



RESILIENCE

In our daily lives, we are confronted with situations that bring stress. For example, when navigating through a busy area or (extreme) stress caused by an emergency situation. Sometimes it is a difficult task to remain calm and make good decisions, to act resilient.

Resilience is a difficult term. It basically means that a professional like you, is able to make the right decisions in every situation, in order to stay safe. Not only in our daily activities, but also in emergency situations... easier said than done.

This training is about resilience. Acting resilient is a skill that can be trained by practicing and learning from each other.

In the following chapters, we will discuss different situations that are common in the inland shipping industry and which require a certain amount of resilience. Each chapter will start with a short introduction of the subject, after which an example will be given. Subsequently, an instruction on how to act resilient. Finally, a number of questions that can be discussed with the crew. It is important to engage in conversation and to learn from each other.



CHAPTER 01 – DISTRACTION

Introduction

Distraction means that something is asking for your attention, causing you to have less attention for the task you are executing. Often we label this as ‘multi-tasking’, which is actually just a term for ‘spreading your attention’. This means you are not completely focused on the task.

Distraction is everywhere around us. For example, a phone, the tv, messages on social media, app messages or sending an email during navigation can be a big distraction. Usually we manage this well, but danger lies when we are not alert in our activities or surrounding. This can have severe consequences on the safety.

Practical example

You quickly want to send an email during navigation. You look around you before you head over to the computer. You shift your attention towards your emails and are not aware of what is happening outside. The ship is going off course, but this is not noticed. Then you look up from your computer and you are making your way towards a moored barge. You try to correct the course, but unfortunately, a collision takes place.

Instruction

Make sure distractions are minimized. For example, turn your phone on ‘silent’. You will not be distracted by incoming messages, but can check your phone at a more appropriate time later when you have full attention for the messages and responses. Your attention will stay with the activity and no unnecessary stress signals will disturb you.

When something happens that is asking for your attention, then determine whether the distraction is something urgent and important. For example, when an alarm goes off, it is important to respond. An incoming email however, is a distraction which can cause for a dangerous situation.

If the distraction is important, like in the case of an emergency, then make sure that the current task is completed in such a way, that you can finish later or is delegated to someone else.

Also do not distract others, address each other when they get distracted, and help each other by taking over their tasks when necessary.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 How do you easily get distracted? Think of other examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date:

Participants:



CHAPTER 02 – SITUATIONAL AWARENESS

Introduction

This chapter is about being fully aware of the situation. Sometimes you find yourself in a situation in which you don't have all the details. For example, when you step on board or when an alarm goes off in a different area. Is it important that you are informed, so you will not be surprised.

Sometimes this information is given and sometimes you have to actively ask for information. Another time you might have to investigate. When an alarm goes off, investigate the true cause and do not just assume that you are sure what the problem might have been.

Also, don't just assume that someone did or didn't do. Check this with each other and address each other when you expect a problem. Always question yourself whether you have all the information and ask for updates. This is also the case in emergency situations or other stressful situations.

Practical example

You are discharging and everything is going well. The jetty-operator is very friendly, the crew is doing a good job and you are right on schedule. It's time to uncouple. The jetty-operator is staring in the distance, he is probably waiting for uncoupling.

The crew starts the uncoupling process and a spray/vapor escapes. The hose was not completely empty...

Instruction

Before you start a task, make a plan. This does not always have to be on paper, but think about the steps that should be taken, which resources are needed, what are the dangerous elements, etc.

Be aware that problems can always arise, even with a good preparation.

Inform others and ask them for assistance when necessary. Then they can also be alert and inform you when things change. Also inform your team when problems arise or when things are unclear.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 In which situations did you miss information? Think of examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date: _____

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CHAPTER 03 – FATIGUE

Introduction

Fatigue is "a reduction in physical and/or mental capacity due to physical, mental or emotional effort that can affect almost all physical skills, including: concentration; power; speed; response time; coordination; decision making; or balance". Fatigue does not only occur after a night of bad sleep, but can also occur from a day with stress.

Fatigue has a great influence on everything you do, in addition to the influence on alertness, it can influence your decisions! This could lead to incidents. Therefore, be aware of the effects and try to recognize the signals.

Practical example

The steersman has been navigating the barge for only 2 hours, but he is getting a bit tired.

