

The Crew

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WINTER 2016

CAREER • TRAINING • TECHNOLOGY • MONEY • OPERATIONS • ADVICE



REPORT

TOO MANY CAPTAINS

With more captains than there are jobs, what's the future for those at the helm?

ACCIDENTS

A look at some of the industry's accidents and what the superyacht industry can learn.

CONFLICTING INTERESTS

Is it ethical for a recruitment company to add training courses to its portfolio?

DRUGS

How many yachts actually administer crew drug tests?



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The Crew REPORT

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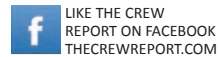
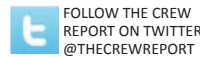
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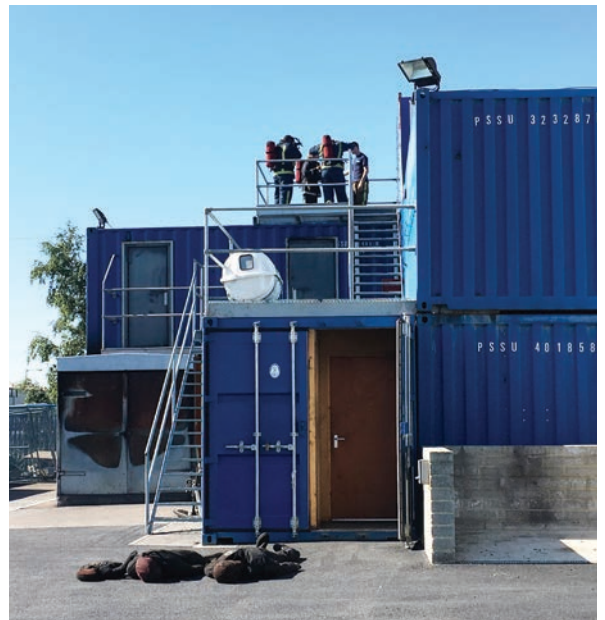
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MESSAGE FROM THE EDITOR

The Monaco Yacht Show is done and dusted – until this time next year, of course. As ever, the show was a great showcase of not only yachts, but also of career-minded crew using the show as a networking and education opportunity to get their foot in the door of this very niche industry.

It's rare that I go a week without an email or phone call from someone looking to start a career in the superyacht industry, and each time I'm normally asked a plethora of questions, ranging from "How important is networking?" to "What courses do I need?". It's made me realise just how valuable the recruitment sector is.

Amid reports of ever more dockwalkers and CVs, increasingly we hear of the latest and greatest recruitment agency to pop up on the crew scene. While more recruitment agencies aren't necessarily a bad thing – competition is a great way to drive improvement – it's important that all recruitment agencies and each of their agents understand their responsibility within this increasingly professional

industry. They're the first port of call for new crew, the window to the superyacht industry.

The level of influence this sector of the market has on entry-level crew is, quite honestly, overwhelming. It's for this reason that, in this issue, we've focused on the recruitment sector in as far-reaching a way as possible; from crew poaching and the over-supply of captains to the conflicts of interest in recruitment agencies that also offer training, and the legality of reasons for which someone is allowed to say 'no' to a candidate. The recruitment sector is a big one, so we hope this issue will allow you to dig a little deeper and have a better understanding of this increasingly important area.

Lulu Trask

EDITOR'S PICKS FOR THIS ISSUE



CREW POACHING

A captain of a 37m motoryacht highlights the problems caused by the bigger boats: crew jumping ship from the smaller end of the spectrum just so they can have that 80m on their CV.
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YOU'RE HIRED!

We get a lot of complaints from crew about not being hired for various unacceptable reasons, so what does and does not stand as a legally viable reason to refuse someone a job?
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TOO MANY CAPTAINS

With complaints of not enough jobs and too many captains, we look at the figures to ascertain if this really is true, and investigate why captains' jobs are so hard to come across.
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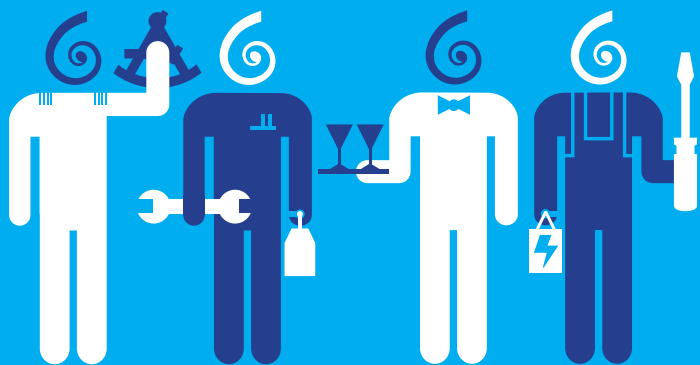
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Tim is our die-hard yachting and in-house tech expert. The Superyacht Group's technical editor, Tim is here to answer anyone and everyone's questions on the intricacies of how these superyachts, simply put, work.



CAPTAIN GUY BOOTH

Guy has been in the superyacht industry for 19 years and is always happy to talk about the importance of quality crew in this high-end industry.



LAURENCE LEWIS

Founder of YPI Crew, Laurence Lewis has been on the recruitment scene for 20 years. Laurence regularly advises crew on the latest recruitment trends in *The Crew Report* as well as sharing her advice via videos on the YPI Crew YouTube channel.



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Based in Palma, Bryony is The Superyacht Group's Mediterranean editor. Right in the hub of the sailing yacht market, she has particular knowledge of this sector.



RORY JACKSON

Rory is The Superyacht Group's business editor, and is never scared to tackle the controversial or sensitive topics, which is exactly what he does in this issue.





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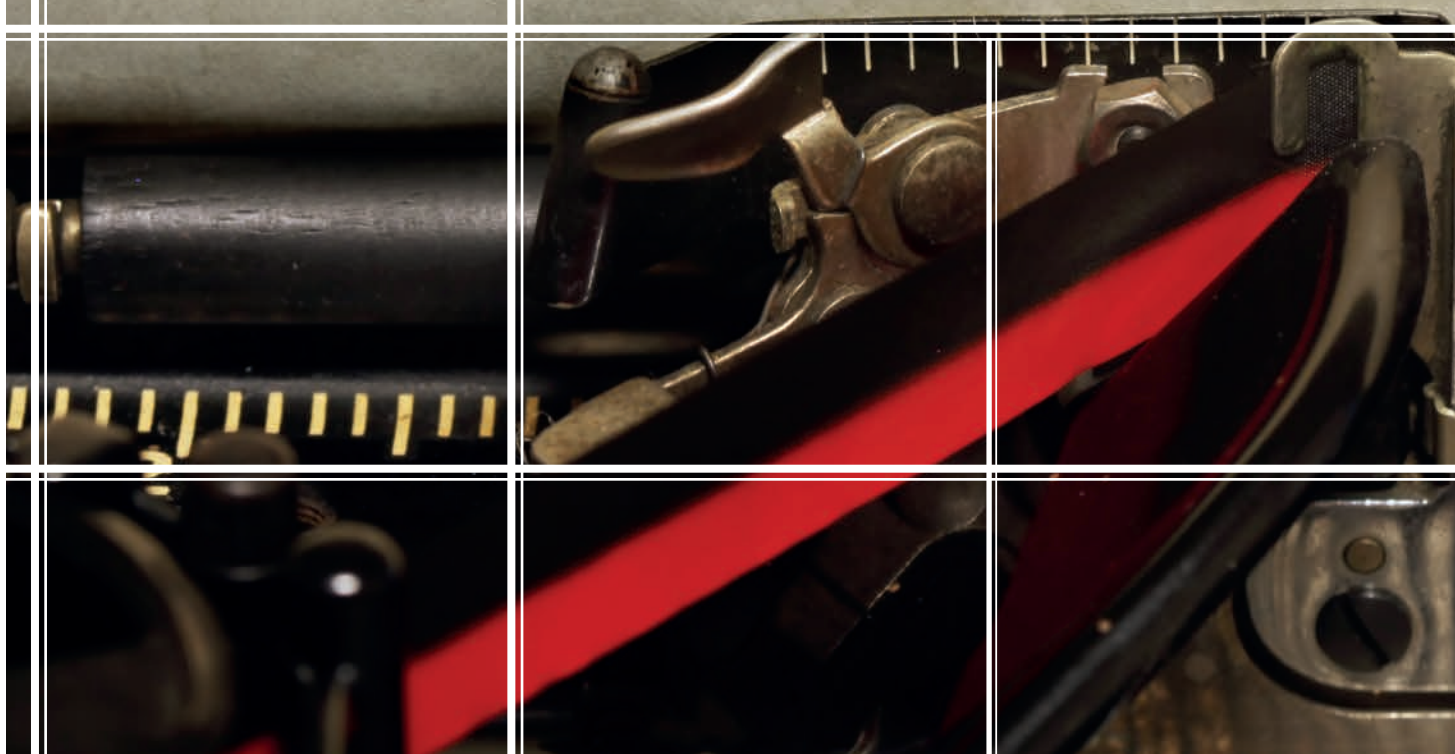
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to the editor



Bribery is endemic

As your article 'Blurred lines' points out in Issue 79, the boundaries of bribery are extremely blurred. At one extreme, you could even regard a tip as being a form of bribe. At least there is a gradual continuum between what constitutes a bribe and what constitutes a tip. The point at which you draw the line between what is legal and what is a crime could be placed anywhere along the continuum, depending on your perspective. The same applies, perhaps even more so, to commissions and 'finder's fees', which range from perfect legitimacy to distinctly reprehensible practices.

Besides this, I have to raise an eyebrow at any legislation enacted by representatives who accept the sort of lobbying seen in Whitehall and Washington every working day. What moral right have they to point a finger at others giving or accepting bribes? The most outrageous of all is the system of government itself whose political parties accept huge contributions from corporate interests to fund their election

campaigns and then pretend that such gifts come with no implicit obligations attached. Give me a break! Bribery is endemic, particularly in countries such as the United States and the UK that so piously enact legislation without looking into a mirror themselves.

I am passionately against corruption but I despair of any attempts made to tackle it when the system itself is so rotten.

Butch Dalrymple-Smith,
director, Butchdesign

Bullying is still a significant issue

I have just read your article, 'Sticks and stones', on bullying. From my experience with crew you are so right – it still is a significant issue. Our crew turnover survey from last year revealed that 40 per cent said they had experienced some form of bullying or unfair treatment on their previous vessel. Ultimately, what you are talking about is a change of on-board culture (for some yachts) that requires

everyone on board to agree to what is and is not acceptable behaviour.

As your article mentioned, one of the core challenges is getting information from the ground up – particularly on issues such as bullying. In delivering HELM and running team and leadership events on board, we do discuss this as well as ways to give junior crew a voice that will be heard and dealt with professionally. One idea is to choose a 'go-to' person, who is both elected and junior, and is available for anyone to come to with these types of issues. They can be approached in confidence because sometimes people just need to speak freely, knowing it will go no further. However, when appropriate, crewmembers are able to take a complaint further without fear of repercussions.

Karen Passman, founder, Impact Crew ■

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**MONEY,
MONEY,
MONEY**

WORDS: LULU TRASK

Our Editor looks at how the pay packets of the superyacht industry, while attracting flocks of entry-level crew, have a damaging impact on the superyacht crew profession.

In a recent conversation with the CEO of a recruitment agency, I was told that salaries have come down by anything from 10 to 15 per cent. In a different conversation, this time with a superyacht captain, it was put to me that perhaps the best way to attract quality, career-minded entry-level crew was to drop the mammoth starting salary packets. Whether it's in practice or in conversation, the idea of a drop in crew salaries is rife.

Let's start with those large pay packets for entry-level crew. According to our Superyacht Golden Ticket survey, the average monthly salary for a deckhand is more than €2,600 and for a junior steward more than €3,000. For those fresh out of school or university, these figures are a job advert in themselves. And while the more we can do to raise awareness of our industry as one that offers a viable career path the better, are these huge starting salaries distracting from the job and career at hand? If these salaries were cut in half, you'd still be looking at an incredibly attractive starting wage, but perhaps it wouldn't be so attractive to the point of making the facets of the job irrelevant.

I'm not suggesting we actually cut crew salaries in half; I can't imagine that would go down particularly well with our readers. But perhaps the base salary could be lower and crew offered an end-of-year or end-of-season bonus. This would not only strengthen their commitment to a vessel, but would encourage them to question whether they really want to spend a lengthy chunk of time on board before they get that big pay cheque.

The danger, of course, is that this would have to be an industry-wide initiative, which is unlikely. The moment one vessel starts offering double the salary of the boat moored next to it, that boat will become a crew magnet, and the goal of longevity goes out the port hole. In this context, then, a cut in salaries seems unlikely – cue a huge sigh of relief.

I think part of what makes pay packets in this industry so attractive, and particularly so to junior and entry-level crew, is that each pay cheque is virtually that crewmember's disposable income. With so little opportunity to spend their money, other than time off the boat, particularly when it's a well-seasoned yacht, crew may as well pick up these bumper pay packets at the bar because that's where so much of them are spent. That job advertisement might as well

The moment one vessel starts offering double the salary of the boat moored next to it, that boat will become a crew magnet, and the goal of longevity goes out the port hole.

say, 'Paid in beer and cocktails', and again this raises the question of whether the salary programmes in this industry, though the crew are wholly deserving, are actually somewhat damaging. That's not to say there aren't junior crew who take the time to save and invest their money; but for an awful lot this is a mere afterthought, or a thought that comes after a good few years of spending those pay packets at the bar.

So why don't more yachts come up with compulsory financial plans through which crew would be required to put a certain percentage of their pay cheque into savings or an equivalent? After all, our Superyacht Golden Ticket survey revealed that the majority of crewmembers would be interested in a pension-like scheme. The type of savings could, of course, differ from crewmember to crewmember, but such a programme would encourage crew to think differently about how they spend their remaining disposable income. Moreover, more money in savings means less money to spend at the bar, so perhaps the image of superyacht crew as a party-based career would somewhat diminish,

and those who are attracted to our industry for this reason alone might think twice.

A lot more thought is required before either of these ideas, which are very much in their infancy, could come to fruition, yet I think the point is clear. Salaries in this industry, particularly for entry-level crew, are huge when compared to what you'd be looking at on land, especially when we consider that so much of it is disposable. Perhaps if we, as the superyacht industry, look differently at salaries, then those outside of our industry will perceive us a little differently, and to those unfamiliar with this world, the job of superyacht crew won't seem just like a fast-earn, fast-spend option that devalues the hard work put in by so many professional crew. It would then appear, as it should, as a profession that deserves as much consideration as any other. ■

TO COMMENT ON THIS ARTICLE, EMAIL LULU@THESUPERYACHTGROUP.COM WITH SUBJECT: TCR 80 MONEY, MONEY, MONEY

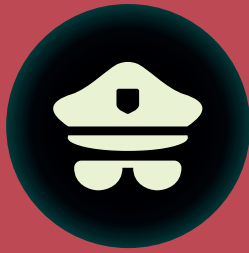
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**STOP
POACHING
MY CREW!**

WORDS: CAPTAIN GUY BOOTH

Captain Guy Booth, of Heesen’s 37m *Aurelia*, looks at one key issue facing yachts of between 30m and 40m: losing crew to the ‘bigger-is-better’ mentality.

We’re a single-season yacht. We’re incredibly busy – flat out all summer long – but we winter out of the water in a paint tent every year. And offering seasonal positions doesn’t make it any easier. It places pressure on captains to find and train the right crew every year, and it ends up diluting the pedigree of the yacht in the market size. A charter broker will call me and say, “Have you still got the same crew from last year,” and I’ll have to reply, “No, we’ve had a couple of changes.”

Then when you look at the training and certification costs, we have to think about PWC instructor costs, jet-ski licence instructor costs and Power Boat Level 2 certification so people can drive our tender – we have to have that. Sometimes we have to renew these each year, with this arrival of new crewmembers, and the problem is that this proliferates the idea of disposable crew. From the owner’s side, some start to think, “Whatever, they’re gone in two months, what was their name again?” while, often, crew come with the attitude of ‘I’m only here until September anyway’.

