# The Crew Report



THE AGENTS ISSUE

CAPTAINS

How to land the best recruits



05/2018

INTERIOR

While playing an integral role in the handover, how do interior crew protect themselves at the point of a yacht sale?

CAREERS

GETTING [PROVISIONS]
OFF THE BEATEN TRACK

Feasting and far-flung locations. How do the two marry up?

DECK

Celestial navigation: a dying art or the mark of a good seaman? **JUST THE TICKET!** 

is landing a ticket these days ust a walk in the park? And was it really tougher in days of yore?



ENGINEEDING & TOOLS



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#### WELCOME LETTER

I write this letter during what is quickly becoming the second incarnation of the Cold War. It seems, from the worrying incidents that have come to light here in the UK, that secret agents are as active as they've ever been. Scary stuff!

But all the bandying around of the word 'agent' right now reminded me of the need to dissociate the term from all the negativity spies are attributing to it. In yachting circles, at least, agents do an incredible job of joining all the dots.

I'd go so far as to say that these guys can be a crewmember's best friend. The demands of a full itinerary are hard enough as it is, made only more challenging by more ambitious and exotic cruising routes. So having a knowledgeable, well-connected local expert to coordinate your owner's dream trip with the rules and regulations of the local jurisdiction is worth its weight in gold, I'm sure you'd agree.

But how do these relationships work

in practice and how do they differ from role to role and from location to location? As luck would have it, we have decided to explore this relationship – across a whole issue, no less! Therefore, in this issue of *The Crew Report* there is nothing secret or duplicitous about the agents in question. In fact, you might even consider them to be lifesavers – and what a breath of fresh air that is.

#### SHAPE YOUR FUTURE

MARTIN H REDMAYNE



The Crew Report ISSUE 85



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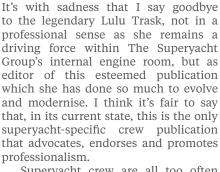
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### **SETTLING IN**

#### Newly installed editor of The Crew Report William Mathieson says it's a role he is relishing.



Superyacht crew are all too often maligned as the chalet guys and girls of the seas but this is simply not true. As I become more embedded in this esoteric sector, I am continually made aware of the quality and ambition of the crewing sector and its desire to deliver the safe operation of a vessel as well as an exemplary level of guest hospitality and comfort.

There is certainly room for magazines that offer advice on the myriad benefits that a life at sea affords – great bars, beaches, lifestyle choices and the like – and those I've read promote the sense of community that makes crewing so attractive to many. But I think it's

safe to assume our readership gains insight into how best to facilitate their own professional development. We've positioned this as the *modus operandi* of this publication and have sought to distinguish this content from that of our operational subject matter to be found online and in *The Superyacht Report*, our flagship title.

But in my remit as editor I feel it's my responsibility to continue this evolution. For that reason, I'll be treating training and career development as pertinent industry topics – highlighting how best practice should be part of a more holistic, industry-wide ambition.

With that in mind, following the publication of our first Careers issue in Q1, we are moving on to one such topic, agency, and more specifically how crew interact with agents and the issues that may affect this relationship.

I hope this will be the first of many examples of where I want the discourse of this publication to go, and I hope you, our readers, find it of practical use in your various endeavours. Here's to the future. WM



BY WILLIAM MATHIESON

The Crew Report ISSUE 85

## The Crew Report

05/2018

THE AGENTS ISSUE

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The Superyacht Group



#### MAIN FEATURES

#### Ice, ice ready 06

How crew can prepare themselves for the unique challenges of polar cruising.

#### **Globe trotting** 12

As superyachts go further afield, how can agents and crew work better together to improve the efficacy of the customs clearance process?

17

21

43

49



#### CAPTAINS

#### Timing is of the essence

How do captains broach the thorny topic of expenditure with owners?

#### **Captains' comments**

What is the most effective method of recruitment in today's superyacht industry?



#### DECK

#### **Count your lucky stars**

Is there any value to the teaching of celestial navigation in the technological age?



#### INTERIOR

#### **Crew severance packages**

Interior crew play a vital role in the handover process when a yacht is sold. But are their interests being adequately considered?



#### **ENGINE ROOM**

#### Fuel and far between

Is the problem of 'dirty fuel' limited to certain areas? And what should crew look out for?



#### GALLEY

#### Getting [provisions] off the beaten track

Preparedness is key when taking a yacht further afield, as TCR explains.



#### CAREERS

#### Just the ticket!

Is there any merit to the claims that certification is easier than it used to be?

71

55

61

The Crew Report ISSUE 85 5

## Ice, ice ready

WHAT ARE THE REALITIES FACING CREW
ABOUT TO TRAVEL TO THE POLAR REGIONS,
HOW FEASIBLE ARE THESE JOURNEYS
FOR YACHTS AND HOW CAN CREW BEST
PREPARE FOR THE EXTREME CONDITIONS
THAT THESE VOYAGES BRING? THE CREW
REPORT FINDS OUT MORE ...

BY RACHEL ROWNEY

Although the majority of superyacht voyages remain in the hubs of the Mediterranean and the Caribbean, long-distance cruising to remote locations is becoming more popular with both owners and charter clients. Evidently, those who travel to the remote polar regions will encounter conditions very different from those in St Tropez or St Maarten, so in what tangible ways can crew prepare for visiting such climates?

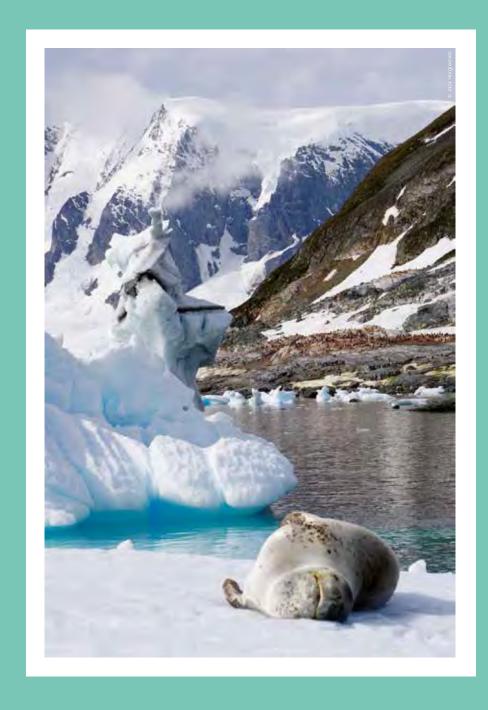
EYOS Expeditions is a company that specialises in planning and executing trips to farreaching places. CEO Ben Lyons says they offer a full turnkey of services - from preparing the yachts and its crew, to accompanying the crew on the trip as certified ice pilots. "We will have a pre-polar meeting (PPM) where we go to the yacht and we meet with the captain, the chief engineer and the chief stewardess, and we talk through the planned expedition and we try to give them a sense of what is going to be required of them and what our roles are going to be," says Lyons.

The PPM is not only an opportunity for the EYOS team to talk the crew through what to expect and prepare for, but also to assess the yacht from a technical perspective, and this will dictate where the yacht can go and when. They will then tailor the itinerary

and the programme to meet the capabilities of the yacht, looking at aspects such as frame thickness or visibility from the bridge.

