maritime cluster and a central player in driving forward maritime innovation and the global shipping agenda.

The LISW25 Headline Conference will be hosted at the London headquarters of the International Maritime Organization, symbolising Inmarsat Maritime's heritage and the strong connection between the two organisations. LISW25's Diamond sponsor Inmarsat was founded by the IMO in 1979 to develop a satellite communications network for protecting lives at sea.

Ben Palmer, President, Inmarsat Maritime, commented: "Collaboration is essential to maritime innovation and Inmarsat Maritime is committed to leading the charge alongside other forward-looking organisations championing London's influential role in global shipping. The Maritime Innovation Technology Working Group will make a significant contribution to shaping the future of our industry through innovative solutions and partnerships."

Llewellyn Bankes-Hughes, joint CEO and co-Founder of LISW, welcomed Inmarsat Maritime's support: "The shipping industry is undergoing a digital transformation at a pace never before experienced. Having the support of Inmarsat Maritime's innovative approach and deep-seated knowledge will generate cutting-edge discussion, both in our working group and during the week of key industry events."

For the latest LISW25 information please visit the website: www.londoninternationalshippingweek.com

Col Vinod George (Retd)

- M-Tech (Power Systems), IIT Mumbai
- Corps of Engineers, Indian Army
- Served in MES & Border Roads
- Ex COO and Director, Adani Dredging
- Ex Director, Dharti Dredging & Tebma Shipyards
- Total Work Experience - 50 years
- National Champion in Rowing
- Services Level Squash Player

How did your journey from the National Defence Academy to the Corps of Engineers shape your early career?

Having studied in a Sainik School, which groomed students for a military life, the primary aim then was to make a career in the Armed Forces through the National Defence Academy (NDA). This was back in 1968, when entrance to the NDA was highly competitive and people looked up to a Services Officer with a lot of pride and respect. I got selected with a national ranking of 4th in the overall order of merit, and joined NDA as an Army Cadet.

The 3 years you spend at this Academy are always one of the most memorable experiences and topics for future conversations. NDA training and grooming was tough, especially with the intensive physical ragging that prevailed then. An Army Cadet after 3 years had to undergo 1 year of further training at the Indian Military Academy (IMA) at Dehradun before being commissioned. I passed out overall 3rd in the order of merit, bagging a few medals and joined the Corps of Engineers of the Indian Army.

"AS A LEADER, IT IS ALL ABOUT 'WE' AND THE 'TEAM'. A LEADER CANNOT ACHIEVE ANYTHING BY HIMSELF."

What stands out most for me from our days at NDA & IMA is the bond between us - the course mates - forged out of shared hardships. Though we were so diverse from all over the country (caste or creed was no barrier), the friendships were real and the bonds strong, and we learned to merge so well as a group to achieve targets. The training imbibed in us strong loyalties to the team and the mindset to not give up when the going gets tough. Despite the importance of physical conditioning, mental aptitude and toughness were often more relevant. You also realize with experience

The training imbibed in us strong loyalties to the team and the mindset to not give up when the going gets tough.

that skills and intelligence are nothing compared with passion, emotions, wisdom, values and knowledge, to be successful in life.

Being from the Corps of Engineers, in the Indian Army, I had the opportunity to serve with the Military Engineering Services(MES) and the Border Roads Organisation(BRO). These roles involved project management, whether it was for mostly civil construction in the MES or Road building in the BRO. It was in these roles that I first learnt skills of project management. I understood the value and importance of getting into maximum details thereby improving knowledge, control and overall efficiency of the project. That extra effort and hard work paid dividends for me in the long run.

This exposure taught me mainly that people look at what leaders do, not just what they say. So, leaders have to model their values and invest behind that sense of purpose. You also need to sit at the table with team members, willing to put your ego in check to achieve end objectives.

What impact did sports, particularly rowing and squash, have on your personal development?

Being in the Corps of Engineers gave me the opportunity to be at the College of Military Engineering (CME) at Pune, for a 6-month Young Officer's (YOs) course followed by the 3-year Engineering degree course. I was disappointed with my 3rd ranking at IMA and knew I had lost out due to my low sports marks at the Academy. Though I was a good all-round sportsman, not excelling in any particular sport brought down my overall order of merit.