Anyway, he should not be such a sissy, he'll just take a cup of coffee. He has slept badly in the last few days, some problems at home, but he will not tire the rest with that. He'll just quietly keeps going. Then, suddenly, he is startled in his sleep by an alarm that goes off.

Instruction

There are a lot of factors that can cause for fatigue:

- Disrupted day- and night rhythm (working at night);
- The time we are awake;
- Heavy work or work that requires a lot of thought;
- Stress, worrying, personal problems;
- Too little rest in between working;
- Too little or a bad night's rest;
- Bad health;
- Use of alcohol and drugs.

When you are experiencing 1 or more of the above mentioned factors or you are noticing that you are not as alert as usual, then inform your colleagues and owner/office. They can then keep an eye on things or come up with a different solution.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 When are you experiencing fatigue? Think of other examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date: _____

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CHAPTER 04 – PRESSURE

Introduction

A bit of pressure on activities can be a motivator and give a sense of accomplishment. However, when the pressure gets to great, this can cause for stress and mistakes.

Pressure can come through tight deadlines, planning and doing too much in too little time. This can be reinforced when, for example, changes are made in the planning, when delays occur, when additional work needs to be done, due to problems with the weather or when defects occur.

Practical example

We often have to deal with pressure when others demand something from us. For example, when you are going to load and you are mooring at the jetty. Sometimes it may be that the shore side has already started by lowering the load arm, while the barge is still mooring. This creates a dangerous situation.

Instruction

Under pressure often 'short-curs' are used, activities or checks are skipped and sometimes activities are performed while it would be better to actually do them later. In order to make the right decisions, it is important to take into consideration the urgency and importance of the task, like shown in the image on the right.

	Urgent	Not urgent
Important	Execute directly!	Execute, but plan for later.
Not important	Don't do it yourself, let someone else perform the task.	Don't do it, no one should.

In the example, the pressure comes from the jetty; they want to crew to start with the loading process, while the barge is not properly moored yet. If we look at the table, that the 'mooring procedure' falls in the category 'important and urgent'. The 'loading process' is in this case less urgent and falls in the category 'important and not urgent', perform later. Therefore the mooring process should be done properly first before starting with the loading activities, not at the same time, but after each other even when the pressure is high.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

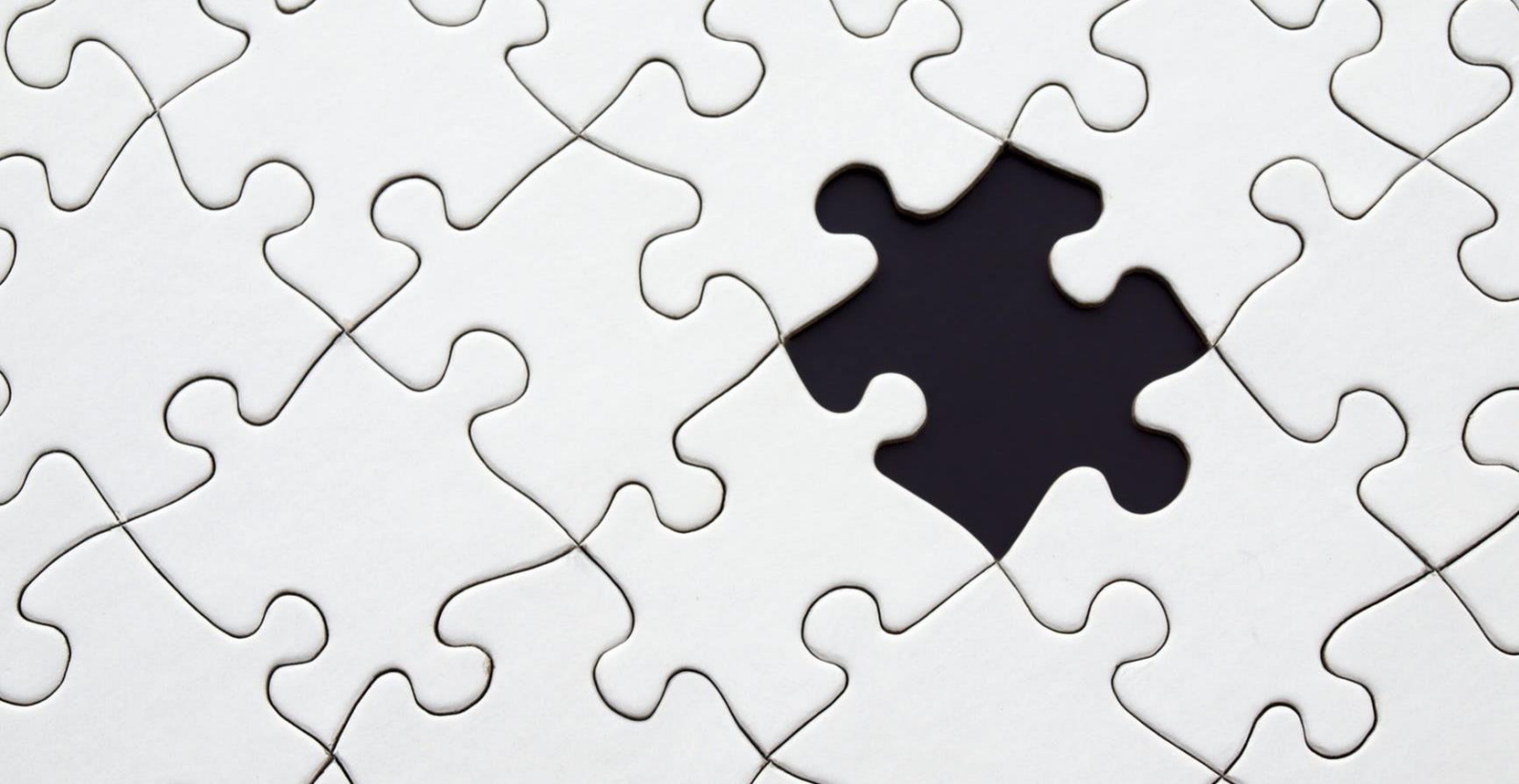
📍 When are you experiencing pressure the most? Think of other examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date:

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CHAPTER 05 – CAPABILITY

Introduction

In order to be able to carry out the work properly and safely, a mix of knowledge, skills and a good attitude is required. This is not only about having 'a piece of paper', but a combination of a number of skills.

These skills can be related to technical knowledge and experience, such as;

- Navigation;
- Mooring;
- Maintenance and repairs;
- Loading and discharging activities.

In addition, other skills are important, such as;

- Good communication;
- Leadership;
- Teamwork;
- Behavior;
- How you deal with problems.

Practical example

A new crew member is sent on board from the office. It is a smart boy with the right papers and some experience on a tanker. That is convenient, because he can start right away.

There is still some maintenance to be done in the engine room, a nice job for the new guy. After a while the new guy reports that the work is finished and went well.

Halfway through the journey, smoke comes from the engine room ...

Instruction

A first step is in the check of papers, knowledge and experience when hiring new crew members. Then familiarization (becoming familiar with the ship, the navigation area, procedures and forms, etc.) is very important. This also applies, of course, when a temporary captain is hired.

Next, it is important that proper instructions are given, and checks are done when new tasks are performed.

Also ask for explanation and instruction when you are not sure about the work or the operation of certain equipment. Also ask for opportunities to learn and develop and to follow a training and/or education. In addition, check the work to see if the new crew member really knows what to do and how to do it.

If there are doubts about the capacities of the new member, pass this on to the responsible person, the owner or office.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 In which area would you like to get more instructions/practice/training/education? Think of some examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date:

Participants:



CHAPTER 06 – COMMUNICATION

Introduction

Communication is constantly around us; traffic instructions, telephone calls, app conversations, meetings, forms, light signals, manuals, etc. In communication, it is important that the message comes across to the other person. When one person does not understand the other correctly, mistakes can be made that can lead to incidents.

Bad communication can arise in different ways;

- Literally because of language differences not understanding each other well;
- Another idea about how things should happen;
- Different interpretation of words, expressions or gestures;
- Technical terms or expressions are not known;
- Not hearing each other properly.

Good communication also improves trust in each other, because you know that you understand and help each other. You will also find out where someone needs some more instruction or guidance, this in turn benefits the quality and safety on board.