When it comes to regulation for yachts and crew, the International Maritime Organization (IMO) recently adopted The Polar Code. "The Polar Code came into force on 1 January 2017 and will be enforced as of 1 January 2018. And, as of 1 July 2018, all officers in charge of a navigational watch will need to be Polar Code certified," explains Christoph Schaefer, an experienced captain and founder of SuperyachtGLOBAL.

However, this can vary between flag states; Republic of the Marshall Islands (RMI), for example, requires all vessels, irrespective of size, to be compliant but Schaefer explains that the code does not differentiate between private or commercial yachts. The delicate environment and the difficulty in responding to emergencies dictate that all vessels are compliant with the code, irrespective of their status as commercial or private vessels." It is significant that these environmental concerns of the regions are seen as paramount and the vessel's (and crew's) capabilities are above 'normal' codes of regulations that change between commercial or private vessels.



66

Take a spare set of everything. It's so much more expensive to ship anything down to the remote places on the planet, so it pays to be prepared.

99

Schaefer sees the code as a great step forward for the industry, recognising the number of yachts now visiting these areas, and believes the focus on crew training will improve the safety of vessels. However, Lyons stresses that these courses should not be seen as a direct alternative to years of experience travelling in the region. "The course is great and it's really useful [but] it's not a substitute for actually having worked in the ice for 10 years," he says. "Five days in a classroom is absolutely not comparable to 10 years in the field. So because of that, we always put an ice pilot on board from our team. The ice pilot is on board as an advisor, they are there to advise the captain and operators about safe operations and practices when navigating down there."

To become an ice pilot, captains must complete an advanced polar-code training course and demonstrate practical experience within a polar environment. EYOS Expeditions also manages the permits needed for yachts travelling to the region, ensuring the vessels become a member of the International Association of Antarctica Tour Operators (IAATO). "By becoming a member, you are agreeing to certain procedures, policies and protections of the environment, but at the same time you are also joining the IAATO searchand-rescue emergency plan, which is a big incentive as you have a built-in emergency response network," explains Lyons.



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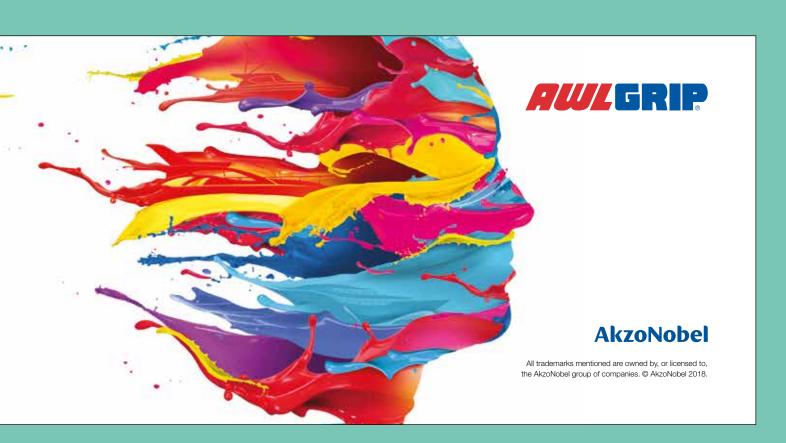
Jack Hargreaves worked as an ETO on board a research vessel that journeyed to Antarctica. The yacht spent three months around the Antarctic peninsula, travelling in and out from Ushuaia, Argentina down across the Drake Passage to the edge of the Weddell Sea, and Hargreaves advises any yachts travelling to the area to be thoroughly prepared and expect a huge range of weather patterns. "[Take] a spare set of everything. It's so much more expensive to ship anything down to the remote places on the planet, so it pays to be prepared," he says, adding that such preparation is key to a smooth journey. "For a yacht to go down to the deep south, it needs to prep all running machinery for cold conditions. The AC and heating systems will be

put through their paces and all deck machinery will need to be assessed regularly as the extreme cold can have detrimental effects if left unchecked. Ice build-up on deck surfaces can be particularly hazardous to crew safety."

Addressing changes in a yacht's daily management system, Hargreaves explains that as the environment is so delicate, crew need to be aware of what is left behind is their wake. "The entire continent is a wildlife-protected area so no incineration and nothing goes over the side." Hargreaves also advises crew to be extra cautious. "Be aware of the environment you are in. It's one of the last great wildernesses of the planet, so we only take photos and leave footprints."

"Be aware of the environment you are in. It's one of the last great wildernesses of the planet, so we only take photos and leave footprints."







The unpredictable and extreme weather conditions can also affect the mental wellbeing of the crew. Hargreaves explains that everyone on board is at the mercy of the weather, and if it's bad, it can become claustrophobic. "We had a great crew family vibe, which was a nice foundation to build on, especially as the weather can be extreme down there. The chances to go outside can be limited, so cabin fever can set in." He adds that as well as potential changes in morale, your body clock can be significantly altered as – depending on your location - daylight can last for up to 20

Although many use the terms 'Antarctica' and 'Arctic' interchangeably, are different preparations required to visit these two regions? According to Lyons, there are two extra factors to consider when visiting the Arctic. Although both regions share many similar characteristics ("You are going to a remote, inhospitable environment full of

wildlife and ice," says Lyons), in the Arctic, yachts may encounter the local population of Inuit, whose culture must be respected by visiting vessels. Secondly, and more dangerously, is the presence of polar bears, which dictates that yachts must have a certain amount of weaponry on board.

Hargreaves found that the most surprising thing about his trip to Antarctica was the fragility of the environment. "It's hard to believe such a huge continent of ice. complete with the complement of life it provides for, could be in such danger from people who live so far away. Most of us only see it through a screen and find it hard to visualise from the couch, but it's out there and it is in danger." Lyons adds that in his experience, any negatives of travelling to the region are outweighed by the sheer beauty and impressiveness of the yacht's surroundings. "It's one of the most amazing destinations you can ever go. To go there on such a small vessel is such an incredible privilege." RR

## THE FOUR STEPS TO VESSEL POLAR CODE COMPLIANCE BY CHRISTOPH SCHAEFER, SUPERVACHTGLOBAL

1. During the initial survey on board by one of our consultants we review the GA and technical installations. Among other things we verify the sea chest is set up for clearing blockages caused by ice. We determine the operating temperature of all electrical and mechanical equipment on board. All safety systems are reviewed, as well as all engineering installations to ensure that no pipes of the bilge-pumping arrangement (the fire mains, sprinkler systems, fresh water, sewage, hydraulic and fuel system) are exposed to freezing temperatures. Where equipment or tech spaces are not inside the heated envelope of the yacht, we make recommendations for temperature monitoring and control (that is space heaters, heating wires, change of hydraulic oil). This survey should be completed within two to four working days, depending on the size and complexity of the vessel. 2. Upon this initial survey, the Polar Water Operational Manual (PWOM) is issued. It is made up of Part I, which is the generic manual and Part II, which is the vesselspecific manual. The PWOM clearly defines the operating limits imposed on the vessel and revolves around the Polar Service Temperature the vessel is rated to. 3. The PWOM is then submitted to the classification society for review.

4. Class will then issue a DAD, a design appraisal document that states which measures are deemed necessary to get the vessel compliant.



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RELATIONSHIP
BETWEEN YACHT AND
AGENT COULD IMPROVE
THE EFFECTIVENESS OF
THIS PROCESS.