We saw the first-hand effect of this. We hired a young lady who, with her hospitality background, attitude and work ethic, was suitable for our boat. She joined us in May and in the middle of June she handed in her notice, having been offered a job on a bigger boat, with an ever so slightly bigger salary, on a year-long contract.

A lot of crew still suffer from the ‘bigger-is-better’ mentality, where they’re desperate to get on an 80m boat, but what does that really mean? Often it’s not better; often the salaries are not better and often the conditions are not better. It’s very departmentalised, whereas on the smaller boats – and by smaller I mean something like us, around 40m – crew have the opportunity to broaden their skills. My 23-year-old second stewardess now drives our 400hp 10m tender. She would not have got anywhere near the tender, other than placing a rolled-up towel on it, on an 80m boat. As a junior stew on an 80m, by now she might have graduated to a squirry vinegar water bottle. I’m not demeaning it, but because these yachts are so much bigger they have to separate duties. And it’s the same for the lads. In the evenings, my engineers will roll up the beach towels in preparation for the next day, they’ll take stuff out of the dryer, fold it, and they learn to appreciate what the interior department does; and then the interior crew come down and thank the guys for doing it. There’s an appreciation, an understanding and a bit more building of a team.

Now couple this with the slightly unfortunate evolution that boats are getting bigger. Even five years ago, a 40m boat was a medium-sized boat.

My 23-year-old second stewardess now drives our 400hp 10m tender.

She would not have got anywhere near the tender, other than placing a rolled-up towel on it, on an 80m boat.

Now a 40m boat is barely that. A lot of bigger boats will see a crewmember and poach them because they need them, and sometimes are able to offer them more in terms of salary, which means the guys in the mid-range yachts, such as myself, are having to either retrain frequently or manage expectations from the very beginning. And managing expectations is challenging when you have crew who expect to walk straight on to a boat and earn €3,500 a month when, really, the first thing they need to do is spend a year just following orders.

So losing crew to the proliferation of larger superyachts out there really is becoming a problem. But, slowly but surely, I do think the crew are coming back to us smaller guys. I did because the programme of a smaller superyacht better suited the other needs in my life – my family. And I do hear about other boats where crewmembers, in the interview process, are asked why they are moving to a smaller vessel and they reply that they

don't want to move so much and that they don't like the politics of being part of a large crew.

Perhaps the stewardess who we lost to a larger boat will come back down to us smaller superyachts but in the meantime I'm encouraging my crew to broaden their skills as much as they can; something that's really only possible at this end of the spectrum.

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**ADAPTABILITY
IN THE FACE OF
CHANGE**

WORDS: LAURENCE LEWIS

Laurence Lewis, director at YPI CREW, looks at how, in a candidate-short market, employers can improve their hiring prospects with a little flexibility, and the role of the recruitment agent in teaching the client about the market.

When *The Crew Report* asked me to write about whether owners and captains focus on the wrong requirements when hiring crew, I hesitated before accepting as it's quite a loaded topic for a recruiter in a niche market.

But then I thought I should practise what I preach in my own company. Indeed, the company culture at YPI CREW is built on the notion that successful recruiters are not CV pushers, but that their value lies in their opinions, advice and ability to create efficient small shortlists of suitable, available and interested candidates. A recruiter without an opinion is useless. So I decided to tackle the topic; yes, we do see clients focusing on the wrong requirements when hiring crew, but the beauty is that any recruiter worth their salt will always champion the talented underdog or give a true picture of the state of the employment market, working towards finding a realistic solution to that particular recruitment issue.

In the yachting industry, the issues facing the employment market are more acute than elsewhere. Other industries may face an affordability problem when employers can't get staff to accept jobs at the salaries offered. That's not applicable in our world where we face more of a skill shortage when we can't get staff at market-clearing wages.

Having said that, not all departments are affected; certainly, experienced interior crew on yachts are in short supply.

In this candidate-short market, employers must review their traditional requirements and adapt their ways of recruiting because top candidates are at a premium and can afford to be selective, which inevitably creates a dash for talent. Top crew, and others too, have more choices and more competing offers. Employers, like it or not, need to develop skills in influencing candidates to accept their offers and should highlight why potential crew should be excited about working for them. I realise that there is something uncomfortable about this concept but the market has evolved and a new generation with different aspirations has hit the employment market in yachting and elsewhere.

Employers' inflexibility with regards to their hiring criteria is an issue we face daily as recruiters. Clearly, selecting candidates for jobs is not like fitting pistons into engines or rebuilding a fuel pump, where requirements are highly specific, set down and unchangeable. Perhaps a cultural fit, coupled with great attitude, can override the skill gap that can be tackled with on-board training or schooling. For instance, there is a flurry of interior courses available

Yachts and captains with an active on-board mentoring philosophy are better able to adjust to the current employment market and therefore less likely to focus on the wrong requirements when hiring.

for stewardesses on most subjects including silver service, flower arrangement, table settings, wine knowledge, team leadership and management to name but a few, so most shortcomings can be addressed.

Yachts and captains with an active on-board mentoring philosophy are better able to adjust to the current employment market and therefore less likely to focus on the wrong requirements when hiring, as they have more leeway. Of course, this informal type of training requires commitment from both parties – the mentor and the crewmember who needs to show interest and a willingness to grow and develop their career. The good thing is mentoring can help in all departments, whether deck, engineering, galley or interior. This transfer of skills is essential to the development of today's crew, and while there is no 'mentoring bible' available, most captains and heads of department will develop their own style on how to be a valued role model.

Nationality-based discrimination is one of the 'wrong' requirements that pops up from time to time, and one which experienced recruiters are equipped to deal with. They

have a global vision and spend their time meeting candidates from worldwide locations and varied backgrounds; invariably they will champion the candidates best suited to the job in terms of personality and skills, irrespective of the narratives of the job description. I believe that when diverse groups of people work together, it creates smart, dynamic teams.

At the end of the day, it's the job of the recruiter to share their knowledge of the market with their client, to help refine the candidate profile and identify the best crew for the job. Recruiting is not a one-way conversation, it's not a monologue; it's a dialogue between two professionals, a captain and a recruiter who respect each other's trade. ■

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CAPTAINS' COMMENTS

Amid the ratification of the Maritime Labour Convention, 2006 (MLC), there was a lot of talk about how much – if at all – it would affect the superyacht industry. Today's captains reveal what impact the commercial sector-focused MLC has had on yachting.

Has the MLC actually changed anything for the superyacht industry?

The only way to stay legal as far as hours of work are concerned is to have a bigger crew – never possible as the accommodation doesn't stretch to that.

CAPTAIN JON BEADON

The biggest changes the MLC has brought to the yachting industry are the ones affecting the owners.

The crew accommodation regulations have certainly made a difference to the layout of the newer yachts, and although it is many years since yacht crew were forced into tiny boxes in the bow, without light, fresh air or any form of recreational area, the new regulations have certainly 'stolen' a little of the owner's very expensive space in order to make the crew's living conditions really very comfortable. This has been especially felt on sailing yachts, where the hull shape is more likely to affect the crew's quarters in a negative manner.

The owner would also have seen a difference in the granting of decent paid leave to crew. Though no owner I have ever worked for was ever stingy about leave, I know there have always been some who felt it was a privilege for crew to work on their boats.

The regulations governing social security and medical insurance for crew are another area where more uncaring owners will have felt a difference.

For captains, there is certainly some additional paperwork with the MLC, which naturally is never welcome. (I am sure that sometime in the future we'll need counselling to help captains recover from the overload of forms and papers connected to the many different acronyms now associated with commercial yachts – MLC, DMLC, ISM, ISPS, ILO and all the other very forgettable ones!)

The hours of work and rest will always be a thorn in the side of the charter industry. Without 'overworking' the crew, the charter cannot be as seamlessly pleasing for the guests as it should be, and the only way to stay legal as far as hours of work are concerned is to have a bigger crew – never possible as the accommodation doesn't stretch to that. Unhappily, this leads to the almost certain falsification of the hours-of-rest forms.

The 'sea lawyers' among the crew will no doubt raise the masters' and mates' hackles once they start to use the regulations for their benefit but, generally, the MLC should be good for the industry overall, and owners will quickly see the good points, despite the added expenditure. »



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CAPTAIN JOSH KAY

For private yachts like us, it hasn't changed a whole lot, although our flag surveyor did ask a couple of questions in relation to hours-of-work records and Seafarer Employment Agreements.

I think the the MLC requirements on crew contracts are the biggest change from a crew perspective, giving crew certain entitlements that were not previously available, such as the 16 weeks' paid leave for accident or injury.

**CAPTAIN KEN BRACEWELL,
M/Y *EVVIVA***

We are strictly private and 492gt, so the MLC has had no effect on our operation. The only thing it's done is to help weed out potential deckhands who start quoting work hours during interviews.

It has clarified grey areas and prevents confusion when issues arise, as all crew are subjected to the same rules.

CAPTAIN GARETH SHEPPARD

The MLC has changed things. Owners and captains are now more aware of the laws concerning the contractual obligations and wellbeing of crew. Seafarer Employment Agreements have outlined the benchmark for standards that are clearly defined for each category of the seafarer's employment.

It has clarified grey areas and prevents confusion when issues arise, as all crew are subject to the same rules. Living conditions have improved and crew now have a document they can refer to when they feel they are being wronged.

**CAPTAIN MANNIE AVENIA,
M/Y *LADY DUVERA***

In my opinion, the MLC has brought in several basic working and habitat conditions, and the obligation for ship owners to be diligent towards their crew and ship operations.

At the same time, in the yachting world we were – and are – pretty fortunate with those basic requirements. The part of the maritime industry that truly benefited is the commercial world, where working conditions and infrastructure were very minimal and ship owners had the tendency to overwork crew.

For us 'yachties', apart from more paperwork, the MLC has introduced things such as Seafarer Employment Agreement contracts and hours of work and rest, and all the rest of bulky regulations. Other than that, not much has changed for the yachting industry.

However, some of these rules have not been thought out for yachts and are illogical in the context of our operations. Take, for example, the hours of work and rest of a crew on a busy charter yacht in the 50m to 60m range. If you want to provide a seven-star service, which is what we aim to deliver at all times, and cruise extensively, there is no way the number of crew on board is enough, should they keep to the working hours required.

I personally welcome the new regulations, because at least they bring a standard of operation to the industry and oblige owners and companies to operate on a common standard format. But if you fully abide by the rules, you will have to limit the service offered, and that goes against the very idea of chartering or owning a superyacht. ■



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LEGAL DISCRIMINATION OR *litigious mess?*

WORDS: RORY JACKSON

Superyacht owners can be very specific in their requirements when it comes to hiring their crew, and this sometimes results in unsuccessful candidates alleging racism or sexism. Rory Jackson looks at the legal grounds when it comes to saying ‘no’ to crew in the hiring process.



All areas of employment rely, in one way or another, on some form of discrimination. But at what point do discriminatory factors cross over into the realms of illegality? In recent years, crew have taken to social media to voice their dissatisfaction with what they believe to be unfounded grounds for failing interviews. Are owners within their rights to turn away crew based on their nationality? What does constitute a legitimate reason not to employ someone?

“Something I’ve read recently that disturbed me a little from the crew perspective is that there are lot of comments surfacing on social media – broad, sweeping, unsubstantiated comments – from people who say the industry is sexist and racist,” begins one captain, who wishes to remain anonymous. “There seems to be a lot of unemployed crew out there who are playing a central role on social media and are stamping their feet and voicing their left-wing opinions. It’s the same names every time and they just talk about sexism and racism.”

Employment on board falls under the Equality Act 2010 where there are links between employment and Great Britain; for example, if the yacht is UK-flagged, if the owner is UK-based or if the crewmember lives in the UK and is paid in sterling. Other Red Ensign- or EU-flagged vessels will fall within the local discrimination laws applicable to them. Within the Equality Act there is a set of nine characteristics, known as the protected characteristics, which state it is illegal for an employer to discriminate based on specified characteristics, which include age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

There are exceptions to this rule; for example, a Chinese restaurant is well within its rights to ask a recruitment agency to recruit only Chinese waiters on the grounds of authenticity. Somebody going to a Chinese restaurant may expect Chinese staff to complete the experience, therefore the owners are within their rights to hire only Chinese staff based on a commercial necessity known as a ‘genuine occupational qualification’. That said, these examples are few and far between and do not exist in superyachting.

However, another captain comments, “An owner is entitled to determine the make-up of their crew in any way they wish. To disagree is naive and very short-sighted. This industry that we all make a nice living from exists for their pleasure and without them we would all be in the job queue at home.”

While his statement undoubtedly contains an element of truth – as with any other employer the final decision is the owner’s – in reality this is not quite the case. One of the more common complaints is that the reason some crew are not hired is because they are not ‘native’ English speakers; another commonly used phrase is ‘mother tongue’. In a literal sense, one can see why this use of language might be easily construed as nationality-based discrimination. However, in a legal sense it constitutes little more than a signifier of the necessary linguistic proficiency.

“It would not be legitimate, if I was a UK owner, or an owner with a Red Ensign or EU flag, to ask a recruitment company to recruit only English people on my behalf. You simply could not justify this and the process would be open to a far wider group,” explains Rebecca Thornley-Gibson, partner and head of employment at Ince & Co. “On the other hand, it would be absolutely acceptable to ask for an English-speaking crew but it may be that you have several people applying for that role who are French or otherwise. When we talk of native speakers, really it is a colloquial phrase that amounts to understanding a language’s dialogue, subtext and idiosyncrasies.”

As long as a candidate has the required experience and meets the job specification, that is all that should be looked at. However, if someone feels they have met the criteria but have been unfairly overlooked based on the protected characteristics, they are well within their rights to go to an employment tribunal or other local jurisdiction court.

“It is becoming less common for people to raise their claims on a formal basis in a tribunal,” continues Thornley-Gibson. “The first reason for that is people have to pay tribunal fees to bring a claim against their potential employer in the first place. The second reason is that most people don’t want their name to be cast around as, for want of a better word, a troublemaker within what is a relatively small industry.”

The commercial reality of the situation is that it may be seen as advantageous for companies, including superyachts, to accept the risk of a discriminatory employment tribunal or two because they will gain more from upholding their brand identity than they will lose from a tribunal.

If you consider today’s fashionable clothing stores, it is no coincidence that all the employees are young, fit and attractive. These companies are as beholden to the same rules as any other employer, but in reality their revenue is based on a visual

“Weight is not protected within EU law; you are allowed to discriminate if you consider somebody to be the wrong shape or size.”
– Rebecca Thornley-Gibson, partner and head of employment, Ince & Co



If you consider today's fashionable clothing stores, it is no coincidence that all the employees are young, fit and attractive. These companies are beholden to the same rules as any other employer, but in reality their revenue is based on a visual identity and ideal that promotes physical beauty. The same can be said of superyachts.

identity and ideal that promotes physical beauty. The same can be said of superyachts, although the ideal may change depending on whether the vessel is private or charter, or if they are promoting a particular lifestyle of their choice that may be worth more than a tribunal to the owner.

Furthermore, there are methods that employers can use to minimise their risk of litigation; a frequently used, and perfectly legal, technique is creating a detailed personal specification. While you cannot discriminate on nationality, you can add details to the personal specification such as 'needs to have experience working with UHNWIs, must have experience working with English nationals, must have experience working in the UK, must have experience on vessels over 70m' and so forth.

These details are not discriminatory in nature because they are not restricting the types of people who can apply from a nationality perspective, but they do serve as a legitimate legal filter. Additionally, as well as making it far easier to decline candidates, owners and captains are perfectly within their rights to hire someone who does not meet the criteria, making it that much easier to choose people based on an ideal.

Equally, physical appearance, provided it is not a disability, is not considered a protected characteristic. "Weight is not protected within EU law; you are allowed to discriminate if you consider somebody to be the wrong shape or size," explains Thornley-Gibson. "Tattoos and piercings are not protected characteristics, nor are some of the concepts that may be harder to articulate, such as attitude, unflappability, teamwork and personality."