The opportunities provided for sporting activities at CME were excellent. I took it up as a challenge to prove myself in at least one sport, having been let down at the IMA. I took up a racquet game - Squash - while doing the YOs course. Looking back, it was crazy with the unusually long hours I spent at the squash courts, more often into the night, due to our busy day schedule. I observed top players and repeatedly practiced playing shots, using the 4 walls of the squash court, and working the angles to advantage. Since Squash was an individual sport played indoors, it helped. In the 6 months I had at YOs, I improved my skills in the game and was playing at a good level.

The 3-year engineering degree course again at CME from 1976-79 gave me an opportunity to team up with a few like-minded colleagues and start with another sport - Competitive Rowing. This was a relatively new sport in the Indian context. Again, it was a real physical grind to reach the top and compete, at times spending up

Exposure to Project Management in MES taught me mainly that people look at what leaders do, not just what they say

to 6 hours in the boat daily, besides the land training. Our fours team went on to win the National Championship twice in 1978 and 1979. This being a team event, the training focused on synchronization as a team, needing thorough understanding, coordination and cooperation among the team members. I continued to play squash and improved substantially, going on to play for the Services later.

I thank God for giving me the positive attitude to avail of the opportunities that were available for me at CME, to live a fulfilling, exciting and rewarding life.

How did your technical education in engineering influence your career path?

I was always interested in Engineering which gave you a platform and base to understand how things work. Frankly, though I studied Electrical Engineering, in professional life, it was more of civil and mechanical aspects of engineering. In the Corps of Engineers of the Indian Army, besides learning military engineering supporting Army logistics in war, I was also involved in development

and construction of Cantonments and construction of roads in the Border Roads Organisation.

During the period of my Engineering Degree at CME, Pune, due to my involvement in sports which took a large share of my time every day, I suffered due to not being able to attend teaching sessions. Thus, there was

ample scope for better understanding of the subjects taught. This had its impact while I did my MTech at IIT Powai competing with more knowledgeable students. Though I managed to come out with flying colours at both CME and IIT (as far as the results were concerned), I knew that I would have been better placed with better basic understanding of the subject. However, this education more than anything else, gave me the confidence that whatever the situation, you could perform well with focused efforts and hard work.

"Education more than anything else, gave me the confidence that whatever the situation, you could perform well with focused efforts and hard work."

What motivated your transition to the private dredging industry after your military service?

After retirement from the Army in 1996 at the age of 44, joining a new industry in a new environment was a challenge. Frankly, there was really no motivation to join the dredging industry as such. It was an opportunity that came my way and I embraced it and did my best to succeed. I had to learn the job from scratch and I recall spending extra hours every day and also on holidays, to catch up. I learned initially from everyone around me, keeping my eyes and ears open and not shying away from asking questions (some of which may have sounded rudimentary and stupid for others). Every job profile has its challenges and new learnings, and as a leader you need to adapt and fit in. The earlier you do that, the better placed you are to lead.

For an Army Officer, surviving in the Marine Industry had its unique challenges. I remember when I made my first dredging presentation at a National Dredging Conference in 1999, there were many in the audience who wanted to grill me and test my level of understanding of the subject. I was forewarned and thus forearmed by preparing thoroughly to be ready to answer all likely connected questions. I must say my detailed preparations helped, and I distinctly remember many congratulatory messages pouring in at the end of the conference from many professionals. I knew I had made my mark then and would be respected in the Industry. I had the privilege later to hold many responsible positions in the Indian Dredging Industry, as well as to moderate and conduct conferences at the National and International levels.

Thus, being good at a job is about applying yourself to the details (including at times minor technical details that you may confront), and being part of finding acceptable solutions. Importantly, in a new field, you need to have the confidence to learn afresh and get on top of the field. To be respected as a leader, you need the support of your team in understanding the issues at hand and deciding on the way forward. Acceptance of the changes and adapting and mastering them is essential for you to take on higher leadership roles. My achievements in sports and academics certainly gave a boost to my confidence, which was sustained with continuous hard work.

For an Army Officer, surviving in the Marine Industry had its unique challenges!

What were the key challenges in building Adani's Dredging team into India's largest Capital Dredging Group?

