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A full-page photograph of Urvashi Rautela. She is standing in the center-left, wearing a long, green, high-slit gown with gold sequin detailing on the bodice and along the edges of the slit. She has long, wavy brown hair and is smiling at the camera. Her hands are on her hips. In the background, there is a large painting of a person in a yellow turban and a green wall. To her left, there is a wooden bench with orange cushions.

*Celebrity
of the month!*

URVASHI RAUTELA

Urvashi Rautela (born 25 February 1994) is an Indian film actress and model who appears in Bollywood films. Rautela was crowned Miss Diva Universe 2015 and represented India at the Miss Universe 2015 pageant.

She made her Bollywood debut with Singh Saab the Great (2013) and appeared in films like Sanam Re (2016), Great Grand Masti (2016), Hate Story 4 (2018) and Pagalpanti (2019).

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Kindly note that we do not charge to publish articles. The editorial content of this magazine is chosen on merit and is the prerogative of the Editor only, and no other external source.

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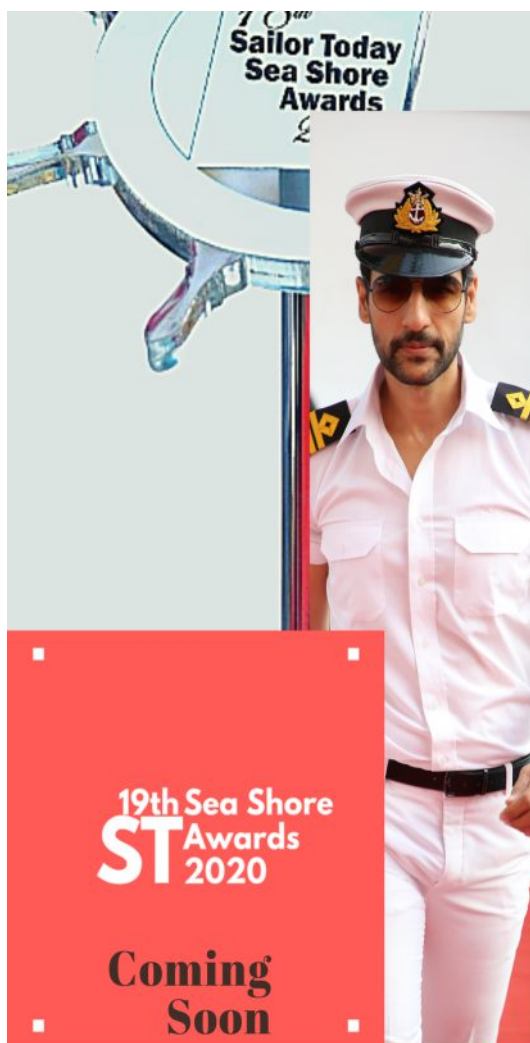
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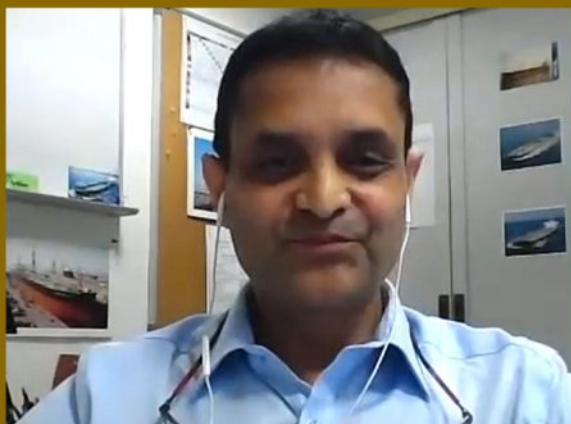
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VIEW FROM THE BRIDGE



Capt. Pankaj Sood



Ms. Akanksha Batura Pai

Welcome to brand new show 'View from the Bridge' which brings you face to face with leaders of the maritime world.