BY BRYONY MCCABE

uperyacht cruising itineraries continue to become more diverse and the constant changing of locations is keeping captains and crew on their toes when it comes to complying with different entrance procedures from country to country. While the captain or management company is ultimately responsible for the legal employment of the crew in each country the yacht visits and it is an individual crewmember's responsibility to keep their own documents up to date, agents can help share the burden when it comes to putting additional paperwork and procedures in place when a yacht visits a new region.

"The vessel and its management body need to make sure crew are legally employed in accordance with their flag state," explains Kerry Allerton, operations manager at Evolution Yacht Agents.

"However, customs is another matter and port agents have a responsibility to inform their vessels of clearance requirements and expectations from immigration authorities in that respective port, as these can change not only within the EU customs zone but [also] from port to port in the same country. It is our responsibility to obtain the correct documents and facilitate the correct information between the vessel and the authorities."

While it is up to the individual vessel or crewmember to be responsible for obtaining a visa in order to visit a specific country, agents can provide useful assistance in ensuring everyone is legally allowed into the country and that there is planning in place for necessary extensions or departures. "We will start visa discussions with a yacht long before they arrive, as we often have to arrange options in advance of

the yacht's arrival," says Andy Shorten, managing director at the Lighthouse Consultancy in Indonesia. "This is especially when entering in a more remote or obscure port."

As such, yacht agents play an important role for yachts around the world, but this role can be maximised if captains and crew work with them to ensure every visit goes as smoothly as possible. For Ugur Kara, managing partner at BWA Yachting Turkey, this means getting in contact with the agent well in advance of arrival. "This will enable us to provide complete and correct information to the yacht concerning clearance procedures and visa requirements," he says. "In reverse, it means that crew can provide required documentation and information to the agent on time. It thus supports the identification and solution of any issues at an early stage and avoids any difficulties and significant time delay on arrival of the yacht."

As with all initial contact between an agent and a vessel, it is crucial that the agent is informed of the full details of the proposed itinerary, the crew and guests, the vessel and any special requests regarding guests and crew arrivals or departures during the visit. "It should then be the responsibility of the agent to communicate specific knowledge regarding requirements of arrival and departure documents and procedures as per the port

authority, maritime police, customs and immigration and health authorities," adds Christiana Cairns, executive secretary at the Association of Yacht Support Services (AYSS). "[This is] in addition to procedures surrounding cash declarations, firearms, security personnel, crew and guest visas and tender-and-toy

For Kim Williams, co-founder of Yacht Services Tunisia, having an honest and transparent relationship between the yacht and the agent is the key to success. "We can usually resolve any problems before they arise if we know of possible issues in advance," she says. "This allows us to advise on the best course of action to be taken and minimise any unnecessary disruption for the yacht, captain and crew.

Xisco Notario Gil, operations manager at Evolution Yacht Agents, agrees that open and free-flowing communication between yacht and agent ensures that information is provided and questions can be asked and answered prior to arrival so all parties are clear on expectations. "We take customs procedures extremely seriously," he says. "The consequences of incorrect entry into a country or port can be devastating to all parties involved, including the port agent, so we have to make sure we are up to date with the latest legislations and implement the protocols required by the relevant customs office."



**66** We can usually resolve any problems before they arise if we know of possible issues in advance. 99



#### AROUND THE WORLD

We asked the agents for some specific tips and advice on superyacht entrance procedures around the world ...

#### ICFLAND

An online pre-arrival clearance is made through SafeSeaNet and has to be sent at least 24 hours in advance.

#### GREENLAND

The reporting system for yachts is called 'Greenpos', although this is not mandatory for private yachts.

#### **FAROE ISLANDS**

The Faroe Islands do not have a public-reporting system so all reporting is done via the port agent. A pilot is compulsory for the first three port calls within one year and after this the master can apply for a pilot exemption certificate.

#### INDONESIA

The length of stay for a crewmember is not always connected to the yacht's length of stay in the country, so there are certain regular tourist visas that crew are allowed to utilise when coming in.

#### TURKEY

Crew must be careful not to exceed the duration of their visa, otherwise a penalty fee must be paid when leaving Turkey. Paying the fee is not mandatory but if you don't pay, you won't be allowed to go back to the country for two years.

#### TUNISIA

Whenever possible, captains should be aware of the Tunisiar customs requirements for both the yacht and crewmember. Yachts that arrive with no prior warning may have items on board that are actually forbidden from entering the country.

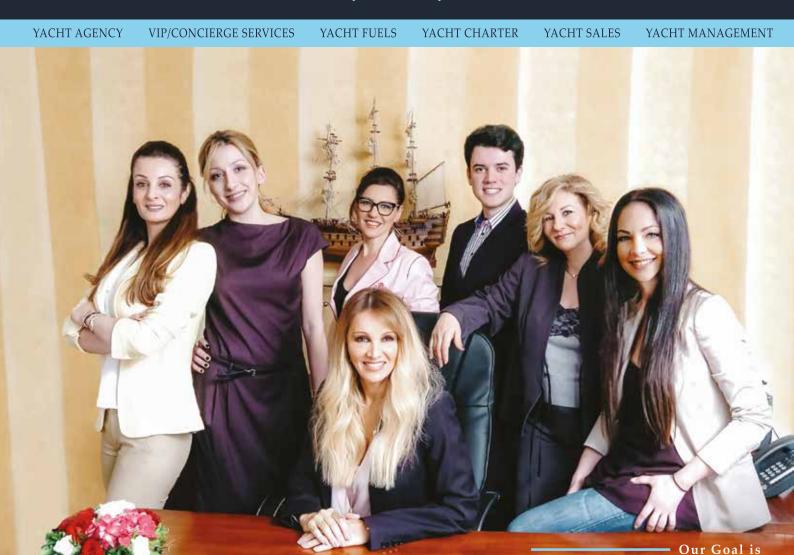
#### **SPAIN**

Yachts are required by the port authority to have a licensed loca representative, so using a yacht agent is mandatory if the crew and vessel want to operate legally in Spanish waters.

Many yacht agents have the capability to be heavily involved with all aspects of a supervacht visit and so the stronger the relationship between the yacht and the agent, the less likely it is for the ball to be dropped. "There are often plenty of opportunities for something to be missed or forgotten," continues Shorten. "That's the hard thing about yachting; every single element matters - a driver pick-up, a check-in time, the jet arrival time – they are all so important that you have to be focused on every interaction."

Given the broad spectrum of destinations, cultures, languages and maritime authorities that superyachts encounter, what agents typically need from yachts and their crew varies considerably on a port-by-port basis. In general, most jurisdictions will require a copy of the vessel's registry, a crew list, a copy of hull and machinery insurance cover and P&I insurance cover, to name but a few. While other documentation and procedures may vary from place to place, in all instances the more notice that is given, the better.