Within the framework of UK and EU law, it is illegal to discriminate against a potential employee based on nationality, as well as the eight other protected characteristics. However, it is very easy, and perfectly legal, for an employer to create a complex personal specification that avoids the protected characteristics but succeeds in reducing the likelihood of receiving candidates that don't fit their ideal. This, unfortunately, is the reality of the situation, and even within the few scenarios that do constitute illegal discrimination, it may be beneficial for the owner to pay the fine and continue business as usual.

However, the Maritime Labour Convention, 2006 (MLC) has stipulated that provisions should be put in place to assist with 'the elimination of discrimination in respect of employment and occupation', and while it is for individual flag states to determine how they should do this, the MLC does

demonstrate the general principle of seeking to eliminate discrimination. Yet how far these principles are accepted and applied by those in the industry remains uncertain. ■

The Crew Report is not in a position to offer legal advice, and this article should not be taken as such. For such advice, we recommend contacting a relevant law firm.

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DISCRIMINATION

Over

SUPPLY

Vs

DEMAND

WORDS: LULU TRASK

With more captains than there are jobs, we look at the reasons behind this supply-and-demand trend and at the knock-on effects it is likely to have on the crew job market.

A few years ago, there was a shift in the market; engineers in the superyacht industry were in such short supply that it became their market. They were getting the pick of the jobs, the best salaries and excellent rotations. Captains today couldn't be any further away from this ideal scenario.

Reports are coming in from all directions that there is an over-supply of superyacht captains. Recruitment agents are dealing with more captains' CVs than ever before, and this is having a notable knock-on effect on the market, from over-qualification and drops in salaries to the refusal to retire and the arguable loss of the personable facet of the recruitment agent.

The figures, although always changing and with a few gaps, work as a sound foundation to support the argument that more Master of Yachts tickets have been issued than superyachts launched. If we look to the gold ticketing standard of the Maritime and Coastguard Agency (MCA) as an example, the past three consecutive years have seen more MCA Master of Yachts 500gt and 3,000gt Certificates of Competency (CoCs) issued than Red Ensign-flagged superyachts, on which these tickets are valid, delivered. In 2013 there were 103 more deliveries than tickets; in 2014 12 more deliveries; and in 2015 30 more deliveries.

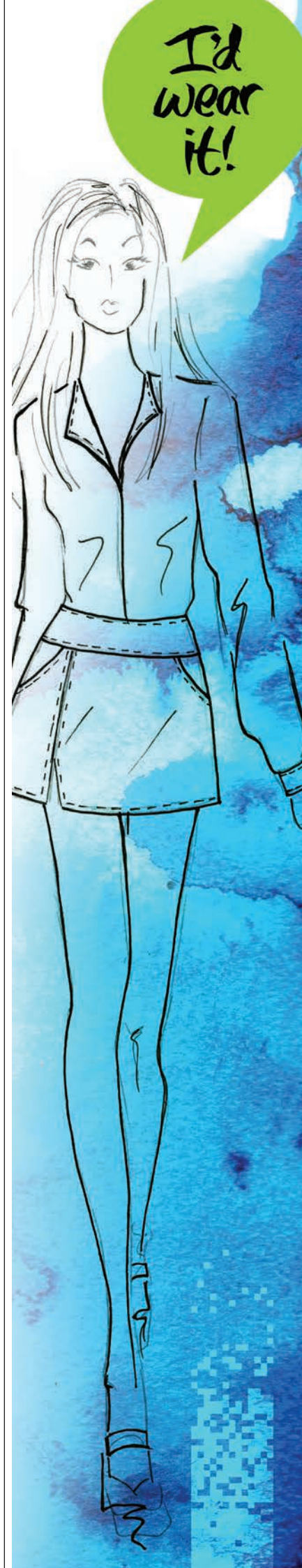
CoCs versus deliveries: the figures

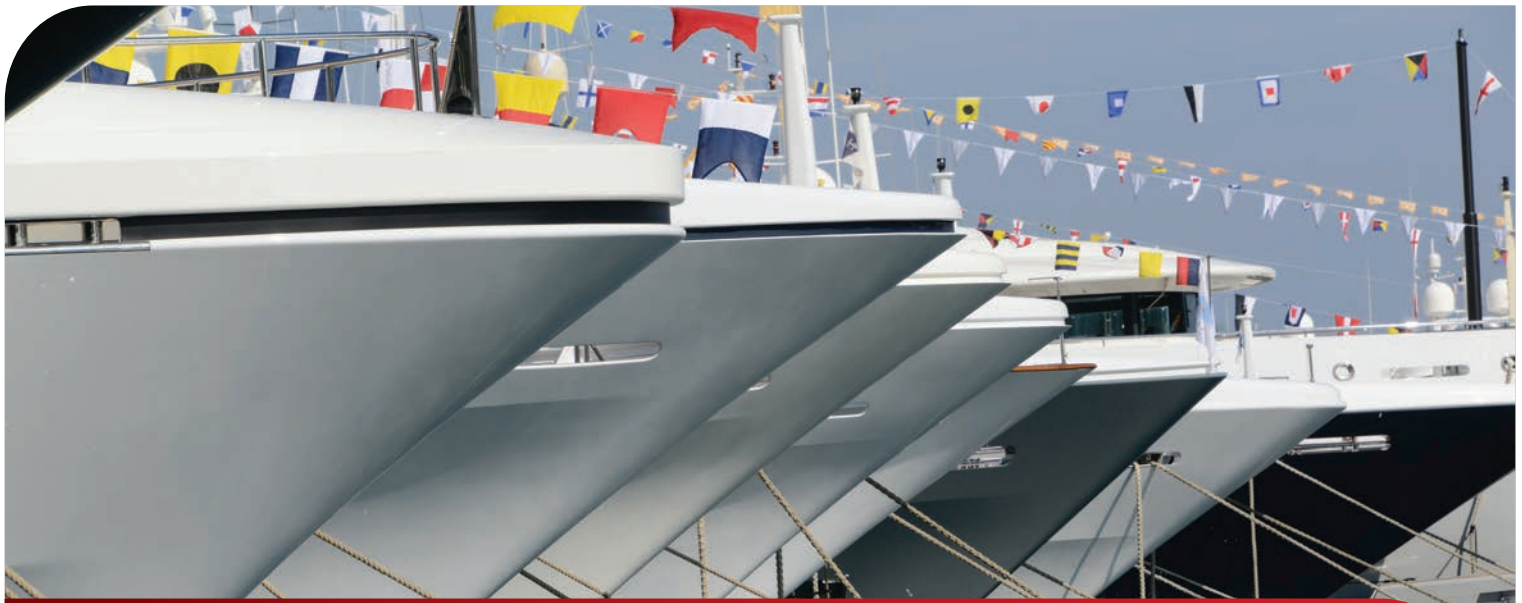
For data ranging from 2013 to 2015 respectively, flag information was available for between 66 and 76 per cent of superyacht deliveries. For each year, of all deliveries with listed flags we took the percentage of those that were flagged Red Ensign, and applied the same percentage to 24 to 33 per cent for which flag data was unavailable, to come up with an estimated total figure of Red Ensign-flagged superyachts.

The figures pertaining to MCA CoCs came from the MCA, via the PYA, in May 2016.

"It's a supply-and-demand issue, where there are more captains than there are boats," explains Liam Dobbin, managing director at wilsonhalligan Yacht Recruitment. "It was always going to happen because some people can achieve their Master 3,000gt by the age of 30, which potentially gives them 30-plus years of captains' jobs." And forget early retirement; arguably, captains are staying in the game for as long as they possibly can. One senior crewmember recently told me that the »

“Those who started in yachting 20-plus years ago have proven to be ‘career captains’, whereas I see many of those who have qualified in the past five to 10 years leaving to follow a life after yachting.”
– Joey Meen, training and certification director, PYA





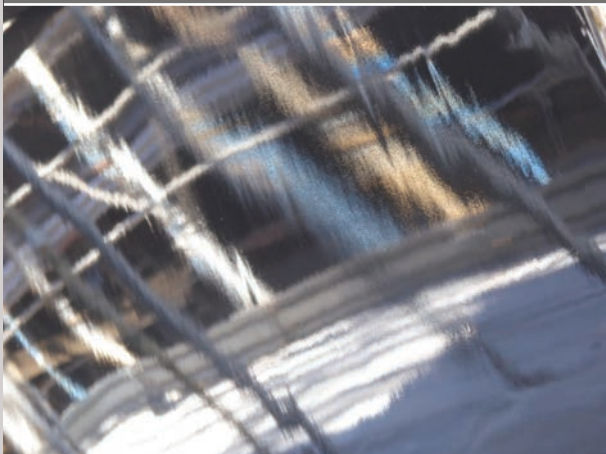
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industry needs to see more captains retiring – something, he said, that isn't happening. Yet Joey Meen, training and certification director at the Professional Yachting Association (PYA), explains this is balanced out somewhat by some of the newer captains entering the industry. "Those who started in yachting 20-plus years ago have proven to be 'career captains', whereas I see many of those who have qualified in the past five to 10 years leaving to follow a life after yachting," Meen explains. "Although there were far fewer yachts 20-plus years ago, comparatively it seems that these days, more people seem to be stepping shoreside or leaving yachting altogether, which is good news for the perceived bottleneck of qualified captains."

For some, though, it's not a matter of something that was always going to happen; it's an issue that has always been prevalent. Debbie Blazy, crew placement division director at Camper & Nicholson's, believes this issue is nothing new – the numbers are simply bigger in an ever-growing industry.

Blazy puts this over-supply of captains down to a variety of reasons but points, first and foremost, to the sheer growth of the superyacht industry. "The yachts are getting bigger and bigger, so anything over 3,000gt, which normally translates to around 90m, actually requires commercial certificates; the yachting captains can't even be considered for that bigger end of the market," Blazy explains. "Ten years ago, a 50m yacht was considered a large yacht. Now a 50m yacht is like a 30m yacht was back then. Everything is shifting up

in size, and with that comes a need for the bigger certificates."

With that, perhaps one of the most prominent knock-on effects of this supply-and-demand issue, an effect from which the industry will benefit for years to come is the increase in senior crew choosing to go for unlimited, rather than yacht-restricted, certification. This is a decision that Thomas Pratt, first officer on motoryacht *Hokulani*, has decided to take for these precise reasons. "I spoke to a recruitment agency at the start of this year about the fact that I was looking to work towards my Master Unlimited, and they strongly advised me to move forward on this route. They said they get something like 90 applicants for a Master's job, but as soon as they've got a request for an Unlimited ticket they're getting about 10 applicants per job. So when it comes to the bigger vessels, I don't think there's going to be anywhere near as much of a problem for quite some time," says Pratt.

This is something that is even considered by entry-level crew, says Louise Cailbourdin, crewing manager at The Crew Network. "In a highly competitive market for captains, newcomers to the industry are increasingly opting for the Unlimited ticket route, often through subsidised cadetships that will give them the choice to work either in the luxury yachting industry or other maritime sectors – a long-term vision that offers security and is catered for by the MCA," she explains. To cement Cailbourdin's point, not long before this supply-and-demand issue was »





noted in the superyacht industry, Warsash Superyacht Academy launched its superyacht cadetship, which issues an MCA Officer of the Watch (OOW) Unlimited, a ticket from which it's straightforward to carry on through the Unlimited route towards Master Unlimited.

However, Dobbin warns crew against jumping into the deep end of Unlimited certification without seriously considering its place in the superyacht industry, explaining that the costly career path can see crew on board bigger vessels, but in lower positions. "Companies are pushing the Unlimited route, and we do get a lot of enquiries from crew as to whether it's the right choice, but we've got our own thoughts on it," admits Dobbin. "We've got a second mate who comes in to see us regularly. He did eight years in yachting, got a really good second-mate's job, then went to get his OOW Unlimited, and was looking at a third-mate's job on a yacht over 3,000gt on a lot less salary. It can be quite hard for someone who's got a lot of yachting experience to find a job on a really big yacht because if they're going to be run like a cruise ship then they'll most likely go and get someone from the cruise world."

An even worse outcome of this drive towards bigger tickets is the reported trend in over-qualification, something that has

been known to the superyacht industry among the junior roles of the deck department (where anything from the Powerboat Level 2 to the Yachtmaster has increasingly been viewed as a prerequisite to a job), but is now becoming prominent higher up the ladder. "There is a greater supply than demand of captains, though not always captains with a seasoned history of master experience," admits Cailbourdin. "Because of this situation, we're noticing that hiring managers are tending to request MCA Master tickets with a higher gross tonnage than requisite; a vessel under 500gt will give preference to a 3,000gt ticket because it can."

The result is a trickle-down effect of over-qualification to the point where captains are taking first-officer roles and first officers are taking second-officer roles – and not simply because they feel they aren't ready for the step up. "Chief-officer tickets are stuck in second-officer roles, and even a lot of the chief-officer jobs this year have gone to those with their Master 3,000gt for the same price as they'd get for having just their chief mate's ticket because they know they're available as a built-in relief captain," explains Dobbin, who adds, "This has subsequently reduced the [need for] the relief captain from our point of view. We encourage rotation when talking to decision-makers

"Ten years ago, a 50m yacht was considered a large yacht. Now a 50m yacht is like a 30m yacht was back then. Everything is shifting up in size, and with that comes a need for the bigger certificates."
– Debbie Blazy, crew placement division director, Camper & Nicholsons

on board, as it has shown proven longevity. More yachts establishing a rotation means, of course, more jobs and more promotion opportunities.”

But for First Officer Pratt, there’s a clear reason why so many captains are taking first-officer roles; Pratt believes a lot of captains and managers are taking a lack of rotation into their own hands. “The reason first officers are increasingly required to have their Masters tickets is purely so they can factor in some sort of rotation for the captain. It’s not so much that they feel the first officer needs to have a captain’s ticket, because they will know there are good first officers out there who haven’t yet worked towards their captain’s ticket but can still do the job perfectly well. It’s purely that rotation hasn’t come into our industry yet, even though people have been waiting for so long,” admits the first officer. “And because the job market is so hard, rather than jumping ship, captains are staying in their positions and trying to renegotiate their existing contracts. That’s what’s really affecting the first officers; the captains are pushing more workload towards the first officers, so the first officers need to have that qualification to step up into that position.”

But could over-qualification be a myth? Blazy admits to hearing this frustration from a number of captains but confirms she has never had the request for a qualification beyond that required. “That’s what I’ve heard captains saying, but I haven’t actually seen that in practice at all,” she says. “We will always check the tonnage of the yacht to make sure the captain is correctly qualified, but then we will match more to the requirements of the actual brief we’ve been given. It’s more about matching skills and competencies, as well as making sure that the captain is correctly qualified.”

Back to captains’ tickets for captains’ jobs; this ever-increasing number of captains isn’t solely down to increased tonnage of the fleet. Blazy puts this increase, in part, down to more tickets from other countries. While, she says, the UK’s MCA is, and will, remain ‘the gold standard’, we’re now seeing well qualified, experienced candidates from other countries. “There are still more tickets coming through the MCA than any other route but the career path has certainly opened up to other nationalities over the past years,” admits Blazy, who reports that Camper & Nicholson’s crew-placement division is seeing an increase in tickets coming from Eastern European countries as well as from Italy and New Zealand. “The shift was led by the engineering positions, with opportunities for candidates from all countries as long as they were on the the IMO’s White List. There was such a shortage of engineers that it really did open up the criteria, and we are seeing the same shift now for the captain positions,” admits Blazy, who is keen to point out one key difference. “For the engineers, it was really a lack of supply; for the captains, it’s more that the size of yachts is pushing towards those higher tickets.”

It’s certainly an interesting, albeit most likely frustrating, time to be a superyacht captain. And what the future holds for captains, should this trend continue, is uncertain. Some have talked of salary cuts, while others have spoken of the likelihood of early retirement and moving shore-based sooner than planned. However, one thing is certain. With more captains on the scene, it’s a recruiter’s market, and this can only be a good thing for owners; it means owners have more choice and, hopefully, will get the very best captain for their superyacht. ■

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ONE STEP AHEAD IN YACHT SERVICES

THE FINE LINE

WORDS: LULU TRASK

Drug use is, unfortunately, not unheard of in yachting, and is something that is all too familiar to many superyacht crew. We find out how many captains administer crew drug tests on board and the extent to which drug use is a problem for those working on board these vessels.