I consider myself lucky to have been selected to join Adani, since Port Business at Mundra was what propelled their business empire. Dredging is a critical activity for the development and operation of ports, and often proved to be a bottleneck in our Country, for timely completion of projects. Before I joined, major dredging and reclamation works at Adani were done through International Dredging Contractors, who were few with a monopoly in the field. Banking on these foreign contractors was not only costly but also unreliable and risky, considering the fast-paced development planned. With their ambitious plans at Mundra, a dedicated and reliable dredging outfit was thus essential for Adani.

I joined Adani in 2005 to start their dredging team. Procuring Cutter Suction Dredgers (CSDs) for the capital dredging and reclamation works identified at Mundra port was the first priority. The working model thought of then was to outsource manning and operations to a third party. However, being aware that the Indian Dredging Industry lacked the strength to efficiently operate and maintain dredgers, a different work culture was necessary. The work culture adopted was 'Hands On' - encouraging flexibility and innovation, with minimal outsourcing. This suited the then emerging and immature Indian dredging market and

the isolated location at Mundra. In this model, acquiring the necessary skill sets was most important and had to be given the highest priority. Selected personnel were sent to Europe for training and many courses were also held by European experts in Mundra to scale up the knowledge and skills of the team members. Focus was given to continuous training and key team members were tested for their skills. I chose to locate myself at Mundra to be in better control and to intimately drive team building and operational efficiency.

How did dredging and reclamation contribute to Mundra Port's rapid growth under your leadership?

The promoter, realizing the potential and capability of the dredging team to undertake large-scale capital dredging works and the feasibility to use the dredged material to reclaim large tracts of land at Mundra, scaled up his ambitions of developing Mundra Port and acquired more

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AT MUNDRA ALONE, IN THE DREDGING TEAM AT THE PEAK OF CONSTRUCTION, THERE WERE ABOUT A DOZEN DREDGERS WORKING, WITH 50 KM OF FLOATING AND SHORE PIPELINES, 50 NOS OF VARIOUS EARTH-MOVING MACHINERY AND ABOUT 1000 PERSONNEL IN OPERATIONS.

dredgers. New basins along the 27 km long Mundra coastline were planned, with dredging and simultaneous reclamation of land. It was quite a challenge to find suitable manpower to operate all the dredgers efficiently, considering the large requirement of skilled hands. In addition to the Dredgers, a large number of pipelines and earth-moving equipment were procured for reclamation. These were also operated and maintained by in-house teams, who working onshore, had to be in perfect sync with the dredging teams offshore. At Mundra alone, in the dredging team at the peak of construction, there were about a dozen dredgers working, with 50 km of floating and shore pipelines, 50 Nos of various earth-moving machinery and about 1000 personnel in operations.

Besides the stand-alone dredging and reclamation by the team for overall deepening and expansion of the port and navigational channels, substantial integration was necessary for the simultaneous port construction activities, enabling speedy construction and development of the large number of berths. Using an external contractor for this kind of integrated coordinated support would have meant delays and high additional costs.

What were the critical factors in establishing workshop and dry dock facilities for Cutter Suction Dredgers at Mundra?

CSDs and associated reclamation equipment are prone to very high wear and tear and can only be operated efficiently if properly maintained. Knowledgeable maintenance support to the Indian Capital Dredging Industry was not available in India and one had to rely on the European market, which was not only costly but caused delays. A decision was therefore taken to start a workshop at Mundra, initially to rebuild and renew the wearing parts (cutter teeth, impellers and casings of the pumps and the pipelines etc.). The workshop enhanced the overall efficiency greatly and soon was undertaking major works like servicing and overhauling of main engines, gear and clutch boxes. It also gave us the confidence to create a temporary tide-assisted dry-docking facility for the CSDs. A major aspect contributing to the success was the confidence reposed in the dredging team by the management, with the necessary funding available for essential works, and the huge land bank available at Mundra. The workshop and dry dock facilities tremendously contributed to enhancing the knowledge and skill sets of the team members, and were also utilized for various maintenance requirements for the port.

"BEING GOOD AT A JOB IS ABOUT APPLYING YOURSELF TO THE DETAILS, AND BEING PART OF FINDING ACCEPTABLE SOLUTIONS."