"Most problems occur because of last-minute changes to itineraries or a lack of communication regarding specific rules and regulations of certain aspects of a vessel's operation in one jurisdiction or another," concludes Cairns. "For the most part, the agent is responsible for eliminating surprises for the crew and guests with full disclosure of operating procedures and good communication. At the same time, however, the crew is responsible for eliminating surprises for the agent with advance disclosure of all relevant details as well." BM

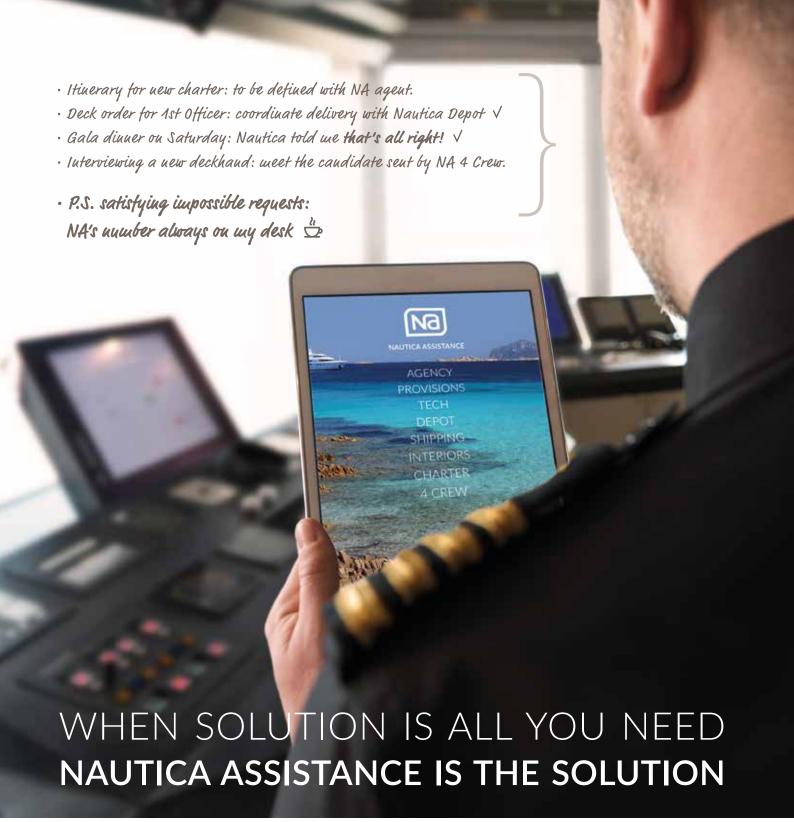


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CAPTAINS

## Timing is of the essence



Breaking the news to an owner that they have bills to pay or work to do on their often underused, multi-million-euro asset is not one of the easiest jobs in a captain's remit. Therefore, it is something that should be treated as a discipline of best practice.

As we all know, users of superyachts are high-flying financial wizards in major-league businesses, making serious decisions on a daily basis. It's

THERE'S NEVER AN IDEAL TIME FOR CAPTAINS TO BRING UP THE SUBJECTS OF COSTS AND MAINTENANCE WORKS WITH OWNERS - BUT THEY CAN MAKE LIFE SO MUCH EASIER FOR THEMSELVES BY CHOOSING THEIR MOMENTS WISELY. IS THERE A BEST PRACTICE FOR THIS? HERE, WE ASK A VETERAN YACHT BROKER AND TWO CAPTAINS FOR GUIDANCE.

a demanding lifestyle and their yachts are an escape from the labours of their everyday lives. Owners don't want to hear about an air-conditioning malfunction or that the icemaker has broken down or that an unhappy crewmember is desperate for a salary raise while they are enjoying an al fresco sunset dinner on deck with their family. So when should a captain discuss the nitty-gritty financial details with the principal? Ultimately, this is a sensitive area involving the owner's investment, so it should be treated in a

BY FELIX SOWERBUTTS

"I always tell every captain and every crewmember, do not, under any circumstances, discuss anything about maintenance problems, crew problems, salary problems, or anything on the business side of yachting, while the owner is on board," explains veteran yacht

professional and businesslike manner.

THE CREW REPORT

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56

I always tell every captain and every crewmember, do not, under any circumstances discuss anything about maintenance problems, crew problems, or anything on the business side of yachting, while the owner is on board.

99

broker Jim Eden. "You can discuss this with them any time when they're at home or when they're not on the boat or at work, but the owners and guests are on board to have fun, so it's the worst time to have these conversations."

Eden says that when a captain is hired, they should immediately ask the owner when is the best time to discuss the finance, boat maintenance and anything else relating to the care of the yacht and crew. That way, the captain will not, in Eden's words, "step on a landmine". But the onus is also on owners to lay down the law and not let captains and crew bring up these issues at a time that doesn't suit them and is not on their terms because it can inhibit their enjoyment of the

"The only time I would ever have these conversations with the owner while he is on board is if he invites the correspondence," advises Richard Hutchinson, captain of 80m motoryacht, Amevi. "But it has to be on his invitation when he's on board, otherwise it's his head office or another place of business because it is business at the end of the day, private yacht or not."

Hutchinson also advises against mentioning anything that might be interpreted as controversial during an owner's leisure time on board, unless you are asked, and that you should never discuss such matters in front of the owner's family and friends. "I've been a captain for over 20 years now and I've made every mistake in the book," he continues. "Everyone has a learning curve. Owners set all sorts of traps for you – they might give what you think is an invitation to open up and discuss things on

board and when you do, you find out that they're actually just making small talk. Look, you're dealing with the most successful people in the world and they aren't easy to read, but you can learn to pick up on their body language to help you choose your moments. You need to treat money in a professional way. They do, so why shouldn't you?"

In contrast, Captain Michael Ziems believes that whenever you have a problem, you should address it with the owner immediately because it can annoy them if you leave it until the last minute. "I always try to make a date with the owner and say, 'Look, we need to talk some business, when is good for you?'. Then we'll sit down for two or three hours in the evening, or a day, to talk about everything." Unlike Hutchinson and Eden, Ziems prefers to do this while the owner is on board because he believes it's easier if they are there in person. However, he does agree that you need to choose your moment wisely -"Not when he's in a bad mood or the first day he's there. You want to do it towards the end of the trip when they are more relaxed and settled.

Eden says he's seen captains making all kinds of similar errors in their approach to owners, and while some put up with it, you can see it wears on them because it's supposed to be their enjoyment time. "When I'm interviewing a captain for an owner, I always keep one thing in mind - that this guy is paying about \$8,000 per night to stay on this boat. Now some owners will say, 'Hey, let's discuss this issue next week when I'm on board' but in my experience, very few of them do that." Eden has seen many crew lose their jobs for stepping out of line and

maintains that educating crew about the processes on board is key. That way, if anyone does step out of line and tells the owner that they need a salary raise, for example, that person is clearly on the wrong programme.

"I've seen some owners get out of the boating business because of crew problems," says Eden. "Their biggest complaint when you talk to them to find out why, and I've done this, is that every time they were on board with their family, they had to set some time aside to deal with money problems, crew problems and stuff like that. Even with a management company, crew step over the line and you just think, 'Really, what are you thinking?' It's like a waitress taking your order in a restaurant and then saying, 'By the way, sir, I'm going to need a really big tip today because my car broke down'."