Crew drug use in the superyacht industry is a prevalent problem; anyone wishing to argue otherwise would, I think, struggle to put up much of a case. This isn't to say, by any means, that it's a problem on all boats, with all crew, but as a captain, knowing crew drug use doesn't happen on your particular boat by no means mirrors every colleague in the wider industry.


It's a problem that captains have been reporting since I started life at The Crew Report and, five years on, captains are voicing the same concern pertaining to crew drug use. So with the help of The Superyacht Intelligence Agency, we canvassed a carefully selected 20 captains (carefully selected by means of location, yacht type and general demographic to paint as accurate a picture as possible)

and picked their brains about how this is handled on board.

What became clear instantly was the general consensus that crew use of drugs is a problem for the industry, particularly when you look outside of yachting and to industries where random drug-testing takes place. "If you take 100 yachts and their, say, 1,200 crewmembers, there is likely to be more drug use than among a comparable number of land-based companies and employees," says one captain, who says that although drug use is a problem, it's less of one in yachting than it was some 15 years ago. However, this isn't the view of all captains. One, quite refreshingly, notes, "I'm aware that some yacht crew, in some parts of the world, probably do use non-prescription drugs, but I wouldn't say that

there is a problem in the industry. I believe most yacht crew are professional and give their positions the due respect."

Yet of the 20 captains we canvassed, 10 do administer drug tests on board and 10 don't. Let's start with those who do. The majority of these claim to use 'do-it-yourself' tests on board, administered by the captain and a witness, either the chief officer or chief stew – a cheaper option than getting an external company to oversee the tests, an option taken by just three of the 20 captains asked. There is, of course, an argument that the captains taking charge of the drug-testing removes them from the process completely; if they're taking drugs and they're the one administering the tests, it's pretty easy to slip through the system. »



"I believe most yacht crew are professional and give their positions the due respect."

First Officer Thomas Pratt, who says his boat does undertake crew drug-testing, is all for a drug-testing policy but is against one without the involvement of an external company. “If you’re going to test the whole boat, you have to put suspicion on everybody. It shouldn’t be just the crew. You need to admit that the captain could potentially be involved,” he says. “It should be external, as there’s no point to it otherwise. And the higher management positions should be the ones setting the example in the first place.”

But this is likely to be rather more expensive than the DIY tests, and for one captain, who believes drug-testing would help the drug problem in this industry – yet doesn’t test his own crew – the cost is, in part, what it comes down to, explaining, “I know it’s not cheap, and not everybody would be willing to pay for it.” Pratt, on the other hand, argues otherwise. “It really doesn’t cost much compared to what we normally spend on boats,” he admits. “You could probably call up your local doctors and they would do it, which would only cost somewhere between €1,000 and €1,500.”

The majority of captains who we spoke to, and who do test, conduct tests for all drugs. There’s an even split between those who test the full crew and those who test either a randomly selected group or a particular crewmember. However, there were a number of captains who, while they administer drug tests, aren’t convinced this really helps. “I do not think it matters too much,” says one captain, who puts the drug problem down to crew getting too much money, too young. “Those who use drugs will continue to use drugs, and will hope to beat the system.”

When it comes to those captains who don’t test for drugs, this certainly isn’t down to a lack of care. Rather it’s because, in most cases, captains have a refreshing level of trust in their crew, some of whom are bound to zero-tolerance clauses in their contracts. Some captains who said they did not test for drugs even stated that drug-testing is included in their International Safety Management (ISM) policy, but due to a lack of concern, they have felt no need to carry out any tests.

“Part of the provisions of ISM relate to drug-testing, and all crew on board are aware that there is a zero-tolerance policy, as on most yachts. Accordingly, crew agree to the condition whereby they may, at any time, be tested for the use of inappropriate [non-prescribed] drugs, which is clearly

outlined in their Seafarer Employment Agreement and discussed as part of their initiation and initial training,” one captain explains, adding that, as described above, a lack of concern has resulted in limited testing on board. “On this particular yacht, perhaps due to the transparent nature of our zero-tolerance policy, as well as the character of crewmembers who we hire in the first place, no actual drug-testing has taken place for years as it has never been deemed necessary by owner, management or myself.”

For some, the crew aren’t tested on board for drugs because this is part of the initial hiring process, although it can be frustrating, as one captain points out. “It’s not always that easy. Try flying someone from Fort Lauderdale to Fiji and having their drug-test results before they join for a last-minute guest trip.” For another captain, who admits that during his career to date he’s had to fire four crewmembers who tested positive for drugs, it’s this initial screening that plays such a crucial role. “I get more crew who fail the drug pre-employment screening,” he says, “so that usually takes care of most of the issues before they begin on board.”

To drug-test or not to drug-test is one question, but there’s another important one: what do you do if a test comes back positive? With many yachts operating zero-tolerance policies, the next step is pretty clear. Bags will be packed and a termination notice given. However, for some captains it’s not always so clear-cut. “While I would say drug-testing policies do stop crew from heavy drug use, I would also say they don’t necessarily stop the use of pot, which is legal in some countries. Crew can legally smoke it on their vacations and still have residue in their systems more than a month later. I would not really want to fire someone for that reason alone, so I might put them on an enhanced screening for more follow-up, unless the individual had other infractions on board.”

“While drug-testing policies do stop crew from heavy drug use, I would also say they don’t necessarily stop the use of pot, which is legal in some countries. Crew can legally smoke it on their vacations and still have residue in their systems more than a month later. I would not really want to fire someone for that reason alone.”

subject to these laws also, and penalties can be extremely severe, up to and including capital sentences.”

There can be a difficult line to tread between the use of what are commonly known as illegal drugs and alcohol, the latter of which is a drug but one that is legal and, as the captain above correctly states, meets with far less disapproval. Just think of the number of events that advertise free alcohol as a way to attract crew; it really is everywhere, to the point where it's not only familiar, but expected.

Drug use, whether legal or illegal, is a problem in this industry. Some believe it's overhyped, while others consider that a serious problem has fallen off the radar. But even those who think the industry might be making too big a fuss cannot claim that drug abuse of any kind has become extinct in yachting, and to those I would leave you with this captain's comments: "I don't think it's a big problem, but any drug abuse is a problem in my mind." ■

TO COMMENT ON THIS ARTICLE, EMAIL LULU@THESUPERYACHTGROUP.COM WITH SUBJECT: TCR 80 THE FINE LINE

This same captain highlighted what he considers to be a bigger problem in the industry, a problem that many of the captains we spoke to agreed needs more focus. "I have had to fire more crew than I can count for alcohol issues over the past 20 years," he admits. "I've only had to fire four crewmembers who tested positive for drugs. Every single crew event serves copious amounts of booze, which in my opinion is a major problem. On my vessel, we will not provide any alcohol for the crew, and any they wish to bring on board will get signed in with the chief stew who will store it in our bonded store area and give back to the crew once we are docked, at which point they can take it off the vessel to enjoy it."

Another captain echoes these sentiments, explaining, "Drug-testing should go further into alcohol-testing. This is a much more dangerous drug and one that is much more common, yet not so frowned upon. But our industry never views drinking as a big deal, despite a number of crew deaths in the past being alcohol-related." In fact, this same captain came to me a mere few weeks prior to this research, frustrated by a lack of professionalism when it comes to alcohol and senior crew. A number of this captain's ex-crewmembers had approached him asking for help, having to deal with a drunken captain on multiple occasions.

Of course, we must not forget the legal ramifications of using drugs in the superyacht industry. James Hatcher, policy officer and shipping master at the Cayman Islands Shipping Registry, reminds captains that the law applying to drug use can not only differ between flag states and their vessels (the Cayman Islands' 2014 Misuse of Drugs Law, for example), but will also differ depending on the yacht's location. "Countries where the vessel is located will have their own laws regarding misuse of drugs," Hatcher explains. "Vessels would be

"I've only had to fire four crewmembers who tested positive for drugs. Every single crew event serves copious amounts of booze, which in my opinion is a major problem."

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BLUEWATER

IT'S A TWO-WAY STREET

WORDS: BRYONY MCCABE

While there can be a lot of crossover between the recruitment and training sectors, do companies that offer both services have a conflict of interest?



There will always be certain sectors of the superyacht industry that some think should not be interlinked due to the potential conflicts of interests that could arise: management and brokerage; management and supply; classification and design. But do training and recruitment fall into the same category?

Captains and crew may be wary of companies offering both training and recruitment services, believing that, on the one hand, recruitment agents may encourage candidates to take unnecessary courses in-house and, on the other, training providers may push students through the recruitment process when they are perhaps not suitable for a role.



Bluewater is one company that offers both services, but Louisa Gallimore, the company's Antibes crew manager, believes these issues don't come into play. "Most of the courses that we run deal with crucial, mandatory manning requirements," she explains. While Gallimore admits that, of course, they encourage crew to do courses with Bluewater, it is only those courses they need to be doing to get their desired position.

Cissi Carlsson, the company's Palma crew manager, explains that most of the junior crew who walk through their doors already have the basic qualifications, having gained them in their home countries before setting out on a career in yachting. But even if they haven't, as a Maritime Labour Convention, 2006 (MLC)-compliant crew agency, Bluewater is obliged to advise all crew that without the basic entry-level qualifications of STCW 95 and ENG1, they are unable to place them on a yacht.

"When I interview a more experienced crewmember, I do suggest they start thinking about taking courses in order to be able to progress in the industry," Carlsson says. "A lot of the young crew are very career-driven and know that to get a promotion they have to invest time and money in training. As the yachts are getting bigger, more qualifications are needed to run a safe ship."

This is where the difference lies between the deck and interior departments. With the majority of courses for interior crew being non-mandatory, and the rise in popularity of courses such as the Professional Yachting Association's (PYA) GUEST Program (Guidelines for Unified Excellence in Service Training), the need to encourage ambitious stewards to undertake further training to further professionalise this sector can be a grey area. For Bluewater, however, crewmembers normally have their own agenda.

"In the case of an interior course such as GUEST, when it is not a requirement then crew are reluctant to do them, and generally speaking don't do them," Gallimore explains. For courses that aren't a requirement, Bluewater normally speaks to a crewmember about them only if they are interested in a specific job where the captain has requested it, in which case conflict of interest isn't an issue.

So how about when we look at the issue from the other side – do some training providers coax crew into taking auxiliary courses by giving them the idea that they are then guaranteed a placement by the recruitment department? The Maritime Skills Academy, sister company to Viking Recruitment, is very careful not to give this impression.

"For anyone who is looking to start out in the industry, we would advise them of the mandatory requirements and can suggest other courses that would be beneficial, but we do tell them that this won't necessarily guarantee them a job through Viking," states Viking's recruitment and HR director Mark Jaenicke.

Training providers can often be portrayed as the bad guys; they are the ones taking the money that crew don't think they need to spend.

Perhaps for professional companies managing both services, the pros really do outweigh the cons. One of the biggest advantages for crew approaching such recruitment agents is that they are in a position to speak to training advisers straightaway.

Gallimore terms Bluewater a 'one-stop shop', both from an agent's and crewmember's point of view. "We offer everything under one ceiling, so in the morning crew can register for a course and then have a chat about potential jobs. We also get to know far more candidates by being both a training and recruitment provider than if we were just a crew agency," she says. "People build up relationships over the years, and captains who did their master courses five years ago think to come to us when they are crewing up."

In essence, the training and recruitment sectors are very much connected and, in the current climate, training updates for superyacht crew are constantly changing, and sometimes it is important to have the expertise of both at your fingertips. For crew, it can often be beneficial to work with a company that has this dual role because, as recruiters, they have a much greater understanding of what certification is needed and what is required, training-wise, to work on yachts.



"Having worked as both crew and in training for many years, I feel that I am able to give crew good, solid advice on both placement and training," concludes Carlsson. "There are a lot of training changes at the moment, and with a dedicated team in one office, crew can rely on getting all their questions answered."

Training providers can often be portrayed as the bad guys; they are the ones taking the money that crew don't think they need to spend. When put into perspective, however, to access this affluent industry as a career, crew need to put in the time and money to take the courses that make them safe and experienced enough to work on board. By necessity, crew nowadays are very clued up on exactly what they need to do to achieve their career ambitions, and they are not likely to be influenced otherwise. ■

TO COMMENT ON THIS ARTICLE, EMAIL LULU@THESUPERYACHTGROUP.COM WITH SUBJECT: TCR 80 IT'S A TWO-WAY STREET

CHECKLIST APP

FOR COMPLIANCE
SAFETY & EVERYDAY STANDARD
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MAKING WAVES

WORDS: DAVID CLARKE

There's a new software making waves in the yachting industry. It's what everyone has been asking for, dreaming about and discussing in the crew mess for years: a software that makes it so easy to manage every aspect of yacht operations, all departments actually enjoy using it.

Developed by the trusted team at Superyacht Operating Systems with the support of veteran DPAs, Total Superyacht's checklist app and compliance software is simple to use and slashes admin time for all departments. The benefits to the owner, management company, DPA, captain and crew are easy to see.

There has never been a more powerful piece of software that encompasses all aspects of regulatory compliance. Our unique digital workflow process eliminates the printing, scanning, attaching and emailing that other so-called paperless systems require. All of the modules talk to each other, both within and between departments and with shore managers, removing the need to manually enter the same information in multiple locations.



**“If the yacht changes ISM providers,
all historical records stay with the
vessel and the new ISM provider’s SMS
simply replaces the old one”**

Here’s how it works, in a nutshell: the crew work through checklists and assign failed items to task lists directly from the iPad. For example, if a stew discovers that the master cabin television is not working, they simply assign the repair directly to the engineer’s general task list and include a photo taken with the iPad if needed. Both heads of department will be notified and continually updated as the item progresses to completion. Similarly, failed ISM items are automatically added to the ISM task list as either a Non-Conformity or an Observation, which are processed using the built-in standard corrective action process. Failed items can also be added directly to the Safety Meeting Agenda by clicking a box.

Over 200 expert checklists are included with the software to get crew up and running fast. These thorough checklists and procedures can be edited to suit your individual yacht, or you can easily create customised checklists and procedures from scratch. The software is particularly powerful and time-saving for new builds as, in addition to SOPs, it includes comprehensive fit-out, stock and provisioning lists for a bare boat. Also included are Service Styles and Cultural and Religious Information from the PYA’s GUEST Program, which is a fantastic reference tool for charter yachts with guests from around the globe.

Using this software considerably reduces the time needed to train new crew, and the detailed checklists allow recently hired crew and dayworkers to complete tasks with minimal supervision. HODs can schedule tasks to be repeated at intervals or simply recall them as needed.

“I love the app because it allows me to be super detailed in my instructions without my team feeling micromanaged.”

– HEAD OF HOUSEKEEPING
(70M MOTORYACHT)

Newly employed crew can submit all their personal, bank and medical details as well as their certificates by logging into their own profile before they even step on board. In addition, all crew certificate expiry dates are monitored, and email notifications are sent to the crewmember, captain and DPA 90 days prior to the expiry date. Vessel certificates and equipment warranties are also monitored, and email notifications are sent 90 days and 30 days prior to the renewal date so that the captain will never miss a certificate renewal date again.

“Overall we are very impressed with the software. It’s very user friendly and keeps things simple and straight forward.”

– SECOND OFFICER
(60M MOTORYACHT)

Owners gain from the consistency of service and have peace of mind that proprietary information for their vessel stays with the vessel even when crew change. The ISM provider’s SMS easily plugs into the software, and all submitted forms are automatically analysed and graphed. If the yacht changes ISM providers, all historical records stay with the vessel and the new ISM provider’s SMS simply replaces the old one.

“From a DPA’s point of view, this system is by far one of the best I have used. It is extremely user-friendly, easy to use and the vessels in our fleet, who use it, love it. The software has become our preferred choice with new clients. I simply cannot find fault; from alerts to registering crew documents, as well as an abundance of checklists designed to complement our company’s SMS.”