In the first episode of July 2020 we spoke with Capt Pankaj Sood, Executive Officer and General Manager, MMS Company Ltd., which was the first company to execute the idea of chartering flights, to get things moving and back on track.

Capt Sood has had an illustrious career both at sea and ashore. Having been one of the Chief Officer's on World's largest ship JAHRE

VIKING, he was ranked as one of the most successful young Master at that time in Wallem Ship Management.

He later stepped ashore to work with renowned Japanese Company and is now heading the department Shipmanagement of Tankers managed from Singapore as well as Gurgaon.

We asked him all about the first batch of 50 Indian seafarers who flew out of the country during the pandemic, making history, as this was the first ever chartered flight that was



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Ms. Akanksha Batura Pai

Capt. Pankaj Sood

allowed to any Shipping company by Government of India.

Sharing details of the entire operation, Capt Sood answered some important questions put to him on - 'View from the Bridge', giving us a 360 degree perspective of how the difficult task was successfully accomplished.

Here's a glimpse of what to look forward in the exclusive show - for the complete

interview watch the Sailor Today TV Channel on YouTube.

SAILOR TODAY: The seafarers' special chartered flights have raised a new ray of hope to save thousands of jobs for Indian seafarers.

We understand that you were the person to not only initiate the very idea but also implement it. Today many other companies



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have taken up your idea, tell us all about it.

SAILOR TODAY: We understand that the entire operation involved superfast action by Government of India to come out with SOPs.

The first flight of 19th May took more than 15 days for approvals from at least 6 ministries. What was the experience like?

SAILOR TODAY: Since you are currently staying in Singapore, can you please share the latest updates in that country, especially with crew changes?

SAILOR TODAY: Recently there were some reports about Seafarers testing positive after flying out of India even though they had tested negative 48 hours before taking flight, can you throw some light on this please?

SAILOR TODAY: In such cases, how do countries like Singapore, Japan, Korea, Sri Lanka handle the situation? What happens to these seafarers?

SAILOR TODAY: Due to travel restrictions there was fear of many Indian seafarers losing jobs. You then came to their rescue with the novel idea of a Chartered Flight.

But even today, China remains a major concern, as no Visa is being issued for that country. Many companies are being forced to employ local Chinese crew from top to bottom?

Should we be worried about this

development? Please share your concerns.

SAILOR TODAY: Doha and Colombo have emerged as most friendly hubs to facilitate Indian seafarers' crew changes. What stops India from becoming equally favourable? Do you think Cochin can develop into one such hub?

SAILOR TODAY: DG Shipping has taken initiatives to bring back stranded and over contracted seafarers in two phases to be completed by 15th July and 20th Aug respectively. Would you like to comment on this?

SAILOR TODAY: As a Ship manager, what is your message to Shipowners and Charterers?

SAILOR TODAY: And finally, what is your message to Seafarers and their families.

To know all about this and much more, visit our **YouTube channel /Sailor Today Tv.**

Our charming host **Ms Akanksha Batura** Pai of Sinoda Shipping, Singapore, discusses the challenges and success of this historic operation with Capt Pankaj Sood...Don't miss!

According to Captain Daniel J Joseph, Deputy Director General of Shipping - between May and July 1st almost 40 charter flights have been facilitated, enabling travel of around 8,000 seafarers and applications for another 10-15 charter flights have also been received.



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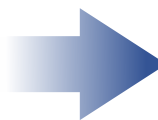
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COMING UP NEXT



Akanksha Batura Pai, is the charming host for this episode of our most beloved show – Ship and Relationship.

In this episode of Ship and Relationship you will get to meet a trailblazer, someone whose impeccable reputation precedes her. Her professionalism, self-assurance and adventures have empowered not just women in the maritime fraternity, but the entire maritime industry itself.

Making India shine on the global map, she is also the only woman at Torm Shipping, the biggest Danish tanker company, to have been promoted to rank of 'Captain' in 2019, thus

becoming the first and only Indian woman to be promoted to this rank in any foreign organisation.