Eden speaks fondly of a captain who has been working for the same yacht owner for 22 years. The first thing this captain did after being hired was to set up a time once a week to go through problems on board. Eden believes that

#### "You need to treat money in a professional way. They do, so why shouldn't you?"

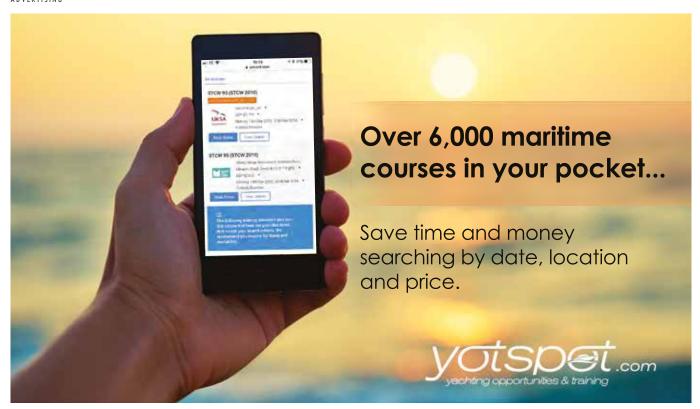
is the best solution. Then, the rest of the time, they discuss nothing but fun; if a minor issue comes up, the captain deals with it.

Is perfecting your approach to the owner something that comes with experience for captains and crew? I'm inclined to say yes and no. This obviously can be trained and comes with experience, but, in my opinion, a lot of it is down to common sense and being a good judge of the owner's character. These are topics that require professionalism and sensitivity. Hutchinson was very quick to point out that as a captain, you never stop learning about how to approach owners correctly - even after more than 20 years in the business. It's a constant learning curve and everyone makes mistakes, but using one's common sense is very important in these scenarios. FS

ADVERTISING



The Crew Report ISSUE 85



#### ADVERTISING







# Captains' comments

INTRODUCTION

What is the most effective method of recruitment in today's superyacht industry?





## 66

## Captain Andrew Johnstone

## THEY SAY THE BEST JOBS ARE NEVER ADVERTISED

In the 35 years I have been in the yachting business, the way people recruit has changed dramatically. The days of walking the dock and handing out your CV are gone. In fact, in the US, it is a quick ticket out of the country should US Immigration catch you soliciting for work. However, I do believe that the most efficient way to recruit quality crew will never change – they say the best jobs are never advertised.

With my network of friends in the industry, my first option when looking for crew, and senior crew in particular, is to contact friends who are captains and ask if they can recommend someone. Often they may have a worthy crewmember who is unable to climb the ladder in their current situation but fits the requirements of what I am looking for. Our industry is very dependent on personalities, people who can create the

atmosphere to make guests comfortable, and when speaking with friends, you can get honest evaluations and a better feel for a candidate before talking to them.

But I must make clear that I have a small circle of friends in yachting. Mere acquaintances do not fall into that category. The yachting industry is rife with false friendships and nepotism. The people I call transcend any working relationship we have ever had (the small group are all people I have worked with).

This avenue for crew searches has been enhanced the longer I am in the business because my relationships with the people I contact have grown stronger. The network has also expanded with time. Whose judgement would you trust more: a captain you groomed as a first officer or a captain you have never met?

If this approach does not bring results, I then contact a select few crew agents that I have worked with over the past 15 years – those with which I have developed a decent rapport. Our industry is populated with many 'fly-by-night' crew agencies that do not listen to you when discussing the job specs. You then get mass mailings of inappropriate candidates. To me, that is a time-waster and I am not interested in going there.

The relationships I have with an agent are well-defined. If I say the candidate must have x, y and z training, it means don't send me anyone who doesn't have that training. Too many crew agents do not pay attention to that and try to send bulk rather than quality. Crew agents are in the business of making money and they do that by placing crew. If you are clear in what you are looking for, it makes both their job and yours much easier.





### Captain Fabio Boccardi, M/Y *Sokar*

## THE INTERNET CAN BE A JUNGLE OF INFORMATION

Recruitment will always be an important factor in the industry, especially on larger yachts where a significant number of personnel with specific training and skills is often required.

Recruitment agencies remain my favourite way of recruiting crew, especially if I am looking for qualified personnel with verified references, specific training and proper skills. There are recruitment agencies that have been at the top of the market for years and guarantee a certain quality of service and candidates they put forward. They also help me a lot with checking that candidates have the right licences, medical status and courses – requirements that are constantly changing.

In the past, before STCW, when a captain was looking for a new crewmember, they could choose from one of the continuous stream of dock walkers who approached the passerelle daily or call another

captain and share candidates and CVs. Now this is very difficult and nearly impossible if you are looking for a specific candidate with the right skills. At the moment, it is common to use social media or other digital platforms for recruitment - and these can even be helpful for the crew agencies who are researching the candidates - but I think these platforms need to be used carefully as the Internet can be a jungle of information that is not always reliable.

### Captain James Johnson

CREW AGENTS CAN BE
USEFUL FOR FILLING
POSITIONS THAT ARE
HARDER TO RECRUIT FOR

The best method of recruitment depends entirely on the size of vessel you are recruiting for. On a boat of our size (42m), I am usually able to recruit all of the crew without using a crew agent as I can mostly rely on word of mouth and personal recommendations.

I find personal recommendations are the best way to recruit crew because you know you are getting someone who has been endorsed by a credible and trusted source. These candidates also usually turn out to be the best crew that fit in with the existing team on board. Social media is doing a lot to help recruitment in general as it is free and helps to get access to many people quickly, but you can never really tell what a person is like as you can with a personal and professional recommendation. A crew agent is normally the next port of call if I can't find anyone through word of mouth because they will have a large database of crew. Crew agents can be useful for filling positions that are harder to recruit for, such as engineers. In my experience, however, using crew agents means there is always a certain element of the unknown involved as. even though they do check references for candidates, this is sometimes not good enough. The recruitment fee is also very high, which is why we try to use recruitment agents only as a last resort.





## 66

## Anonymous captain

The yachting industry is small and because of that many captains or heads of departments use social media as a tool to connect with potential recruits via friends and acquaintances. However, whenever I have used social media to look for new crew I have mostly found it a waste of time.

If you post a job offer on one of the 'yachtie' groups on Facebook, you are guaranteed to get an immediate response, but in most cases it will be a much bigger response than you bargained for. I made the mistake once of writing my email address on one such post and was inundated for weeks by hundreds of people sending me their CVs with skills, qualifications and experience that didn't come anywhere near to matching the job spec. Most captains don't have time to go through that many emails and CVs just to find one or two that look promising.

I have also noticed that a number of online agencies have arisen in recent years and they enable you to search through candidates at a fraction of the cost of going through an agency. I have tried using these tools but to no avail – the databases never seem to be up to date, with most of the CVs you look at not having been updated in months or with candidates no longer looking for work.

With this in mind, if you have the budget, recruitment agents are valuable for captains as they do most of this legwork for you, as well as checking references, verifying licences and organising interviews. This can really help if you need someone at short notice. My only concern with using recruitment agents is that, for me, hiring the right candidate is just as much about finding the right personality as it is about finding the right skill set. The person has to be able to fit in with the culture on board and conveying this to an agent can be really difficult. They might send through someone who is perfect on paper but doesn't have the personality to work well with the rest of the crew.

More yachts are being built and these need crew, so the pool of candidates is hopefully going to get bigger over time. I think that will mean that the way yachts recruit will gradually change and we will have to rely more and more on agents over word of mouth in order to have access to the best candidates.