– DUNCAN WHITEHEAD OF YACHT
COMPLIANCE MANAGEMENT

One of the most powerful aspects of the software is the dashboard that provides in-depth analysis of a single yacht or an entire fleet. With just three clicks, captains can easily analyse and display the submitted safety data for each month and year, learning everything from where the majority of non-conformities happen to what department exceeds their hours of rest most often. This enables captains to understand what is happening on their vessels like never before and thus better identify and manage problem areas.

ISM providers receive real-time visibility into on-board safety operations and are able to identify risks long before physical audits. Daily, monthly and annual dashboards offer detailed analysis of Non-Conformities, Accidents and Incidents, Hours of Rest and Crew Certificates. Fleets are tracked via AIS and satellite data, and DPAs are able to view in-depth analytics of their entire fleet at a glance.

In short, Total Superyacht is a state-of-the-art platform that benefits the owner, manager and crew and makes everyone’s job easier, removing the administrative burden of today’s paper-based operations for both vessel operators and shore managers. For the first time, when you think of ISM you’ll think: It’s Simple Mate!

www.TotalSuperyacht.com or Contact:
app@SuperyachtOS.com ■

ISM Tasks

ISM History

ISM Log

Non Conformities

Accidents & Incidents

Medical Reports

Risk Assessments

SMS Forms

Notices & Circulars

Drill Matrix

Safety Meeting

Hours Of Rest

Position Reports

Passage Plans

Declaration of Security

Security Reports

Certificates

Manuals

Crew Details

Passenger List

Audit Reports

Monthly Review



				
	Sara	Alex	Ambra	
				
Tanja	Antonella	Vivien	Xenia	Andrea
				
Daniela	Daniela	Federica	Anna Lisa	Sabrina
				
Sonia	Sonia	Danya	Viviana	Jenny
				
Federica	Emanuela	Alessia	Adriana	Saija

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- Bunkering
- Provisioning
- Wines & Spirits
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ALL SERVICES





THE SEA LESS TRAVELLED

WORDS: MARIANNE MOLCHAN

With more superyachts cruising atypical waters, the dangers presented by insufficient chart data are increasing. Marianne Molchan, president of Molchan Marine Sciences, looks at the role of forward-looking sonar and how it could be a game changer for the adventurous owner-captain team.

To all those superyacht owners and captains yearning to cruise among calving glaciers and smiling belugas in ice-filled waters, take note. The number of commercial ships and passengers entering the Arctic and Antarctic in the past 15 years has, according to some figures, nearly quadrupled, and this trend in cruising Polar waters extends to superyachts.

The *SeaXplorer*, designed as the first purpose-built, Polar Code-compliant range of expedition yachts, was on display at the 2015 Monaco Yacht Show. As superyacht owners with adventurous travel aspirations push navigational safety limits in both Polar and remote tropical locations, the risks of grounding and damage to their vessels increase exponentially. Equipped with the appropriate technology, experience, safety equipment and a chaperone vessel, the risks to cruisers and their vessels drop significantly. The 2007 sinking of cruise ship *M/S Explorer* and the subsequent safe rescue of all passengers in the Antarctic shows just how important ship-chaperoning can be.

Shipping and Safety Review stated there were 55 ship accidents in the waters of the Arctic Circle in 2014, an increase from the three accidents reported in 2005. The biggest danger to vessels cruising these remote waters is damage caused by grounding or hitting an iceberg. Due to the lack of nearby rescue assets and the short human survival time in frigid waters, a hull breach can quickly turn into a catastrophe. In 2007, the 294-passenger ship *Nordkapp* ran aground near Deception Island in the Antarctic, tearing an 82ft-long gash in its outer hull. In 2011, the double-hulled cruise ship *Polar Star* breached the outer shell of its hull off Antarctica's Detaille Island. These were just two of 19 cruise vessels that reported groundings in Arctic, Antarctic, Norwegian and Alaskan waters between 2003 and 2013, according to reports.

"The US and Canadian Coastguard Agencies estimate that only 10 per cent of Arctic waterways are known in detail," reads an Allianz Expert Risk article. Producing nautical charts is an »

expensive and time-consuming process, while Polar charts remain substandard in comparison with the density of soundings and frequency of chart updates in other regions of the world. Moreover, the sea less travelled is less likely to be covered by charts with ample soundings or frequent updates. Where there is substantial ice moving in the ocean there can be annual seabed scouring and movement of rocks, causing chart inaccuracies. One example is the port of Anchorage, Alaska – a commercial port, adjacent to Cook Inlet, which can be ice-filled in the winter and hosting pods of Beluga whales in the summer.

As a hydrographer for the National Oceanic and Atmospheric Administration (NOAA) charting Cook Inlet in the mid-1970s, and comparing daily surveys against the most recently published charts, it was very clear that the seabed was shifting due to bottom type, strong currents and ice scouring. What was most troubling was the fact that we charted substantial rocks in navigable waters that were in ‘new’ locations and just below the mean lower low water level. With a 30ft-plus tidal range, most vessels would have no trouble cruising over the ‘new’ rocks at high tide but would get into trouble at low tide.

In 2017, designated vessel operators in Polar regions will be required to complete a Polar Waters Operational Manual, outlining measures for operating in waters with limited hydrographic, meteorological and navigation information. During the finalisation of the Polar Code, maritime lawyer Michael Kingston, representing the International Union of Marine Insurance, suggested to the International Maritime Organization (IMO) that a Forward Looking Sonar (FLS) would lower risk by providing timely detection of uncharted, hazardous seabed features, as stated in SeaWays magazine.

Not all FLSs have the same capabilities. There are inherent limitations to scanning 2D FLS technology; with this type of sonar, accuracy in shallow-water environments can be unreliable with negative effects upon the data quality due to the pitch and roll of the vessel. And, of course, delayed data display due to the scans can have negative consequences.

The biggest advantage of a FLS is to be able to anticipate – and get out of the way of – obstacles in time. A three-dimensional, single-ping FLS gives an instantaneous data display to the operator. An effective system must be capable of detecting obstacles with enough lead time for the operator to react accordingly. It should also provide depth information at a range of speeds.

As superyacht owners with adventurous travel aspirations push navigational safety limits in both Polar and remote tropical locations, the risks of grounding and damage to their vessels increase exponentially.

One of the most respected 3D Sonar manufacturers is FarSounder. The system display is intuitive and fully refreshed with each ping. FarSounder sonar eliminates multipath interference such as a reflected signal from the ocean surface. This system’s 3D colour-mapped image of the area forward of the ship combines three navigationally significant components: depth, range and bearing in real time.

The image included in this article shows FarSounder’s chart overlay with sonar images of the seafloor and in-water targets. The upper right-hand side of the image, in yellow, reveals the heading of the vessel at 63.8 degrees, the speed at 4.3 knots and the GPS position of the vessel. Below is the swathe of coverage out to 500m showing the obstructions in the water. The left-hand side of the image is the chart overlay of the obstructions detected by the FLS.

The orange, yellow and red dots along the bulkhead show the in-water obstacles that are navigationally significant; they are not charted and may not be visible above water. The standard user interface software includes automated alarms, GPS compass, depth-sounder display and vector-based chart-plotting capabilities. It is no surprise that militaries worldwide have purchased FarSounder FLS to support multiple missions.

In 2016, the Royal Australian Navy (RAN) purchased four FarSounder-1000 systems plus spare parts for survey-vessel system upgrades. Why? Because the RAN has a long history in development of FLS; it recognises the value of FarSounder’s technology, sonar accuracy and intuitive display. This upgrade provides their hydrographers with the capability to safely enter and exit shallow, unpredictable survey areas. They operate in both in tropical and ice-filled waters in support of multiple missions. The fact that the RAN is installing the FLS on a fleet

of four 360-ton survey vessels serves as an example to superyacht owners looking to upgrade or build a navigationally safe vessel.

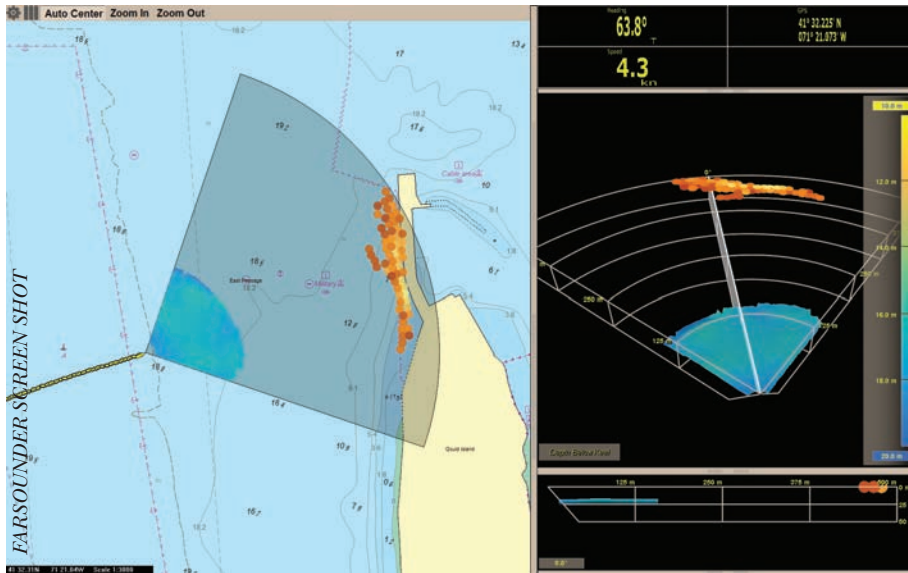
In 2013, the NOAA made an uncharacteristic move and began using crowd-sourced hazard to navigation data from website ActiveCaptain for its internal ‘cartographic toolkit in the chart evaluation system’. ActiveCaptain is an online, real-time maritime navigation tool providing vessel owners with marine data, reviews, local knowledge, anchorages and hazard to navigation information which, according to its website, is being updated 1,000 times a day. The value of this information cannot be overstated. While travelling down the Intracoastal Waterway in our vessel with a 5ft draft in inlets near Charleston, South Carolina, we relied daily on the timely updates of ActiveCaptain contributors to determine what tide state we needed to pass safely through shoaling inlets. These inlets were correctly reported to be 4ft deep at mean lower low water level while the charted depth was 15ft. Today, both the US Coast Guard and NOAA use data pulled from reputable crowd sourcing such as ActiveCaptain (i.e. missing navigation aids or shoaling in inlets) to prioritise work for their aids to navigation and surveying assets.

FarSounder is currently working on software to incorporate FLS navigation data into a near real-time individual ship chart update. “The future FarSounder owner will be able to build their own 3D charts by storing and combining the sonar’s real-time data of all the places they’ve been,” explains Matthew Zimmerman, vice president of engineering at FarSounder. “Before approaching that uncharted lagoon, barrier reef or secluded anchorage, the captain will be able to review their own survey from their last visit. With each transit, the wide horizontal coverage of the sonar will allow them to expand the coverage of their own personal survey while keeping the vessel safely within areas covered by their previous visits. Eventually, FarSounder data from multiple vessels could be shared with each other to build an even larger survey coverage.”

Hydrographers are the first to admit that charts don’t tell the whole underwater story, especially in remote locations and locations with seasonal weather effects. Prudent navigators should use all senses and tools available. If the goal is to navigate the sea less travelled, having an accurate 3D image of the seafloor well ahead of the vessel is key to safe navigation. The first thing to hit a shoal should be the ping from a forward-looking sonar, not the bow of a vessel. ■

In 2013, the International Hydrographic Organization (IHO) discovered that the following areas were yet to be surveyed or required improved chart data:

- More than 95 per cent of the South West Pacific
- More than 80 per cent of the Caribbean
- 40 per cent of the USA



SUPERYACHT FLS OPERATORS ARE ALSO REAPING THE BENEFITS OF FARFOUNDER'S SONAR.

"After having used a FarSounder sonar while travelling around Greenland in 2013, I would not plan on going to areas of ice again without a FarSounder sonar operating on board."

– *Captain Walter Wetmore, ex-captain, 39m M/Y Safira*

"I believe in the product and the huge safety advantages it brings to navigation in areas known and unknown."

– *Captain Anthony Hodgson*

"We have been using it daily since the end of April when we left Anacortes WA for a four-month cruise to British Columbia and Alaska. We've been cruising in areas with lots of humpback whales and occasionally have been able to see them on the sonar before they breach."

– *Captain, 32m explorer yacht*

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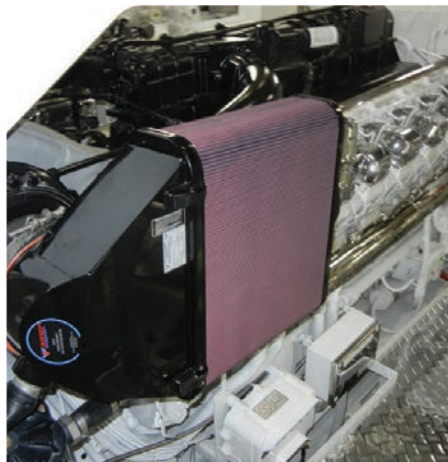
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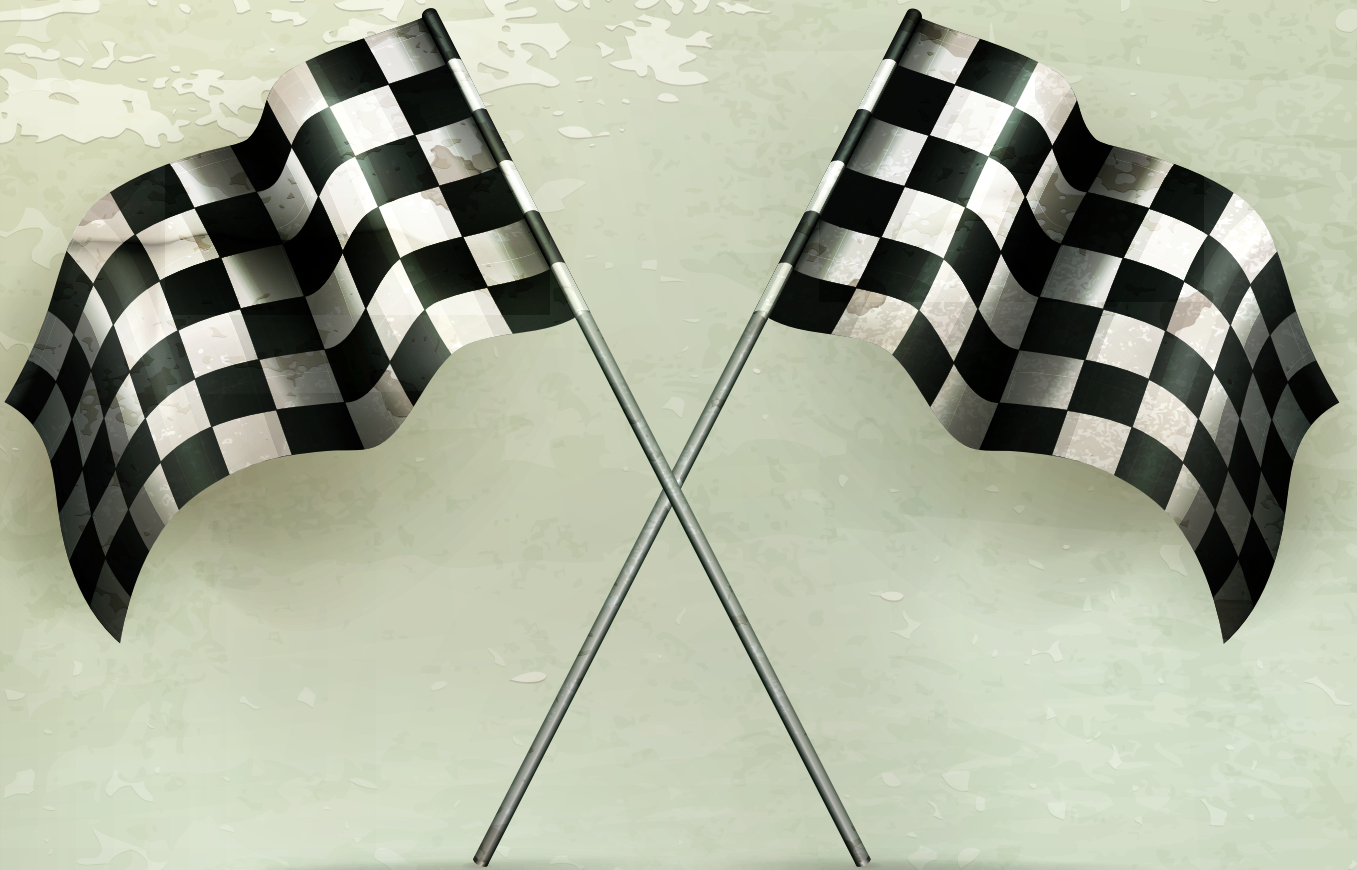
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THE RACE TO THE FINISH

WORDS: LULU TRASK

A recent article on SuperyachtNews saw the ethical dilemmas faced by recruitment agents who take the time to research suitable candidates and then get pipped at the post by those agents who want to get the job done as quickly as possible. Here, recruitment agents come together to discuss how this can be solved.