Her story is both riveting and unique. She was one of the first female cadets of the Shipping Corporation of India back in 2003 and has spent 18 years, and counting, of her life sailing at sea. She was also listed among the 100 Women Achievers of India in 2016 and she was awarded by the former President of India Hon. Pranab Mukherjee.

SMF NEW YEAR
COCKTAIL RECEPTION 2020

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And if all that isn't enough. Even during these challenging times, she was the 'First Indian Female Captain' to fearlessly helm the oceans during the deadly Covid 19 pandemic.

Your unmissable dose of vitaminsea! A heart to heart with Capt Suneha Gadpande who has successfully completed a voyage and has returned home safely and is going to be here with us.





Here's a truly glorious achievement, especially during these times!

In a spell bounding narration of her adventures at sea, you will watch unblinkingly, as she shares her experiences and her story unfolds... We have always wanted to know all about Capt Suneha, her personal choices and professional decisions, and she answers all our questions, patiently.

Here's a teaser, for complete interview, please watch Sailor Today TV YouTube Channel.

Sailor Today : When and where did you join the ship for this voyage and were you aware at that time, of the nature of this global spread and the implications at that time?

Sailor Today : HR matters have been tough on shore, I can only imagine how hard they must have been on board. So, how difficult was it to convince your crew to co-operate, did they ever question your decisions? And what were the challenges you faced? ((How was this voyage different from the ones you have done before?))

Sailor Today : And what was your experience like, once you reached China?



Sailor Today : Presumably there were many special arrangements and requirements for safety. Would you be able to tell us some of them please?

Sailor Today : Understandably, your family would have been anxious about your safety. How did this affect them?



Sailor Today : So right now we see that International organisations are urging governments to declare seafarers as ‘key workers’ and take steps to assist them accordingly, what’s your take on this?

Sailor Today : Those are great thoughts. Bringing you back to your most recent and presumably most anxiety inducing voyage.

Could you share some of the lessons you’ve learnt during that voyage?

Sailor Today : And finally, what’s your message to fellow seafarers, during these unprecedented times...

Meet the Lady Herself! Capt Suneha Gadpande - Exclusive Interview, coming soon, only on **Sailor Today TV YouTube Channel.**



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50 years of experience in engineering solutions, Gemak is proud of being in service to over 2.800 ship owners and managers. The group continues to provide services for dry-docking, ship repair & conversion, offshore – oil & gas and new ship building as the one of the most competitive shipyard in the Mediterranean.

The Group has been profiled as a leading fabricator of high quality large steel constructions in the wider region with its advanced infrastructure by building steel shafts for Izmit Bay Bridge and by fabrication of steel decks for 3rd Bosphorus Bridge.

The Group strives to bring benefit to its clients by combining strengths generated by involvement in these main activities.

VIEW FROM THE BRIDGE



Dr Malini V Shankar



Ms Sanjam Sahi Gupta

In this issue of Sailor Today, we bring you an exclusive episode of 'View from the Bridge' which brings you face to face with leaders of the maritime world.



The view this time is truly remarkable! We present two leading personalities from the maritime world, deliberating on some of the most crucial topics.

Ms Sanjam Sahi Gupta

who has recently received the distinction of being among the top 100 women in shipping by the renowned and prestigious maritime platform - All About Shipping UK.

Founder member of WISTA India and Board Member of WISTA International as well as a member of the Executive Board of Directors of the World Maritime University Malmo, Sweden, Ms Sanjam Sahi Gupta is an 'Advocate for Diversity in the Maritime Industry' but most of all - she is the pride of the Indian Maritime fraternity.



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In this episode of 'view from the bridge' she is 'In Conversation' with top Indian Bureaucrat - **Dr. Malini V Shankar**.

Dr Malini V Shankar is a renowned bureaucrat belonging to the 1984 batch of the Indian Administrative Service, former Director General of Shipping, and she has recently been appointed as the Vice Chancellor of the Indian Maritime University.