HIRING THE RIGHT CANDIDATE IS JUST AS MUCH ABOUT FINDING THE RIGHT PERSONALITY AS IT IS ABOUT FINDING THE RIGHT SKILL SET





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ADVERTISING





## CORPORATE ARROGANCE

BY JON BEADON

IT MIGHT BE SOMETHING OF A
RARITY IN YACHTING BUT, AS JON
BEADON POINTS OUT, IT'S ABOUT
TIME WE STARTED THINKING
ABOUT THE LITTLE GUY.

I've been acting as relief captain on a yacht in Port Vell, Barcelona, over the winter. I arrived in October and finished in March, so it has been a decent period of time to get to know a fair number of the local contractors and suppliers.

Having captained yachts of various sizes since the late '60s until March last year, when my CoC was allowed to lapse, I've seen many changes in yachting. There have been excellent advancements in safety, and the establishment of the necessary STCWs has certainly been good for the industry. However, the introduction of some of the more ludicrous bits of totally unnecessary paperwork is idiotic. Training has changed for the better in many ways but the sheer love of being at sea seems not to be so important any more, which is a pity.

The most disappointing aspect of my sojourn in Port Vell has been the widespread corporate arrogance that now seems to be endemic in the yachting industry. Much of the day-to-day maintenance on yachts is done by small companies, often one-man shows. These guys have to keep their pencils sharp as there is often some competition when they tender for jobs such as recaulking decks,

touching up paintwork, polishing hulls and superstructures etc. They work whatever hours the yacht requires them to and they are always at the mercy of the local marina office, which can bar them access at any time.

For the most part, they are tax-paying, trustworthy and honest characters – they have to be because they are only as good as the reputation they carry from their last job. In

I'm appalled by the number of captains and managers/owner's representatives who make these contractors wait for long periods for payment.

>>



Barcelona and in most of the other ports that I've visited where yachts have work done, the majority of the contractors are family men; they pay rent, they have children in school, even if they are not natives of the country, they speak the language and are permanent residents. They are small in that they do not have swollen bank accounts to fall back on when times get hard. I've heard of cases this year where because of slow payment, family getaways at Christmas have had to be cancelled and planned purchases have been delayed, and these consequences are so very wrong.

I'm appalled by the number of captains and managers/ owner's representatives who make these contractors wait for long periods for payment. Time and time again I've heard captains say, "Our company pays out so many million in invoices every month, what makes 'Joe the painter' or 'Cliff the welder' so special that he should be paid earlier?" I guarantee that if that captain found he had to wait an extra 30 days for his salary he would scream like a stuck pig.

The small contractors often find that there are two or even three boats that have delayed payment for one reason or another; a captain's laziness in forwarding the invoice is common, an owning company's lack of understanding in the accounts department is usual and sometimes a management company's shuffling of funds

from different boats will cause the small independent contractors to be paid late and last.

However, a number of things can be done to improve the situation:

- 1. Captains who still ask for a 10 per cent sweetener should either realise the error of their ways and desist, or else be named, shamed and fired. When a sweetener is accepted or asked for, either the contractor loses out on 10 per cent of his due or the owner is being robbed by having to pay 10 per cent extra into his captain's pocket.
- 2. Captains who take pleasure from squeezing blood out of a stone when they negotiate the price of a job should show a little humanity and be fair not over-generous, just fair.

- 3. Captains should take the time to talk to whoever is responsible for the payment of invoices and make sure that when it is warranted, invoices can be paid promptly.
- 4. Captains who say they will approve an invoice for payment that day should do so, not wait a week or until it suits them.

When the owner comes on board at the start of the season, and the vessel is looking really sharp, it is the captain who gets the kudos and there's nothing wrong with that. But wouldn't it be great if the captain, now with his chest all puffed out, could silently thank all the little contractors who made the ship shine, in the knowledge that he really did his best for them? JB

Wouldn't it be great if the captain, now with his chest all puffed out, could silently thank all the little contractors who made the ship shine, in the knowledge that he really did his best for them?

ABOUT JON BEADON

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All areas of Greece

YACHTS WORKED ON IN THE PAST 12 MONTHS Confidential





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#### **REGION OF OPERATION**

The Mediterranean

**YACHTS WORKED ON IN THE PAST 12 MONTHS** Yachts with a size range of 30m-150m





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#### **REGION OF OPERATION**

East and West Med. Caribbean and US

YACHTS WORKED ON IN THE PAST 12 MONTHS

70-90m

40-70m









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#### **REGION OF OPERATION**

Spain

#### YACHTS WORKED ON IN THE PAST 12 MONTHS

M/Y Dilbar

M/Y Eclips

M/Y Katara

M/Y Yas

M/Y Al Lusail

M/Y Ilona

V Red Dragon

M/Y I Dynasty

M/Y Ace

M/Y Palladium





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REGION OF OPERATION

Italian coastline and islands









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#### REGION OF OPERATION

Mediterranean and worldwide

YACHTS WORKED ON IN THE PAST 12 MONTHS
AZZOM

M/Y A

S/Y A

Aviva (98

Quattroolla

Radiant

Symphony

Cloud 9

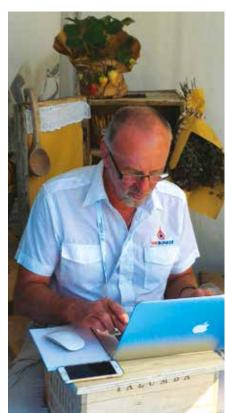
Invictus

oadicea









# MARINE SHORE ASSISTANCE

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Under the mission statement 'Effectiveness and Efficiency', Marine Shore Assistance operate all over the Italian Adriatic coastline and Montenegro ensuring dynamism, expertise and fast solutions while offering first-class yacht services with reliability and good humour.

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#### **REGION OF OPERATION**

Italy Adriatic/Montenegro

#### YACHTS WORKED ON IN THE PAST 12 MONTHS

M/Y Eleni

M/Y Lady Sara

S/Y Barong D

M/Y Alexandar V

M/Y Reve d'Or

M/Y Lady Rose

M/Y Liberty

M/Y Tremenda

M/Y Gitanc







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#### **REGION OF OPERATION**

Indonesia - Komodo and Raja Ampat

#### YACHTS WORKED ON IN THE PAST 12 MONTHS M/Y Ulysses

A/V Lauran

,

S/Y Seahawk

M/Y Seawolf

,

M/Y Vive la Vie

S/Y Bliss







### VERSILIA SUPPLY SERVICE

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#### **REGION OF OPERATION**

Worldwide

#### YACHTS WORKED ON IN THE PAST 12 MONTHS M/Y Lady Moura

M/ Y Lady Mourd

M/Y Marayah

- Liotificare

M/Y Musashi

. . / . . .

M/Y Jubilee

M/Y Constellation

M/YD2



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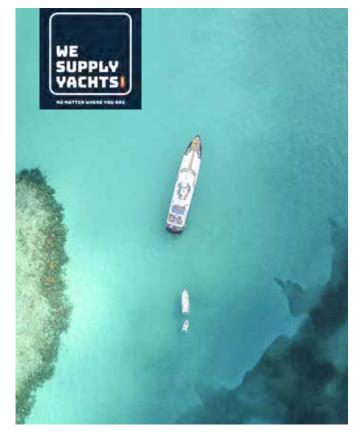
Because wesupplyyachts.com knows the best places to buy the best products, customers are assured of both continuity and consistency of supply. As the brothers explain: "Let our Dutch heritage and passion for quality be your insurance as you place your order."