Nicola Morgan, director and recruitment manager at wilsonhalligan Yacht Recruitment, wrote a column about the importance of the balance between speed and quality of service when it comes to finding jobs for crew and crew for employers. We wouldn't be the first to say that the crew-recruitment market is densely populated, with huge numbers of crew and increasing numbers of recruitment agencies popping up everywhere. In short, competition is fierce, and we were intrigued when a variety of recruitment agents, usually all in competition against each other, came together to agree with Morgan's comments. And, in doing so, some very interesting thoughts cropped up.

The yachts need to remember they are the client and they have the power.

WHAT NICOLA MORGAN SAID...

It's the end of a long day. I have just finished interviewing, reference-checking and writing a full profile for an excellent candidate who is keen to be put forward for an urgent position which has just come in. Later that evening an email flashes up. I'm keen to read it as I anticipate positive feedback from the yacht in question. However, it simply reads, 'Sorry, I have already received his CV'. That's very odd, I think. I'm sure the candidate would have mentioned it if someone else had already spoken to him about this position as it's quite a distinctive role. I decide to give him a call and, sure enough, he assures me that he had no prior knowledge of this position, nor had he been approached by anyone about it.

There is an important balance between speed and quality of service. It should not be some sort of race which potentially lets down both client and candidate.

Naturally, as recruiters, we all want our CVs to be the first that a yacht receives. However, in my view, there is an important balance between speed and quality of service. It should not be some sort of race that potentially lets down both client and candidate. Unfortunately, however, the race to the finishing post at any cost is becoming a trend. Our team increasingly comes across candidates whose credentials are being sent here, there and everywhere for positions they may not even be interested in, let alone be suitable or available for.

Experienced recruiters are paid well to provide a high level of service for each and every yacht. To us, this means thoroughness – interviewing, reference-checking and making really sure we feel that each proposed

candidate is a good solution for the client and the right fit for the crew. After all, we are doing the work so that captains and chief stewards do not have to waste their valuable time sifting through CVs and calling people, only to find out that they are not available or not interested.

As a candidate, I would have been quite annoyed to find out that my CV was being sent out without being contacted first to confirm my interest in the role. If a CV has been sent out without permission, how can the candidate's interest in the position be assured? Not only is this a waste of time for the crewmember on board recruiting, it can also be embarrassing for the candidate, having to let a captain know that the position on offer is not at all what you were looking for. However, underlying the issue is a larger moral question; as recruiters, we are trusted with a great deal of personal information, including contact details. Is it morally correct for this to leave the office without the candidate knowing?

Perhaps there is starting to be a rethink in attitudes. There have been a few occasions recently when clients who have received the same CV from more than one recruiter have decided to split the fee. This is welcome because it acknowledges the work that we have put into the brief, profiling and helping to make particular candidates stand out from the crowd. However, in my view, this situation is far from ideal; it creates confusion and unnecessary work for all parties. So we will continue to do what we do best: putting all of our knowledge and experience into every brief to come up with the best solution for candidate and yacht. »

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WHAT THE INDUSTRY SAID...

There's nothing worse than getting a call from a captain of a yacht that you have no idea your CV was passed to. Especially when the position is not what you are looking for. Their time and my time wasted.
– [anonymous]

As a crew recruiter I totally agree as this has happened to me too. Surely this is a breach of the Data Protection Act? One would hope that the yacht doesn't use the agent who did this in the future.
– Sarah Watson, crew recruiter, Kilo Recruitment

Excellent article, Nicola, and it really hits the nail on the head. Unfortunately, a significant percentage of crew agencies operate like this, and this exact situation happens to us on a weekly basis. It is incredibly frustrating when you do all the hard work and probably contribute more to the placement in question than the other agency.

Before setting up Quay Crew, I worked in London doing high-end recruitment in the banking sector. This practice was something which occasionally happened but it didn't happen very often because the vast majority of agencies always called a candidate first. However, on the occasions it did happen, the client simply called up the candidate and asked which agency they wanted to represent them. Understandably, the candidate always said the agency which had acted properly, so that agency got the fee.

I strongly feel that yachting should adopt the same approach. This would mean the correct agency was rewarded and it would have other benefits too. The agencies that just fire out CVs would hopefully start to miss out on placements and, in time, would improve their service.

The yachts need to remember they are the client and they have the power. If they feel a crew agent hasn't done their job properly, and another agency deserves

the fee, they should say so. If the original agency is unhappy about that, they can improve their service, or the yacht just stops using them.

This simple step would improve recruitment standards dramatically. Quality of service would be rewarded over speed and everyone would be far better for it.
– Tim Clarke, director, Quay Crew

I have to agree with captains who do not use agents because they feel many agencies just click buttons and create a list of CVs that they then send, with no calls to the crew to find out if they are even really interested. This just wastes the time of captains who are trying to save time by using agents.

My advice to any captain is to create a good relationship with one or two agents in different agencies and work with them exclusively. One step better would be to get the agents to work together to find the very best.

The other point I would make is that if yachts and captains had a great reputation, there would be less need for so many agencies. A captain and yacht should be attracting the best of the best and always have a pool of top talent eager to get on and learn from a top captain and crew.

Perhaps we need to see some sort of yacht recruitment association that could then have some clout and set industry standards. At the last count, there were 90-plus agencies. If you get half of these signed up in an association, that would offer a decent voice and a place where issues such as this could be raised and looked into.

I would like to see the reputations of yachts and captains spread about more so top career-minded crew know where to set their sights. I think it would also give owners a sense of pride, knowing that their yacht was one of the most sought-after yachts to work on because of its great reputation.
– Simon Harvey, director, N2 People Skills

Thank you for a great article, Nicola. This is something that we experience on a daily basis and it's incredibly frustrating for both our consultants who work endless hours on candidates and for candidates who are often completely surprised that their CVs have been submitted without their knowledge. It takes a lot of time to present a candidate to a vessel in the most professional manner, triple-checking that they match all our clients' requirements, going over as much information as we have with them to ensure candidates are 100 per cent interested and available, instead of flicking through 50 CVs just because they match the job title.
– [anonymous]

Simon Harvey's suggestion is a great idea. Perhaps we need to see some sort of yacht recruitment association that could then have some clout and set some industry standards.
– Tanya Blaylock, yacht crew placement director, Quintessentially People

If yachts and captains had great reputations there would be no need for so many agencies. If a crewmember could get decent service from one agency then they wouldn't feel the need to go to multiple agencies. Wanting to hear more about the reputations of yachts and captains is pointless as there would be too many conflicting opinions.

Crew send their CVs to all recruiters and often have several jobs they are interested in and forget which job is which. It's embarrassing for the recruiter who put them forward. A lot of crew agents do their job properly and get let down by the candidates. I find it insulting that crew agents are hated because they charge a fee.
– [anonymous]

MEDITERRANEAN EDITOR BRYONY MCCABE SAYS...

While this situation is damaging for other recruitment companies who work hard to respect professional recruitment practices, I think that what is most damaging is that CVs of crewmembers are in the hands of people who are willing to abuse their confidentiality. Perhaps it lies more in the crewmember's interest to carefully consider which companies they work with to find a job. If careful steps are taken to ensure your details and information are shared only with reputable recruiters, then this practice may be eliminated.

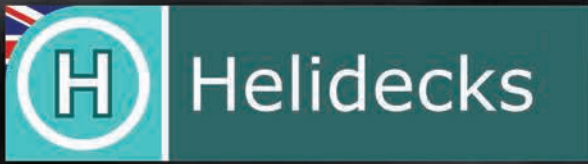
EDITOR LULU TRASK SAYS...

The suggestion of an association of recruitment agencies is an interesting one. While, in theory, the idea of having a standard that recruitment agencies are required to meet sounds brilliant, I worry that eyes would roll and crew would heave a sigh at yet another attempt at regulating a sector of the crew industry.

In the recruitment sector especially, relationships are of the utmost importance, and this is where captains, with strong relationships with their recruitment agents, could really feel the benefit when it comes

to building on that relationship. Only go through those select few agents you know won't send you swarms of CVs, and make sure they're the agents who get the fee. ■

TO COMMENT ON THIS ARTICLE, EMAIL LULU@THESUPERYACHTGROUP.COM WITH SUBJECT: TCR 80 THE RACE TO THE FINISH



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ARTIFICIAL INTELLIGENCE MEETS YACHTING

Advancing systems and multiplying sensors are creating more data on yachts than ever before. Tim Thomas wonders how this can be managed, and discovers that artificial intelligence could be the answer to engineer overload.

WORDS: TIM THOMAS

ONYX MARINE AUTOMATION



DE KEIZER



TEAM ITALIA



The engineer on one of the boats I worked on – both the boat and the engineer shall remain nameless – was a curious type. He spent so much time in the depths of the yacht that we began to suspect he had become something akin to a pale, blind cave-dweller – although the truth was that although he was frequently to be found tinkering with something in the bilge, he was just as likely to be discovered sipping coffee in the control room.

In those days, a couple of decades ago, things seemed fairly straightforward. If you wanted to know what was going on inside your engine, beyond reading the temperature gauge, you'd take a screwdriver, touch the end to the top of the cylinder and put your ear to the handle, rather like a primitive engineer's stethoscope. How things have changed. These days, the complexity of systems seems to be growing exponentially, and the amount of data that every single component transmits has increased dramatically. Integrators, engine and systems manufacturers and AMS (alarm and monitoring systems) developers are facing a constant battle to stay on top of all that data, and to present it in a way that the engineering team can not only understand it but also make use of it.

Take the main engines, for example. Gone are the days of those temperature gauges. Multiple sensors now provide data on almost everything, some of which are transmitted into the AMS and more of which are used by the manufacturers themselves in their remote monitoring stations. "We currently look at the data from 60 to 70 standard engine data sensors," explains Oliver Moll, project manager of remote services at MTU. "We want to monitor the engine and supervise it to avoid any unexpected downtime for the customer. It also leads to condition-based maintenance [CBM] so you can really schedule your maintenance based on the real condition of the parts instead of having rigid maintenance schedules. It's a flexible maintenance system that's saving costs for the customer."

That's not the whole story, though. All that information is also available to the engineers on board, and that can easily mean there is a confusing variety of data to work through. "We've just done a 90m vessel," says Mike Blake, president of Palladium Technologies, "and we noticed that there are a couple of things that have changed over the past 15 years – the number of points being monitored and the graphical interface. And I don't believe that can really address the demands because when you have an engineer who now has to monitor 10 times more points on the system it becomes almost untenable. Putting in a nice GUI makes it easier, but really the systems themselves have to become very intelligent, to think the way an engineer thinks, and that's where we'll see the biggest growth in our systems." »

“You can have information overload,” agrees Martyn Dickinson, Servowatch Systems’ director of business development for the Far East, “and I’m particularly keen on the thought that if you have too much information being presented it can cloud a situation and lead to stress, and then decisions are not clear. So if you can simplify it then that’s the way it needs to go.” Indeed, Servowatch is one of many AMS specialists that have started looking into deep learning as the way ahead. “We’ve created artificial intelligence that can spot trends, behaviour and so on,” Dickinson says.

Artificial intelligence, and systems that can think for themselves? If you believe that puts Blake, Dickinson and others into the category of visionary or dreamer, think again – they are not the only ones who see that as the future. “It has been talked about in the industry for probably 10 years,” Dickinson adds, “but it’s computing and processing power that has been lacking in the past, along with availability of data. It’s also about creating the modelling; to get it more accurate you need to have a very good model.”

“We call them alarm-monitoring systems or control systems – they should be more than that. They should be intuitive, intelligent control systems,” says Blake. Such systems are already used in manufacturing plants, monitoring components on production lines, and they are capable of autonomously making decisions to shut down elements of the line to prevent a larger, more catastrophic failure. “We need to do the same kind of things on yachts,” Blake adds. “In many ways, yachts are much more complex than a manufacturing floor. Everything we see around us is becoming much more intelligent – our smartphone, smartwatch or our smart refrigerator – and we have to apply that same concept if we’re going to be efficient in the operation of yacht-control systems. Engineers are over-tasked on most of these modern vessels and we have to provide them with a tool that allows them to do their job much better. Supplying more data, or providing it in a better format, is not the answer. In

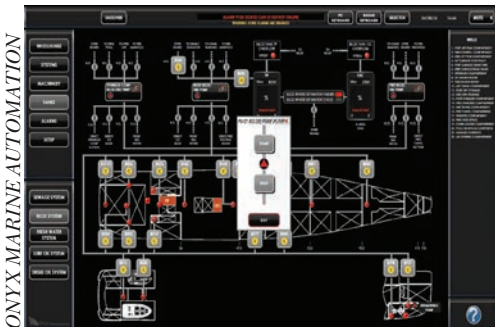
my opinion, providing less data on a more complex system, which gives them only the data required to make decisions, is the best solution.”

The advent of artificial intelligence is not limited just to the main engineering components and the AMS. As server-based AV, complex-lighting and HVAC systems and other functions evolve into domotics (smart home automation), so the technology surrounding them is becoming increasingly streamlined and integrated, and more often than not now comes with its own banks of sensors, monitoring everything from environmental conditions to the temperatures of the AV racks. US company JStar has developed a voice-control system – initially aimed at high-end residential installations but suitable for yacht environments, too – that patches into the Lutron, Crestron and other on-board systems and delivers oral command through far-field microphones or smart devices. With a functionality similar to asking Siri to do something, Josh.ai’s intelligent voice and speech recognition algorithms are just the start.

“An area of development we are working on is a learning capability where the system is able to learn habits and patterns,” enthuses Alex Capecelatro, co-founder and CEO of JStar. “It means that when you come home after dark, you don’t have to say ‘turn on the lights’, it will automatically do that for you. It’s the idea of understanding the patterns of things you naturally want to do.”

It doesn’t stop there, though. Common with most people who work in advanced technology and software, Capecelatro believes that AI is going to become inevitable. “I recently gave a presentation where I cited a *New York Times* quote. It basically said that in technology we tend to over-estimate what’s going to happen in the next three years – things for various reasons are fairly slow to move,” he says. “But 10 years on, things happen way quicker than we expect – think of autonomous cars. We believe that AI is going to be a big aspect. In the next 12 months, it’s

“Putting in a nice GUI makes it easier, but really the systems themselves have to become very intelligent, to think the way an engineer thinks, and that’s where we’ll see the biggest growth in our systems.”
– Mike Blake, president, Palladium Technologies



“It has been talked about in the industry for probably 10 years, but it’s computing and processing power that has been lacking in the past, along with availability of data.”

– Martyn Dickinson,
director of business
development for the Far
East, Servowatch Systems

not going to radically change how most of us are living our lives, but over the next five to 10 years we think it’s going to make a really big impact.”