"The workshop and dry dock facilities tremendously contributed to enhancing the knowledge and skill sets of the team members."

As Head of Port Construction at Mundra, what were your most challenging projects?

As I see it, amongst the works undertaken at Mundra, the creation and completion of the West Basin (essentially to cater to 2 power plants of 8650MW capacity) was the most prominent and challenging work done during my tenure there. Original planning for the West Basin was to go 3 km out offshore into the Gulf of Kutch on piles, where depths of 20m would be available, for the coal-laden ships. From there coal was to be brought through conveyors till the power plant. Dredging strength with Adani enabled change of this plan in favour of contiguous extension of shoreline and creation of about 500 Acres of land, with the material dredged for the basin. This reclaimed large land parcel catered to the coal stacking requirements of the power plants, installation of Stacker/Reclaimer equipment and conveyors to carry coal 7 km inland to the power plant. An intake sea water channel 7 km long 80m wide was also dredged cutting into the land to provide the necessary cooling water for the power plants. This changed plan was a tremendous boost to the Adani Group, both financially and through creation of vast potential and scope for expansion and ease of maintenance in the long term. About 36 Million Cum of material was dredged and reclaimed in the process in West Basin alone. Rock bund about 4.2 km long was constructed with rocks from -4m under water, to contain and protect the reclaimed land. Necessary breakwater and entrance channel were also dredged constructed for the basin.

How did you adapt to overseeing multiple ports along the Indian coastline from Ahmedabad?

During my tenure, Adani had initiated and established control on 13 ports along the Indian Coastline. Each port is distinctly different. While business potential for a new port is analyzed looking mainly at the cargo projections, the local environment prevailing has also a major long-term impact. The sea and weather conditions, material along the coastline and its movement, logistic considerations, potential for expansion are all to be considered. When we look at the capital investment for creation and development of any large port, dredging costs are substantial and could easily be up to 50% of the overall expenditure. Thus, the dredging team needs to get involved from Day 1.

Dredging requirements at each port are different considering the prevailing local environment as stated above. The type of material to be dredged, movement of material along the coastline, and disposal of dredged material, would dictate the type and capacity of dredgers to be deployed. While executing Capital Dredging, Mundra was blessed with fine to medium sand with limited hard rock strata, and thus most of the material could be utilized for landfill. In Dhamra, the material is fine and clayey and thus selective reuse of dredged material can only be done. A proper analysis of the

"When we look at the capital investment for creation and development of any large port, dredging costs are substantial and could easily be up to 50% of the overall expenditure."

material prior to dredging operations would help in the overall plan for use of material and the dredging methodology for efficient execution. Maintenance dredging would normally involve disposing the mostly fine dredged material offshore at designated dumping grounds. The volumes of maintenance dredging to be done and the distance of dumping grounds from the dredging location become very relevant while considering the type and capacity of dredgers to be deployed.

Could you elaborate on the acquisition and deployment of the two latest Trailing Suction Hopper Dredgers (TSHDs)?

With ever-increasing in-house maintenance dredging volumes at Adani, there was great pressure to acquire more TSHDs. One 5000 Cum Chinese TSHD was procured (off the shelf), before firming up and ordering two latest 8000 Cum TSHDs from the Netherlands. The capacity of the TSHDs and the technical requirements were analyzed in detail before firming up on the order. There was to be no compromise on the quality and specifications of the dredger, and the latest technology available in the market was considered. Renowned World leader in dredge building 'Royal IHC Merwede' (IHC), was selected after considering other options including from Spain and China. Though major Chinese shipyards had improved their shipbuilding capabilities, they were still behind in the know-how for dredge building, when it came to integrating the dredging equipment with the ship, for efficient dredging. Our crew and managers spent adequate time in the Netherlands after the launch, to familiarize themselves with the new dredgers at their trials and testing of all equipment. Adani welcomed the two dredgers from the Netherlands in Indian waters at our Hazira Port, in 2017. These dredgers continue to work efficiently in almost all Adani Ports and in certain other ports in India.

What motivated you to continue as a consultant after retiring from active leadership?