Working as an ultra-reliable onshore crew for delivering the best food, provisions and parts, wesupplyyachts.com will ensure that every aspect of the on-board working life runs as smoothly and comfortably as possible. The company partners with captains, chefs, chief stews, engineers, ETOs and yacht management companies to make sure their expectations are met and exceeded ... No matter where they are.

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#### **REGION OF OPERATION**

The Caribbean, Europe, the Middle East and the Sevchelles







The Superyacht Group







To celebrate our 25th anniversary, **The Superyacht Group** has launched an Ocean Chari-Tee campaign. Four limited-edition typographic T-shirts\* that represent the most significant risks to the ocean. By ordering and wearing

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DECK

# Count your lucky stars



IT MIGHT COME AS A SURPRISE TO SOME THAT, IN THIS TECHNOLOGICAL AGE, CELESTIAL NAVIGATION IS STILL A PART OF THE QUALIFICATIONS REQUIRED TO MAN A VESSEL. AS IT IS UNLIKELY THESE SKILLS WILL EVER BE PUT INTO PRACTICE, WHAT IS THE VALUE IN LEARNING THEM AND SHOULD THEY STILL BE TAUGHT?

BY GEORGIA BOSCAWEN

In 2013, The Maritime and Coastguard Agency (MCA) made the decision to reintroduce celestial navigation as an essential module as part of the Master (Yachts) less than 500gt and less than 3,000gt Certificate of Compliancy (CoC). Although it is unlikely such skills would ever be needed in this day and age, many insist superyachts should have a learning element to them and crew should be acquiring new skills during their time on board. So while the practical side of celestial navigation may now be redundant in modern seafaring, the opportunity to learn this art shouldn't be overlooked as a proactive means for personal development.

"The bridge is a classroom and it is always open," says Captain Christoph Schaefer. "If you wander into the bridge on my boats, you have to be prepared to answer some questions. This is something that is lacking on a lot of boats." Indeed, while some captains will take the time to teach all the crew an array of maritime skills that could help them in the future, and celestial navigation is one such example, this may not be as common as it should be. "When I get new crew, they often say to me that they've never experienced this kind of teaching before," adds Schaefer. "Often crew are not even allowed up to the bridge unless they are on watch."



The Crew Report ISSUE 85

The important aspect here is the act of teaching or being given the opportunity of being taught. This may not be something that is offered on all superyachts, so even though the subject being taught may be outdated, it is an extremely valuable opportunity that crew should embrace.

"My first captain taught me celestial navigation on a passage to Thailand when I was a deckhand," says Franc Jansen, co-founder and director at JMS Crew. "At that point, everyone was up there; we had the chef, we had the stewardesses, everyone. We would then have competitions to see who could navigate closest to the actual path. We were taught the rules of the road backwards and it was drilled into us." It appears there is so much more to an Atlantic crossing than simply getting safely from one side to the other.

"I spoke to a captain the other day, who was just about to do an Atlantic crossing, and I said, 'What are your plans for the crossing?" says Sam Thompson, Jansen's fellow co-founder and director at JMS Crew. "This is because crossings are brilliant for doing other things as well – I learnt so much when I was doing all of my crossings. I had a captain who was there and we were doing classes and they taught all of the crew celestial navigation. It is not necessarily about the skill itself; it is about getting you to have a love for navigation."

Although this is a fantastic skill to have, celestial navigation is an extremely complex subject. It takes time to learn and someone with a very practical and logical mind to take the subject on. With that in mind, some feel that undertaking it is futile. Jansen adds, "In 1987, I was learning celestial navigation as well, while doing a number of crossings, and I compared the outcome with the sat GPS systems that we had on board, but I just thought 'What's the point of this?'. This is just for professional purity rather than something practical." The possibility of actually having to put celestial navigational skills into practice is so unlikely that perhaps there are other more relevant things to focus on to get a Master (Yachts) <500gt and <3,000gt CoC.

"You are never going to have it more accurate than the technology we have now," says Jansen. Knowing this, it is easy to see why many people feel it isn't something they should be spending too much of their valuable time on, only to never use the skill again. On the flipside, there is the argument that even if these skills are not going to be put into practice, it is all about having a love for what you're doing and to see how navigation has developed.

"I think it is important for the younger generation to learn it in order to appreciate where we have come from in navigation," says Fraser Gow, captain of M/Y Gene Machine. And Schaefer adds, "If you cannot master the art of celestial navigation, are we going to trust you to programme the machine that is going to run and guide the boat across the Atlantic? It's an intellectual exercise isn't it? It's training the brain." While of course this requires a totally different skill set that doesn't really have too much to do with modern navigation, the point is that the fundamentals of nagivation remain true and

It is not necessarily about the skill itself; it is about getting you to have a love for navigation.

99



grasping those is indicative of an ability to master navigation of all types.

From a manning perspective, a large part of being successful in the superyacht industry is having a real passion for it and how the world of navigation has developed. "The engineers are still learning about steam engines and how they work," says Gow. "So why is that when they could be spending their time concentrating on modern aspects of engineering which has come such a long way since steam?" The answer to this is that it's essential to have a practical understanding of where the industry has come from; in the case of engineering it is equally important to have an understanding of the basics of engineering. Despite it being a completely different skill set, the fundamental principles remain the same.

The adverse reaction to celestial navigation from some who have studied it is down to the painstaking process one has to go through to get a grip on the subject in a way that is accurate and practical. "I not only know about celestial navigation, I had to learn the whole maths and methodology behind it," says Jansen. "I can tell you from experience that there are so many more interesting things that one can do with [one's] time, and so many more useful things that could be learnt in its place."

But not everyone thinks celestial navigation is a waste of time, particularly when it can be incorporated into onthe-job learning. "On Kamalya, and on Gene Machine as well, we used to take a celestial

instructor teacher with us on the crossing," says Gow. "It's a course the guys have to learn so what better way to do it than putting the crew through it in real time. When I was taught celestial navigation, we were walked down to the dock and you had to take a sight and navigate it in that way. It was actually very satisfying when you get a position which is within four or five miles of the GPS." Thompson adds, "When the cyber war hits us, which it will at some point, celestial navigation will be absolutely essential."

In today's world, it is highly unlikely celestial navigation would be put in to practice unless all the navigation systems failed or, as Thompson says, a cyber-attack was to happen. In either scenario this skill would be imperative to the safety of the vessel.

While those studying the ins and outs of celestial navigation are likely to find it difficult to get their heads around, there are clearly a number of benefits to keeping it as part of the Master (Yachts) < 500gt and <3,000gt CoC. Firstly, as an intellectual exercise, it is important, and the long periods of time on board present the perfect opportunity. Secondly, although we all think that the chances of losing the use of all of the navigational equipment on board are slim, if this did happen the skill would be an essential tool. Finally, understanding the fundamentals of how this industry has developed helps to build a passion for navigation and the industry as a whole, and this is key to success for a career in superyachting. 68

The point is that the fundamentals of nagivation remain true and grasping those is indicative of an ability to master navigation of all types.