Practical example

The barge is moored and it is time to continue the journey. Everyone knows what to do, so no difficulties are expected. One of the seamen is loosening the back rope, but does not get the rope loose. He has been working on it for a while and the captain assumes that the rope would be loose by now and is slowly starting to move away. However, the sailor has not yet unfastened the rope and decides to jump ashore to release the rope. At the moment he wants to jump, the barge turns away and the seaman falls into the water.

Instruction

Dare to speak up.

Keep each other informed of activities, especially when things are different than agreed or planned.

Use clear and simple language. Repeat important parts of the message. Repeat what the other person said to check that you both understand the same thing.

Check with the other whether it is understood by asking additional questions, or by asking a summary. Also ask the person if there are any questions. You can use LSD for this, which stands for: Listening Summarize Dig (ask more questions).

You can also do a round where you check whether the work has been carried out as you expect.

Take into account the cultures and languages of others. Some things can be interpreted differently. Also try to learn from and about each other.

Communication is broader as well, for example communication with the office, customers, fellow captains and other parties. Also keep in mind the above points.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 When did bad communication lead to an unpleasant/unsafe situation? Think of examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date:

Participants:



CHAPTER 07 – COMPLACENCY

Introduction

Have you ever had that something unexpected happened while everything seemed fine? It is easy to think that when a situation seems safe, it is safe. For example, in the following cases:

- The work has often been done like this without incidents;
- The person has insufficient experience or insight to properly assess a change in the situation;
- Insufficient instructions;
- Forgetting something;
- Not checking the situation or environment properly;
- Insufficient communication with others (on board);
- Fatigue.

Often this is also accompanied by taking shortcuts. For example, by not taking the stairs but by quickly climbing over the pipes. If this happens too often, it can become the new usual way and cause for incidents. Taking these shortcuts sometimes seems unavoidable, for example because procedures are unclear or unworkable, or because it is simply easier. It is important that when procedures or practices are not workable in practice, this is indicated to the owner/office.

Practical example

The loading process of a product is running like a well-oiled machine. The captain almost dares to bet that his crew could do the job with their eyes closed.

Just like today. There were some words with the terminal side, but they were all solved, and loading started. Normally they would still do the line-up check, but it is cold and it is always perfectly fine.

Suddenly there is a spray.

Instruction

What to do:

- Be aware of your environment and check regularly if something has changed.
- Ask others to take a look/help out/etc. You are all responsible.
- Use the checklist so that all important elements are checked.
- Give or request a good transfer and instruction.
- Assume that you will encounter problems, actively search for them.
- Ask for help if a situation is unclear.
- Indicate when the prescribed instructions do not match the actual situation.
- Address each other about unsafe behavior.

What not to do:

- Assume everything is 'okay'.
- Ignoring procedures.
- Assume that it is 'okay' because that is always the case
- Taking a shortcut.
- Accepting that others are taking a shortcut.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 When are you considering shortcuts? Think of other examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date: _____

Participants: _____



CHAPTER 08 – ALERTING

Introduction

Sometimes we are in situations that we ourselves do not completely oversee. Sometimes we estimate a situation as safe, while others think differently. Or vice versa. It is therefore good to communicate about this and to indicate when you feel that a situation or action is unsafe.

This also applies if you find that you have ended up in an unsafe situation yourself or if you are going to carry out an activity that might create an unsafe situation for yourself or others.

Should one of these situations occur (you or others may get into an unsafe situation), then alert and inform each other. You are responsible for the safety of yourself and that of others, you can save lives with it.

Practical example

You are moored at a terminal and about to load/discharge. As the procedure prescribes, agreements have been made with the shoreside, such as the loading/discharging speed. When the process is started, the shore side suddenly maintains a different speed, which can create a dangerous situation.

Instruction

Alert everyone when things go wrong.

Stop work when the situation seems unsafe.

Dare to let yourself be heard.

Feel responsible for the safety of yourself and that of others.

Offer solutions and do not just criticize. Try to make (new) agreements.

Ask others for input, some may find it difficult to make themselves be heard.

It is not a threat but part of a good cooperation, of a good team.

If necessary, inform the owner and/or office.

Questions

📍 Discuss the example and identify what went wrong and how to do it better.

📍 When were you in a situation that in hindsight was unsafe? Think of examples.

📍 How can we help each other?

📍 What agreements can we make with each other?

Date: _____

Participants: _____