On voluntarily retiring in 2020, I was surprised to be asked if I could mentor future leaders for the Adani Ports. Since this was a new and

"It was inspiring for me to also catch up with new books on leadership and the great stories of courage and grit exhibited by leaders across the World."

different role (mostly working from home), I accepted it as a transition into the total retirement phase. I was happy to share and give back whatever I had learned in more than 47 years of working.

I thoroughly enjoyed the role of mentoring, never earlier having seriously addressed and analyzed the various traits that make you a good leader. It was inspiring for me to also catch up with new books on leadership and the great stories of courage and grit exhibited by leaders across the World. I enjoyed the connection with the selected mentees, some of whom keep in touch with me even now.

My experience serving at Adani during the initial crucial phase of their growth at Mundra Port helped me guide the mentees professionally in their roles. It must be highlighted that the learning curve at Adani was very steep since we were both owners and operators of ports, at multiple locations. The Adani leadership team had to always comprehend and address all connected issues involved in owning and operating, while growing at a tremendous pace.

This mentoring role allowed me to contribute my extensive experience while also learning about new challenges facing the industry. It

provided a fulfilling way to stay engaged with the maritime sector and help shape its future leaders, which was a strong motivating factor for me to continue as a consultant after retiring from active leadership.

What advice would you give to young seafarers starting their careers in the maritime industry?

Result is the one language recognized by all. People tend to believe and think that someone has been lucky while achieving success. I would say that you get lucky with hard work, preparedness and willingness to take on opportunities that come your way. Luck does not come to people who are not willing to take actions in order to become the person you desire to be. The mental attitude should be, 'to dare and take up more than you think you can'. While leading, you have to decide with speed, display courage and many a time put aside safety and caution, after due analysis. Eventually, talent and hard work combined with luck gives you success.

Remind yourself that success in every aspect of life is impossible and life is a Marathon and not a 100m sprint. It is 'never too late to try'. Success does not come overnight. All successful people have experienced failures in life and have learned from their failures. 'No failure is a final failure and no success is an ultimate success'. Be positive, do your best

Cutter Maintenance at Workshop

and learn to be happy and love the work you do. There are plenty out in the world who would want to be in your shoes.

As a leader, it is all about 'We' and the 'Team'. A leader cannot achieve anything by himself. He must get the best out of his team by learning to build on and exploit the strengths, as well as cover up the weaknesses, of his team members and all those you work with. This cannot be achieved without making that extra effort and spending additional time to know your team members well.

In the maritime industry, there are times when work keeps you extremely busy and also periods when you have plenty of time on your hands. Most of us in our younger days tend to while away and waste free time that we have. Try to maintain reasonable balance in your life, and utilize the free time that you get to advance your knowledge for constructive purposes, to the extent possible. Seafarers need not be told that 'Time and Tide wait for none'.

MANAGEMENT LESSONS FROM COL GEORGE ON HIS ADANI DREDGING EXPERIENCE:

1. ***EXPERT INPUT: VALUE TECHNICAL EXPERTISE IN DECISION-MAKING PROCESSES.***
2. ***LONG-TERM VISION: PRIORITIZE LONG-TERM BENEFITS OVER SHORT-TERM COST SAVINGS.***
3. ***EFFECTIVE COMMUNICATION: FOSTER AN ENVIRONMENT WHERE EMPLOYEES CAN PRESENT AND DEFEND IDEAS.***
4. ***SCALABLE THINKING: THINK BIG AND BE PREPARED TO EXPAND RAPIDLY WHEN OPPORTUNITIES ARISE.***
5. ***ORGANIZATIONAL AGILITY: DEVELOP THE ABILITY TO QUICKLY ADAPT TO NEW CIRCUMSTANCES AND OPPORTUNITIES.***
6. ***INTEGRATING EXPERTISE AND VISION: ALIGN OPERATIONAL KNOWLEDGE WITH STRATEGIC GOALS FOR OPTIMAL RESULTS.***

§ ***THESE LESSONS HIGHLIGHT THE IMPORTANCE OF INFORMED DECISION-MAKING, VISIONARY LEADERSHIP***

§ ***FURTHERMORE, THEY HIGHLIGHT THE POWER OF COMBINING EXPERT KNOWLEDGE WITH STRATEGIC THINKING TO DRIVE ORGANIZATIONAL SUCCESS***

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