Sanjam S Gupta: The Indian Maritime University (IMU) plays an important role in the development of trained human resources for the maritime sector.

According to you, what is the current state of Maritime Education in India? And do you think there is scope for improvement, and what are the areas that need immediate attention?

Dr Malini Shankar: As we all know, maritime education is structured across the world, shipping being an



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international sector, it's not something which rests with any one country alone. It is governed by international conventions, especially the mandatory courses.

And maritime education is divided, one is the proper degree like BSc and B Tech and these are the courses which come under the purview of the Maritime University as the entity that offers the degrees.

These courses then you have all the other courses which are modular courses pre-sea post-sea which are governed by the STCW and they are regulated by the Director General of Shipping.

I do think that education is the foundation for the construction of any developed society and for the country itself. So, in that, capacity building has to be a constant effort.

Seafarers, whether they are officers or cadets they are viewed with great respect across the world and it has to be our endeavour to ensure that this reputation is not only maintained but also carried forward to a much greater degree.

The idea should be that whenever anybody thinks of a seafarer they should think of an Indian seafarer.



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Sanjam S Gupta:

Our seafarers are facing many challenges with regard to global competition. What do you think could be some of the strategies for up-gradation of skills to keep jobs safe for Indian seafarers?



college, I get a degree and I will find a job, rather than that it should be, how do I better myself, how do I become a better seafarer today than I was yesterday.

After each sailing how do I become so much better that others seek me out.

And this attitude to learn, not just go through the workshop, and go through the process of getting your marks and degree, learn and to acquire a mastery over it. That's number 1.

Now, this should actually start from school and home, but failing which we have to give it.

Leaders in the education sector and the training sector have to keep harping on it and emphasising this at every step.

That's number 1.

Then no. 2 feedback that was constant is communication. And we live in a very interconnected world, a global world and English is the lingu franka in the global world and more so in shipping so we cannot say we are very proud of our language and we will not learn English and when I say English it's not the Queen's English we are trying to learn, it's not the Wren and Martin English, it's not grammar and composition, but the ability to think and express, so clarity of thought and expression precision of communicating what you have to say. I think these are very important. Look at our competitors -

Dr Malini Shankar: My experience over the two years as Director General of Shipping, there were two constant sets of feedback which reached us.

And it was very constant from all quarters, from the stakeholders from the market and from even the outsiders.

From this feedback we understood that our seafarers were very well trained, theory is very good, the skillsets are fully imparted, but there are two issues.

One is attitudes – there is something –the saying that you can take a horse to the water but you can't make the horse drink it. Attitude has to be right, on the part of both faculty and more importantly of the student it has to be a constant learning, it has to be a quest for learning, I think there is a general attitude today of saying that I go I get admission into a



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Philippines –let’s not compare skills and knowledge, but their attitude and their communication is par excellence.

Most of the south Asian countries focus on that. If you look at western countries, their whole education system focuses on the ability to communicate your knowledge, so while there is a constant, there is a basic imparting of knowledge, imparting of skill, there is something beyond that which each stakeholder and not just somebody in the education sector.

And I am sure that shipping companies and employers are focusing on this as they go along. A seafarer, who masters this, will be the one who forges ahead of competition.

Sanjam S Gupta: Given the period that we’ve spent in lockdown, technology has emerged as a major lifesaver.

Look at us today, we are sitting here virtually, talking, doing this interview with you.

What do you think should be the direction in which we must apply our efforts? How can we use technology to better the way of life?

Dr Malini Shankar: I think the entire education sector is working on it Sanjam, for example, all of a sudden everybody had to go for online classes and I think they have exceeded expectations of most people when they are able to deliver classes from their

home or from their office to a myriad of students sitting across the country or across a region.

Of course it is up to the students to actually pay attention. There are challenges in online learning. As to how many hours you can sit in front of the screen and the computer and actually try to absorb what is imparted to you. I know companies and I know institutions which are coming up with online learning today is perhaps on its primitive stage in one way.