It’s a view shared by many involved in yacht-systems developments, from the AMS developers to integrators and even the main engineering component manufacturers themselves. “I would say artificial intelligence is a big word,” advises Moll. “But I think it’s a clear strategy that we don’t just want to transmit data to our headquarters at Friedrichshafen or to engineers that are working with the data; it’s definitely a clear target that we need to install some intelligence on board. That’s definitely the strategy.”

Not that it’s all bad news for engineers, though. “We’re transmitting data to Friedrichshafen just with the target to develop algorithms that we can remotely update or install on the system, and that’s going to work automatically,” Moll concludes. “However, we still do see the decision-maker being human, so it’s not that the system will repair itself

automatically – that’s very visionary. But having some intelligence integrated into algorithms that work remotely on site and that are also continually updated as soon as you gain a higher degree of knowledge, that’s definitely part of what we want to do. If you want to call that artificial intelligence, that’s pretty much your own definition.”

Whether you believe systems will be intelligent enough to assist engineers, or even to take control of mundane maintenance and preventative measures in the event of a failure, is your opinion, but two things appear certain. The first is that AI will be a part of yacht systems in the near future, and the second is that engineers won’t be out of a job anytime soon. Perhaps that just means there’s more time to enjoy a coffee in the control room. ■

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BLACK-BOX THINKING

WORDS: BRYONY MCCABE

In the aviation industry, incident reporting is ingrained in its safety culture – and with positive results. How could the superyacht industry benefit from similar ways of thinking?



Everyone in the superyacht industry has a strong interest in avoiding predictable and preventable errors, so why don't we embrace the aviation approach to failure?

Nobody wants to fail, but when it comes to safety, success can be achieved only when mistakes are confronted. Stepping away from the maritime industry for a moment, consider that preventable medical error causes more than 400,000 deaths every year in the United States alone (source: *Black Box Thinking* by Matthew Syed); most of these cases are never made public because of malpractice settlements with non-disclosure agreements.

For a very different approach, look at the aviation industry, in which every passenger aircraft is equipped with an almost indestructible black box. Whenever there is a mishap, major or minor, the box is opened, data analysed and experts ascertain exactly what went wrong. The facts are published and procedures are changed to ensure the same mistakes don't happen again. By applying this method in recent decades, the aviation industry has created an astonishingly good safety record.

Now let's turn to the maritime industry. According to reports sent to the Confidential Hazardous Incident Reporting Programme (CHIRP), in 2015, the majority of commercial shipping managers will not release information on hazards encountered on board their ships, and will actively discourage safety reports from their ship. Considering that it is common practice for managers to use safety targets based on 'total recordable injury frequency'

or 'lost time injury frequency', a low-incident reporting culture is not surprising.

The superyacht industry is no better. In an industry where confidentiality and secrecy are paramount, these can often be prioritised over safety improvement. For example, instead of acknowledging accidents and near misses, they are often hushed up for fear of reputational damage. Could the superyacht industry learn from the aviation world, where such reporting is a thing of habit?

Sectors of the maritime industry that have well established procedures for recording incidents and near misses have only benefited from the opportunity to learn from these reports. Those beneficiaries? Crew and managers. "Many near-miss reporting systems operate on a 'no-blame' basis," explains Garry Elliott, senior national secretary at Nautilus International. This is essential for seafarers to have the confidence to report such incidents without fearing for their job security. Learning from a near miss benefits the whole superyacht industry by preventing more serious incidents from taking place.

In more serious cases, Elliott says that 'whistleblowers' should have the right to draw bad practice to the attention of regulatory authorities without fear of retribution. "Nautilus is regularly approached by our members who wish to seek advice on what they feel might be a dangerous situation," he adds. "We are often able to go to these regulatory authorities on behalf of our members, thereby protecting the identity of the seafarer raising the issue."

A near miss can be described as an unplanned event that did not result in injury, illness or damage – but had the potential to do so. The theory behind the reporting of such an incident lies in the fact that many safety activities are reactive and not proactive, and some organisations wait for losses to occur before taking steps to prevent a recurrence. Near-miss incidents often precede loss-producing events, but may have been overlooked as there was no harm done; therefore many opportunities to prevent such incidents are lost. Recognising and reporting near-miss incidents can significantly improve worker safety and enhance safety culture.

So what are the reporting options for superyacht crew who want to adopt this culture? Most maritime authorities will have their own reporting system. For example, the Marine Accident Investigation Branch (MAIB) looks into marine accidents involving UK vessels worldwide and all vessels in UK territorial waters, with the sole objective of preventing future accidents by establishing its causes and circumstances. »

FATALITY ON BOARD M/Y *CALLIOPE*

On 8 February, 2013, the assistant engineer on board the 43m motoryacht *Calliope* was killed as the yacht transited the Glebe Island Bridge en route to a day cruise around Sydney Harbour. The Australian Transport Safety Bureau (ATSB) released a report following an investigation into the incident.

What the ATSB says: "As *Calliope* transited the Glebe Island Bridge, it was off course and veered towards the bridge structure. To minimise any damage to the vessel, the crew attempted to walk a fender between the yacht's hull and any possible points of contact. The crewmember was pulled over the yacht's side and into the water. He was retrieved from the water four minutes later but died as a result of the injuries he had sustained.

"As the yacht moved through the bridge structure, the assistant engineer walked the fender aft until he reached the fashion plate. He leaned over the side and positioned the fender between the upper sponson rail and the bridge structure. He was distracted by what he was doing and did not notice that *Calliope* was closing on one of the bridge mounted fenders which was going to pass very close to where he was working.

"The steward immediately shouted 'man overboard'. The master heard the call and shouted to a nearby small recreational boat for assistance. At about the same time, the chief mate made his way to the bridge to inform the master. He briefed the master and was given a mobile telephone and told to contact the authorities using the emergency triple zero telephone number."

Lessons learned: "This is not the first investigation the ATSB has conducted where the use of a mobile telephone rather than the recognised marine emergency radio system has been noted," the report states. "The ATSB advises that the recognised marine distress systems should be the primary means of reporting emergencies."

The ATSB also found that a passage plan for the voyage had not been completed and, therefore, the risks associated with the voyage were not appropriately assessed or communicated to the crew. It was also determined that by operating the vessel from a remote-control pendant from the port-wing station, the captain could not reference navigational aids to monitor the yacht's position as it transited the bridge. "Hence, he was not in a position to properly monitor the yacht's progress," the report notes.

Prior to the departure, the master calculated the tidal conditions for the intended transit through the bridge, but he did not consider the impact of daylight saving time. This resulted in an erroneous belief that the tide was just beginning to flood when it was actually just finishing the ebb. As a result, "The manoeuvre had not been planned and the tidal conditions were incorrectly calculated," the report says.

INCIDENT IN A SUPERYACHT'S LIFT SHAFT

In a safety flyer to the large-yacht industry, the Cayman Islands Shipping Registry (CISR) described an accident in a passenger lift resulting in serious injury to one of the yacht's engineers. The incident occurred when the second engineer on a large 1,500gt yacht was preparing the passenger lift for a service technician to undertake remedial work on the decorative coverings in the lift shaft

What CISR says: "Two sides of the lift shaft were transparent glass and the other sides had decorative coverings of stone and copper patina. The technician was not affiliated with the lift manufacturer, or any lift-servicing supplier, and was on board purely to attend to the decorative coverings in the lift shaft.

"The second engineer called the lift car to the bridge deck and then entered the lift shaft on to the car top by manually opening the door on the sun deck and stepping on to the car top. When the lift doors on the sun deck closed, the lift rose to the sun-deck position, crushing the second engineer between the car top and the top of the lift shaft. The second engineer sustained severe injuries to his legs and ankles and is expected to be off work for at least three months.

"The circumstances surrounding this accident are still under investigation. The safety flyer is intended to highlight the dangers associated with working in lift shafts and the appropriate safety precautions that should be employed when undertaking such work."

Lessons learned: "Working in the shafts and pits of passenger lifts is potentially dangerous, and accidents in the past have resulted in many serious injuries and fatalities. An initial risk assessment should be made to identify hazards associated with work on each lift and installation, including work requiring access to the lift shaft and pit.

"Safe working procedures should be drawn up for each lift installation and only persons who are authorised to carry out work on the lift installation must comply with these procedures. A permit-to-work system should be adopted when it is necessary for personnel to enter a lift shaft/pit or to override the control systems for any reason, and work carried out must only be performed by authorised persons familiar with the work and the appropriate safe working procedures.

"Appropriate safety signs must be prominently displayed in the area and also on control equipment such as call buttons. Barriers should be in place if shaft doors are to remain open. Before attempting to gain access to the shaft/pit of any lift installation, the main switch should be locked in the 'off' position whenever possible."

"Reporting marine incidents can lead to important safety lessons being learned," says Steve Clinch, MAIB's chief inspector of marine accidents. "It is not the purpose of our reports to apportion liability nor, except so far as is necessary to achieve the objective, to apportion blame. The MAIB is not an enforcement or prosecuting body."

In order to establish when an event should be reported, Clinch advises an objective assessment as to whether a particular procedure, practice or condition could have, or would be likely to, cause a marine casualty. This, he explains, could be any event that leads to the implementation of an emergency procedure, plan or response that prevents a loss; for example, when a collision is narrowly avoided.

It would also include any event where an unexpected incident could have led to an adverse consequence which did not occur; for example, a person moves from a location just before a crane unexpectedly drops a load there. Furthermore, it would include any dangerous or hazardous situation or condition that is not brought to light until after the danger has passed; for example, it is discovered that the ECDIS display's scale does not match the scale, projection or orientation of the chart and radar images.

The maritime arm of CHIRP was established only in 2002, due to a number of public inquiries into major maritime accidents in the UK. While it has been widely used by the pleasure and commercial industries, superyachts are very rarely featured. "It was acknowledged that participation from some sectors might take longer to achieve than others. International experience indicates that it typically takes 10 years for the concept of near-miss reporting to become embedded in an industry," admits director John Rose.

CHIRP professes to provide a valuable resource for maritime employees looking to improve practices in the industry or report wrongdoings, and is completely anonymous. "We are interested in the investigation of hazardous occurrences. Those that nearly resulted in injury or damage – where an accident was narrowly avoided – are often referred to as a near-miss," explains Rose.

However, the UK-based charitable organisation has faced obstacles in increasing the awareness and use of the system, and admits that perhaps the largest barrier is convincing people to submit reports and increasing their belief that a report will make a difference. But Rose is keen to stress that CHIRP does not seek to apportion blame to any company or individual.

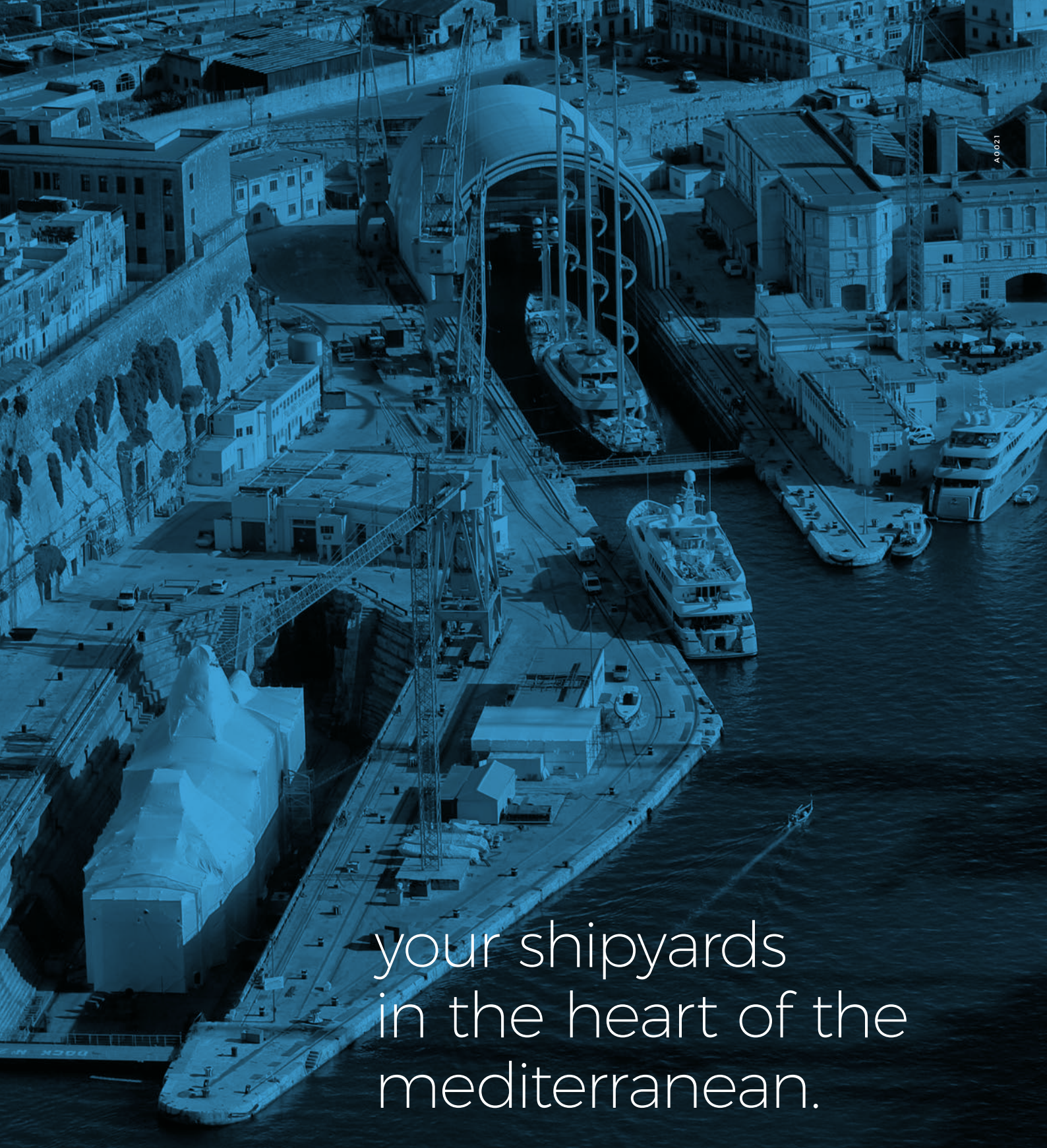
"The term 'whistleblowing' is not one we use in CHIRP as it is often used to cast blame on an organisation or an individual," he elaborates. "We protect the name of every reporter and those of the parties involved in the reporting process. The aim is to seek out root causes, identify the lessons learned and to consider how best this information can be used to prevent recurrence elsewhere in the maritime industry."

While CHIRP does not intend to undermine on-board safety management systems, the team knows there are many hazardous incidents that go unreported, particularly when interfacing with third parties such as bunkering, on-board contractors and dry docking. "I often remind people that 'I must do something' is much more powerful than 'something must be done'," says Rose.

"Seafarers working in the large-yacht sector will benefit from being reminded of the options available to them when faced with dangerous working practices," concludes Elliott. "Managers and employers benefit from maintaining an open safety culture on board their yachts, too. Port state control and other bodies may increase their checks on a yacht in the weeks and months after an incident takes place. If a major injury or death does occur, then the owners and employers have to face the consequences."