I speak and you listen or I send a file and then I correct and give it back. The next development is to actually have online education but more interactively.

If this continues for long, I suppose even the teaching methodology might have to undergo a transformation.

What do you impart? What do you focus on? How do you deliver this so that the student is not only present but attentive and absorbing and able to analyse the whole thing.

This is a challenge, but I personally think that there is no substitute for going to a college, going to an institution, interacting with the teachers, clearing their doubts or having competition face to face with your classmates, learning from your seniors, going to the library, having a having some recreation, I don’t think mankind is born on this earth to be



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substituted, technology is a tool and is not a substitute for face to face education.

Sanjam S Gupta: The clear disruption in the 'normal' functioning of things has placed an emphasis on many questions. Covid-19 may have been the catalysis for a change that has been long pending.

The aftermath of this global health crisis there could be the adoption of newer technologies and approaches in Maritime Education in India.

What are your views on this? How do you think we can best use it with a combination of virtual and physical interaction?

Dr Malini Shankar: Already the institutions that I have seen don't just look at a one-way teaching.

There are people who have come up with hybrid mode of teaching. For example everything is animated on the computer and you open it and you learn and you sit there in front of the computer, you interact, there is simulation, simulated exercises.

And when you have a doubt, there is someone you can address that doubt to and I think this hybrid mode of teaching is actually much more effective.

It's like combining theory with practice; just imparting theory doesn't apply your mind when it comes to real life situation. I think in that sense technology is not just online

learning sitting in different places, but even when you are sitting in the classroom, there is technology which has come up with this. Simulation is a fantastic example. You don't really have to go on a ship.

There are advanced simulators, like the 3D simulators, where you wear the 3D glasses and you can actually feel like you are in the sea.

So these are advancements, they are expensive at the moment, but I think institutions will realise that it is better to invest now, so that you have not only better returns, in terms of financial returns, but also better transmission of knowledge.

Sanjam S Gupta: Is there any particular message that you would like to send out to our audience today, in this new role that you are going to take on?

You have embarked on so many exciting roles in the course of your career and I know that I am one for sure love the stories and those little anecdotes you share with us, and you obviously have this wealth of experience that you are going to bring to this new role. I am sure you are excited and there is going to be so much that you are going to add of value to this.

Is there anything particular and you want to talk to the industry about your taking over? Is there any message you would like to share with the industry?



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Dr Malini Shankar: I think it's very early days, but all I would like to say is - university is for you.

University is not a standalone entity and my dream is to make that universal, raise the bars of standard of the university and to seek collaborations with not just Indian organisations but also with some internationally reputed organisations in the maritime sector.

I would like all your co-operation, without your inputs I think no institution can go forward and realise its dreams. So come join me in building maritime education.

You can watch the complete interview on **Sailor Today TV YouTube Channel.**

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PM MODI HIGHLIGHTS

The Importance of Seafarers

Highlighting the need to map global skilled manpower in different sectors and align the country's standards with those of other nations to help Indians tap work opportunities worldwide, Prime Minister Narendra Damodardas Modi on July 15 cited the merchant navy and the need for experts sailors across the world.

PM Modi said skill mapping can convey the extent of demand and given a coastline of over 7,500 km, "India can provide lakhs of sailors" to different countries and also boost its coastal economy while speaking at a virtual event to commemorate the World Skills Day and the fifth anniversary of the Skill India Mission. This is the first instance in the past five decades that any Indian prime minister has cited the Merchant Navy. Last such instance involved the first prime minister Jawaharlal Nehru who described seafarers as the ambassadors of India.

PM Modi said if we work on increasing the skill in this field, then we can give lakhs of expert sailors to the world, and can also strengthen

the coastal economy of the country. He added that the coronavirus pandemic has changed the nature of jobs as well as the world culture and that the ever-changing new technology has also influenced it. With a view that skill is something which one gives to oneself and that it grows with experience, PM Modi said the mantra to stay relevant is -- skill, re-skill and upskill.