Everyone in the superyacht industry has a strong interest in avoiding predictable and preventable errors, so why don't we embrace the aviation approach to failure instead of the health-care approach? The most important determinant of success in any sector is an acknowledgement of near misses or wrongdoings and a willingness to engage with it, thereby creating a climate where it's safe to fail. ■

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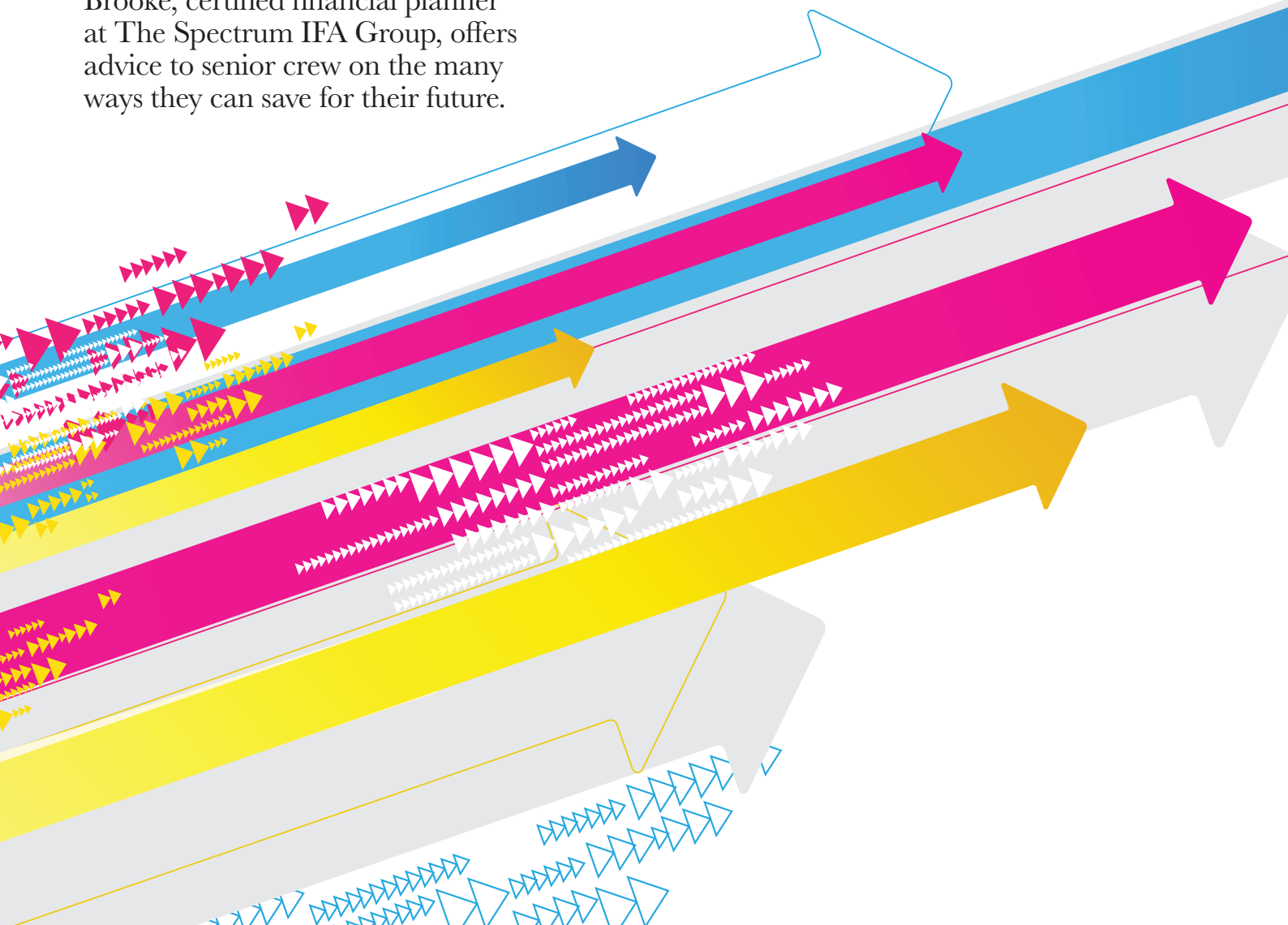
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YOUR FUTURE, YOUR INVESTMENT

WORDS: PETER BROOKE

There's no shortage of information on how to save your money when you get that first superyacht pay cheque, but as we climb higher up the ladder, there's the unfounded presumption that captains and senior crew know exactly what to do with their money. But along with bigger pay packets come more investment opportunities. Peter Brooke, certified financial planner at The Spectrum IFA Group, offers advice to senior crew on the many ways they can save for their future.



A career in yachting certainly has its attractive features; great travel opportunities, good career paths, excellent salaries and interesting people. But such a career doesn't tend to look after your longer-term prospects – that is more or less down to you.

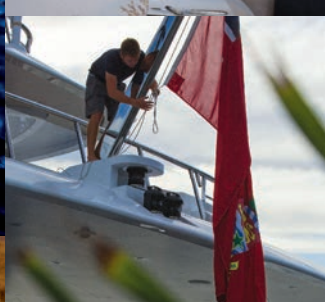
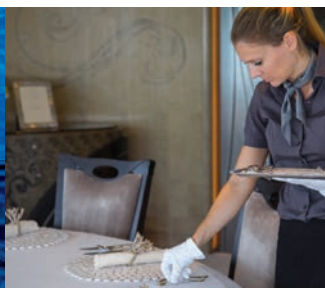
There are so many options for what you can do with your money, and you will never meet any two people who share the same opinion; the guy down the pub has made a fortune on penny stocks and your old engineer is a property magnate. So how do you plan for, and implement, a strategy to get the most out of your yachting career?

Stage 1: The plan

This is the most important part, and one which many people fail to do properly as they want to jump straight into investing. A financial plan is not only a document that you draw up and never look at again; it is the blueprint for a successful career and for what comes after it. This is the 'road map' for how much and when you will spend on courses and qualifications, and how and when you will leave yachting. Famously, according to an old German military strategist, 'no plan survives contact with the enemy', so it needs to be flexible but should be detailed enough so you can easily check how you are progressing on your journey. The plan should include the time points and costs of various courses; when, where and how much you want to spend on property; what you want to do after yachting and, therefore, how much you will need as a retirement pot or new-business pot or sailing-around-the-world pot.

Of course, these are all estimates, but try to be as accurate as possible. Situations change over time, but by sitting down and working out a life-career plan, at least there are targets to aim for along the way.

During this phase, don't forget to include emergencies and insurance costs – the 'what if?' issues. Becoming too ill to work, getting injured, losing your job and even dying (especially if you have, or plan to have, a family and, therefore, financial dependents). Also, take inflation into account; the cost of things today won't be the same in the future. As a rule of thumb, if inflation is at 2.5 per cent then the buying power of money halves every 28 years, so build this into the plan. »



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Stage 2: Implementation

You now have a plan and know how much you need to invest for the various stages of your life. There is now plenty of choice as to what to invest in and it is important to remember two things. Firstly, always diversify. Don't put all your eggs into one basket, no matter how good it looks. Different assets have different risks and costs, so make sure you have a liquid pot, a growth pot and an income pot. Secondly, if it looks too good to be true then it probably is. Always start from understanding the 'no-risk' return – if you put all your money into a bank account, what is the return? Approximately one per cent today if you are lucky. If something is promising more than this, there is always added risk.

RISK

The dictionary defines risk as *exposure to the chance of injury or loss; a hazard or dangerous chance*. From a financial point of view, the key word here is 'loss' and, with this in mind, here are some of the different forms of risk.

Inflation risk: As time passes, the cost of goods and services tends to increase.

Investment risk: This tends to be referred to as 'volatility', i.e. how much the price of an investment goes up and down. The best way to reduce your investment risk is to allow time to iron out volatility.

Default risk: This is the genuine 'chance of loss' if the corporation you invest in goes bust or can't repay your money.

Shortfall risk: Where a certain amount of money is required sometime in the future to repay a liability, such as a loan or mortgage. If the money deposited doesn't grow enough to repay the future liability, this would be considered a shortfall.

Opportunity risk: This is the risk of genuinely missing out on a good opportunity because all of your investable money is tied up. This is avoidable by maintaining some liquidity in a portfolio.

Psychological risk: This could also be termed 'the fear of looking stupid'. Many investors tend to make important investment or financial decisions because they either don't want to miss out on something or don't want to look stupid in front of their peers. Stick to your guns and don't follow the herd.

ASSETS

We always hear of various assets within the context of financial investment, but what different types of assets are there, and what do they really mean?

Equities

Equities are also known as stocks or shares. In order to raise money, a company will issue shares on the primary stock market through an initial public offering (IPO). These offer the opportunity to share in future profits, via either a dividend or an increase in the share price.

Buy low, sell high ... but how? There are many ways of pricing shares, the most popular of which are Earnings per Share (EPS), Price/Earnings Ratio (P/E), Dividend Cover and Net Asset Value (NAV). Learn about these and use them when deciding what to do next.

To truly diversify risk, you need to own at least 20 different companies, therefore the most common way to currently access the stock markets is via funds where an 'active' manager will choose shares for you, or you can simply track a market via a passive fund. Active management *should* outperform the market over time.

Though shares tend to be more volatile in price, they also tend to provide the greatest returns over the long term, which is why they are such a popular choice of investment asset. It is important to monitor them closely, but even more important to commit to your long-term view without being led astray by short-term swings in prices. Disciplined investors tend to do better than those without a planned approach; and remember, the value of your investments can fall as well as rise, and past performance is not a guarantee of future returns.

Bonds

Bonds are often known as fixed interest, fixed income, debt securities, gilt-edged securities (gilts) or Treasury bills (T-Bills).

If a corporation or government wishes to raise capital it can borrow money from a bank, release shares or issue a bond. In buying a bond, we, as investors, are lending them money. This is different to a share as we are owed this money back instead of investing into the chance of future profits.

Therefore, a bond is an IOU which has a fixed maturity date when you will get your original stake back, plus an annual 'coupon' – the interest paid. If a company or government goes bankrupt, the bondholders are considered as creditors and are paid back well before the shareholders. The coupon must also be paid before any dividends are paid to shareholders. »

One of the greatest forms of investment is your own knowledge. Spend some time – and appropriately pay for – getting advice from experts.

This is why bonds are considered to be lower risk than equities or shares. You can assess the default risk by looking at the credit rating of the company as defined by credit-rating agencies. Generally, AAA to BBB are for the higher-quality (investment grade) bonds; BB to C or D are for lower-grade (junk or high-yield bonds).

The interest you receive as an investor is directly linked to the risk that you take. Bonds can be traded on the bond market. The pricing of bonds is primarily affected by interest rates. Commonly, if interest rates rise then the value of the bond will fall and vice versa. Changing interest rates, therefore, affects the yield of the bond.

Again, many people choose to access bonds through a collective investment or fund. This offers professional management, diversification, globalised spread of assets and currencies and lower overall management costs. Bond funds are an excellent addition to any portfolio.

ALTERNATIVE INVESTMENTS

These cover all investment assets outside of the traditional big three of cash, bonds and equities. Alternatives can include commodities, derivatives, structured products, private equity, hedge funds and real estate. Art, wine, antiques and other valuable collectables could also be considered as alternative investments.

The prices of these types of investment tend to have fairly low levels of correlation with the traditional asset classes. This means that if equities or bonds fall in value, the alternative assets may also fall or may go up but are not strongly linked. Therefore, these types of investments can be very good diversifiers in a portfolio.

Commodities are 'raw materials', which are produced, priced and traded all over the world. They can be agricultural or precious and their prices are set by supply and demand.

Derivatives are financial instruments, such as forwards, futures, options and swaps. Their values are based on the changes in values of their underlying asset such as a commodity, equity, residential mortgages, properties, bonds, interest rates, indices or other tradable items. All types of derivative can be used to manage risk or to speculate on the expected future values of the underlying asset. A common term associated with derivative investment is 'hedging' because it can provide a positive return even if the other asset value falls.

Hedge funds are investment funds which are permitted to employ a wide range of unusual investment strategies to provide returns. They tend to be accessible only by professional or very wealthy investors, although more strategies are becoming available to normal investors.

Private equity is the investment into the equities (shares) of a company that is not actually quoted on a stock market and is therefore private. Due to the nature of this strategy, one can invest in very young, potentially profitable businesses. The strategies in private-equity investments include venture capital, leveraged buyouts and distressed investments.

Commercial property, often also accessed through property funds (office blocks, factories etc.), tends to have very low correlation to other assets and can provide a good and increasing income as well as potential for capital growth.

Direct property, or owning actual bricks and mortar, is the dream of nearly every person. The prospect of owning your own home is a very different thought process from buying property as an investment. Your own home, one would hope, provides more than just a return on your money.

A financial plan is not only a document that you draw up and never look at again, it is the blueprint for a successful career and for what comes after it.

Buying property as an investment is a matter of looking at yield, running costs, taxes and interest rates. The fact that you can leverage (borrow) to buy property makes it one of the best and most interesting forms of investment. If a well selected and maintained property attracts good tenants (either long or short term) then, over time, other people pay off the loan you have taken out to buy the property; this is where most of the return comes from. Normally, buying investment property with no loan has a much lower return.

Investors often forget the costs associated with owning property so this needs to be carefully added to the plan, and remember that the gains and income are normally fully taxable in the country where the property is based. The greatest risk with property is liquidity – how quickly you can get access to your money if you need it. For this reason, it is vital to have cash reserves and other investments as part of your overall portfolio.

Education and advice: One of the greatest forms of investment is your own knowledge. Spend some time – and appropriately pay for – getting advice from experts. Many people train for many years to become experts in financial markets, tax law, accountancy, property investing and financial planning; use these resources to build up your own knowledge and to outsource your valuable time to help you along the journey of your road map to financial success. ■

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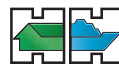


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WORDS: MARTIN H REDMAYNE

Our chairman looks to the future and asks whether crew will be employed on their own terms.

There's a fair chance that yacht crew, as we currently know them, will have to adapt to a new way of working.

THE FUTURE OF SUPERYACHT CREW

It's a tough job, but someone's got to do it. I really wonder what our industry will look like in 20 years' time, and how the crew will evolve to manage the needs of the market. At the current rate of expansion, we are likely to see 8,000 superyachts afloat, with as many as 100,000 crew to operate, rotate and create a service that is second to none. This will mean that our clients, owners, guests and charter customers will be spending €3.5 billion per annum employing all these individuals.

I know I've mentioned this before, but there is a chance that the landscape will change and that crew will be employed for only the time they are needed on board for guests and then for maintenance programmes. Just as a ski season has staff for a specific period of time, that flight crew are needed for flights only and that hotels and restaurants employ more staff for high seasons, you can easily imagine this could happen more frequently in yachting. So I suppose there's a fair chance that yacht crew, as we currently know them, will have to adapt to a new way of working.

A few years ago, I met a ski instructor whose life seemed pretty idyllic. He would spend five months teaching people how to perfect their technique and enjoy life on the piste. Then he would take a two-month holiday to do what he wanted, wherever in the world, and then return to his home city of Aberdeen and spend the remaining five months on an oil rig as a contractor, earning a large sum of money. This work-life balance looked and sounded wonderful. He was so relaxed, and without a real care in the world. Putting this into practice in any industry or business is all about change, and having looked closely at workplace psychology, it is clear that no one needs to work five days a week, eight hours a day or 48 weeks a year. Probably you're thinking, 'How do these working hours relate to yacht crew?' Obviously, they don't, as it is often the case that seven days straight can be part of the work regime and double-digit daily hours are the norm. But the world is changing so rapidly and the working environment is

changing with it, so perhaps the time has come for crew to have their say on how to create a better and more interesting work-life balance.

Can you imagine being a contracted crewmember for the six weeks that the boss is on board, and then for every charter as well for perhaps another 10 weeks? Think how you would operate and live differently if your weekly salary was doubled for this time on board. In essence, you'd be a hired gun who earned the big bucks for the time when guests were using the yacht, and then you'd have incredible time off to do your thing. My question to the market is would this work?

I truly believe that, as an owner, one of the biggest frustrations and headaches is the fact that for the 10 months when they're not able to use the yacht, they consider the monthly payroll, multiplied by 10 months and 10 crew, as being money not always well spent. More recently, we have also heard stories of crew not always being paid or being offered very short-term contracts to reduce the cost of operations when guests are not on board. In addition, we still hear of crew getting bored due to lack of operation and therefore jumping ship to a more active yacht, creating a very unstable market place where everyone is looking for a better opportunity.

So what is the future for superyacht crew? Are we going to be able to sustain, train and gain enough good-quality crew to service those 8,000 yachts? And are we going to find enough owners who will happily spend €3.5 billion a year for 12 months of staffing on an asset that depreciates and is perhaps used for 20 per cent of the year? Let's explore the topic further; I ask all readers of *The Crew Report* to share their ideas and opinions with us on how the crew industry should, could or will change in the long term. After all, as I have often said before, without enough good crew, nothing works.

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