It must be mentioned here that seafarers are on the frontline of the response to the pandemic and they are vital to ensure the continuation of essential services and supplies also forming the second line of defence of the nation. They are the unsung Indian warriors helping the world in its combat against the onslaught of COVID19 pandemic when they are themselves fighting travel restrictions that prevent them from signing on and off. Months have passed since the implementation of travel restrictions but nobody is sure when the stranded seafarers can go back to their homes.

Appreciating Indian prime minister's effort of

creating awareness of benefits of seafaring, Former Nautical Advisor to Government of India, Captain MM Saggi said: "It's time to put out plans for promoting this profession by improving the quality of seafarers. Better quality of induction, from smaller towns and villages, with hunger in the belly having right aptitude and attitude. Review of syllabi to make it more contemporary and relevant to current shipboard realities is also needed."

Introduction of more shipboard application-based topics rather than pure theory and maths, Saggi said. Pre-sea, post-sea and modular courses under the supervision of a professionally competent team of employers can make wonders, he added. Introduction of

Yoga in pre-sea training, more hands-on training, more automation, electronics and pneumatics can improve efficiency, Saggi said. Introduction of more simulators in institutional, online, shipboard training and assessment can add value, he added. Better structure and supervision of shipboard training, empowering shipboard personnel with knowledge commercial shipping, legal knowledge, marine insurance and multimodal transportation with faster development of distance learning, digital learning and online assessment to supplement and complement classroom training can help coupled with continuous upgradation of skills of seafarers, trainers and assessors.

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THE CHANGING ROLE OF A LEADER

Maritime Industry, the oldest industry, is one of the most progressive and ever involving industry. True to the statement as many people say "The Shipping world never sleeps".

The changes in technology, rules and regulations are all visible changes that we have seen. The hidden changes which have a long-lasting effect in the way the industry functions often go un - noticed. These are the changes in the Human Factor.

Today's generation sailors are different in many ways when compared to sailors of yesteryears. The influx of a multinational crew along with fast crew changes have also changed the interpersonal relationships on the ship.

The ship- shore management has also witnessed changes. The running of the ships now appears to be a shared process between the shore office and the Master and Chief

Engineer. This is a good practice as it ensures a shared plan, and backup plan between the ship and shore.

But is this collaboration crumbling the independent leadership of a Master or Chief Engineer in any way?

In today's world, the commercial viability and benefits are of prime importance. Hence sometimes this pressure puts the senior leadership in a dilemma of selecting between commercial profitability and team's expectations.

The mindset where 'The senior leadership considers themselves as the



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company's/owner's representative on the ship, and at the same time 'the Master/ Chief Engineer for his people and his ship' may be helpful to maintain a balance between the two. Protecting the interest of his/her people while practicing 'Tough Empathy' may be exercised.

Leadership, today may be seen as a "Collaborative Style of Leadership."

While the senior leadership's decision still remains to be the final, the process of decision making however may be changed a little bit. The present generation of seafarers want to

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be involved in the process of decision making and performance management.

And rightly so, with the reduced manpower that exists on the ship, it is a better way to create a more productive and accountable work environment. The technique is simple.

Discuss, guide and set short-term and long-term goals with the team members. Give the responsibility to the officers to set their own goals which are in congruence with the final objectives, goals and performance standards of the ship. Allow them to set their own time deadlines for completion of their targets. This gives a sense of accountability for their own work, and their responsibility towards completion of the final goals of their ship.

We can call this a concept of 'Mutual / Shared responsibility'.

Emergencies, crisis, time deadlines are all part of the work on the ships. It is good to have a team who approaches its leader under any problem, because it shows the trust that they have on their leadership. But at the same time, it also increases the workload for the leaders. Hence it becomes important for the leader to create a team which has a Problem - Solving Approach. The method of Collaborative problem solving and decision making can be used.

When your team encounters any problems, guide them to look for their 'own solutions first'. Encourage your team to approach you with 'solutions to the problem, and not just the problem alone'. Give your team a chance to 'solve their own problems'. This process will encourage team work, build task forces for problem solving and enhance your officer's confidence.

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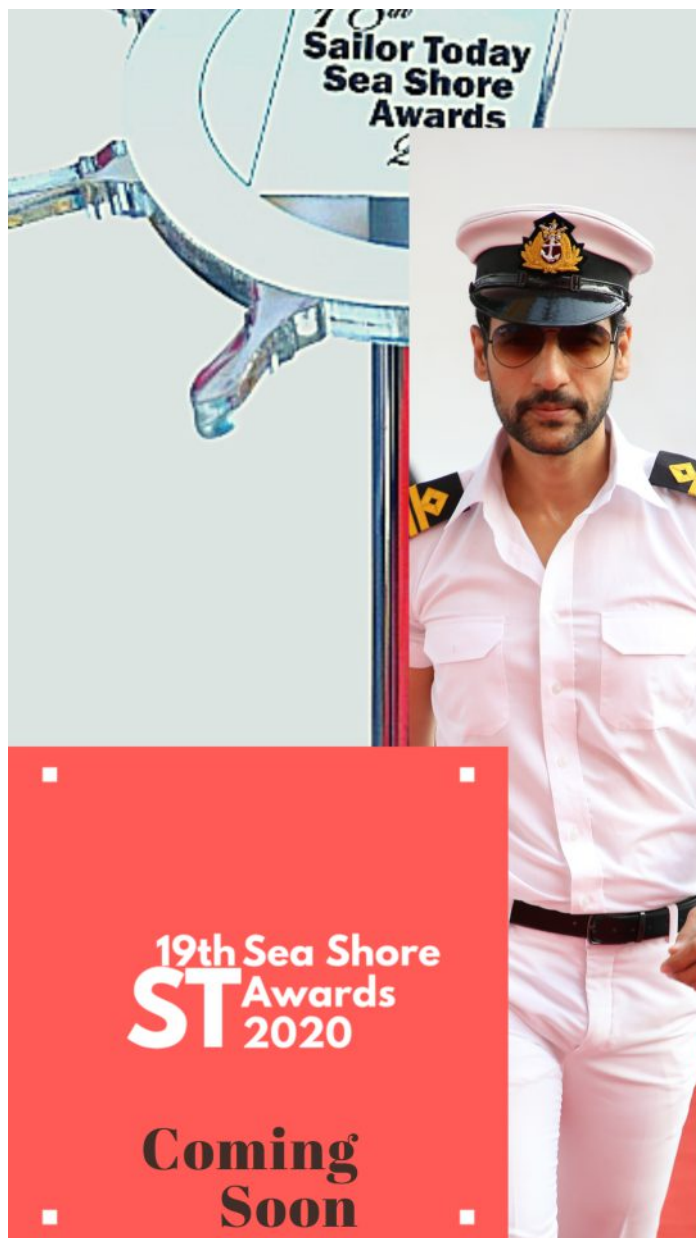
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Mentoring is a key responsibility of a leader.

The question is, do we really need any separate time for mentoring our team. Not really! People often learn more by observation and experience, than being taught. The manner in which the leader manages situations and people provides a learning for his team. Through his actions and management styles, he is in fact mentoring future sailors.

Today's leadership requires a paradigm shift. From 'controlling and directing individuals', the leadership is now expected to 'develop individuals and build teams.

"A True Leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent." – Douglas MacArthur



ABOUT THE AUTHOR

Radhika Singh is working as a Human Resources Trainer, associated with reputed Maritime Training Institutes and Companies for the last 18 years.

She holds a MBA degree in Human Resources and has conducted many training programs and seminars for mariners across all ranks and from various countries.

Married to a Master Mariner, she has sailed on board merchant vessels as a supernumerary.



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