# AREYOUTRULY PREPARED? BY LIZ BAUGH, MIKE SYMONS AND DERRICK THORRINGTON

IN LIGHT OF UPCOMING
APPLICATION OF THE NEW REG
YACHT CODE, LIZ BAUGH (RED
SQUARE MEDICAL), MIKE SYMONS
(M4S MARITIME LTD) AND DERRICK
THORRINGTON (DT MARITIME)
OUTLINE WHAT THIS MEANS FOR
CREW IN TERMS OF EMERGENCY
PREPAREDNESS.

The Red Ensign Group Yacht Code now combines the existing Large Yacht Code 3 and the Passenger Yacht Code into one document and this will come into force on 1 January 2019, allowing the industry time to become familiar with the requirements.

Annex C of the new REG Yacht Code states the requirements for drills that must be carried out, along with their frequency. To quote the code: "Drills shall, as far as practicable, be conducted as if there were an actual emergency." So when you carry out your drills, who plans it? Who knows about it in advance? How do you create a realistic simulation of a genuine emergency? And how effective was it in reality?

The principles of Crew Resource Management (CRM) apply, namely teamwork and leadership, situational awareness, decision-making and communication and, moreover, the interaction between all these areas. Clearly, familiarity with the vessel and equipment is a fundamental starting point. To develop effective CRM in emergency preparedness, a structured programme of training and exercises, together with an objective analysis of these activities, is necessary.

With the typical day-today pressures on crews, it is often difficult to allocate sufficient time other than what is necessary to accommodate the statutory minimums. Therefore, it is often useful to engage suitable expertise to help develop emergencyresponse strategies and training programmes and to observe crew performance during exercises. When undertaken properly, in the early hours when the alarms start ringing, the crew will then have the confidence that they are properly prepared to deliver the best outcome possible. There is also a spin-off benefit. The principles of CRM, when developed in the emergency-preparedness context, will benefit all other aspects of the safe operation of the vessel.

Notwithstanding the advances made in areas such as fire-suppression systems, effective emergency preparedness is often made challenging by issues of crew size and the particular characteristics of the vessel. While the overall aims of effective emergency preparedness will be similar for all vessel types, the challenges presented to a crew of a small cargo vessel will be very different from those of a large passenger ship. Each type of vessel therefore requires a different management approach for



emergency preparedness to be effective.

In addition to statutory drills, companies often conduct additional training of their crews in the use of emergency equipment. Clearly this is of benefit and instances of crews being unfamiliar with items of emergency equipment are probably in the minority. However, what is often lacking is the effective management of an emergency incident as a whole. The best way in which this can be improved is by developing emergency-preparedness strategies tailored to the needs of the company or vessel and then to practise their implementation.

Drills undertaken on board are normally in accordance with the principles of emergency response within the Merchant Navy, which are applicable to all vessel types. The Merchant Navy philosophy, as opposed to the military one, is that the preservation of life is always prioritised over the preservation of property and the vessel. Taking these concepts together, crews should make every effort to prevent an emergency from occurring through the implementation of a robust safety-management system supported by the adoption and execution of industry best practice in areas such as operational procedures. maintenance. standards of equipment, the working environment and effective training.

Should an emergency occur then all reasonable steps are required to be taken to contain and resolve the situation without placing

life at excessive risk. When a situation does get out of control and threatens the integrity of the vessel, its crew and passengers, then vessel abandonment will undoubtedly follow. This is high risk and an unknown entity that has often not been fully considered during routine drills or exercises.

Our team is made up of experts within the maritime industry, from both a military and Merchant Navy perspective, who have been conducting this emergencyresponse preparedness training for many years with great success. Each situation is different; people (crew and passengers) will always react differently when faced with adversity unless they have been trained to an extremely high level to deal with every eventuality. LB, MS & DT

ABOUT LIZ BAUGH



ROYAL NAVY MEDIC, SERVING ON WARSHIPS AND WITH THE MARINES

ABOUT MIKE SYMONS

17 YEARS PLUS

IN THE COMMERCIAL SHIPPING INDUSTRY

ABOUT DERRICK THORRINGTON

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INTERIOR

# Crew severance packages: a forethought or an afterthought?



WHAT SHOULD BE EXPECTED OF OWNERS AND CREW WHEN A YACHT IS SOLD? THE CREW-TRANSITION PROCESS CAN TRIGGER INSECURITY BECAUSE IT'S OFTEN ADDRESSED TOO LATE IN THE SALES CAMPAIGN. HERE, TWO INDUSTRY EXPERTS GIVE THEIR ADVICE FOR A SMOOTH CHANGEOVER.

BY FELIX SOWERBUTTS

Yacht owners are frequently encouraged by their advisory team to treat ownership as they would do a business. However, in practice, this doesn't always happen and can compromise the treatment of crew as the professionals they are. The process of crew severance when a yacht is sold is a good example of this and is a situation every yacht buyer and seller faces at some point or another. Too often, a lack of forward planning can leave crew in the lurch at the point of sale, facing a spurious severance package and an uphill battle for a new job.

"I've never understood how the termination of a crewmember's contract is any different from owners selling their business and losing their executive secretary," explains veteran yacht broker Jim Eden. "I was working with one owner on a yacht sale and we had acceptance from a buyer and we were doing the sea-trialling and survey and he said, 'Jim, what shall I do with my crew?'." The owner had no idea what to do and only had a six-month redundancy plan for the captain, with nothing for the crew - and this was a very big charter boat. But Eden points out that tips, and the fact that the yacht is a charter boat, should not have any bearing on the severance packages provided.



"When we sat down to discuss the severance packages, I said to him, 'Well, what would you do in your business?' and he looked perplexed. I told him to provide them with packages based on where they were in the employment hierarchy and how long they had been in service." It emerged that no one had been on board for less than two years, so the owner gave the lowest-ranked crew two months' redundancy pay based on their salary and the captain, engineer and chef all got six months. The captain also got a bonus for helping with the sale. But this, says Eden, is a best-case scenario because crewseverance packages are often an afterthought. Furthermore, when an owner is actually looking to get out of yachting, it can become "an absolute disaster and a fight" because they cut their expenses to the bare minimum and, as we know, it's often for financial reasons that owners choose to leave.

"A lot of owners throw a 30day severance package at everyone but that's very unfair," continues Eden. "If you are a captain on a 50m-plus yacht, you can't simply sidestep into another similar role. You might be out of work for a year." Occasionally, the new owner will keep all the crew and wean them out based on their preferences but this applies more to a new owner who has no existing captain and crew, and is less common on larger yachts with experienced owners.

Eden recalls meeting a man at the Fort Lauderdale International Boat Show in 2011 who had just sold his company for several billion dollars and had never owned a boat. He ended up buying a 50m yacht and got the entire crew to

The owner then knows that his crew will stay through the sale and be motivated to see a successful conclusion because otherwise the conclusion of them doing a good job is simply that they will lose their jobs.

remain on board. Therefore, a crewmember's severance really does depend on the buyer's credentials – are they an experienced yacht owner with an existing crew or a buyer with sudden-wealth syndrome who has an urge to buy a yacht at a high size range?

"My number one recommendation for crew is that they should try to establish something in writing as soon as the owner says he wants to sell the boat," suggests Graeme Lord, president and owner of Fairport Yacht Support. "It's a common conversation for these owners in their businesses so they won't be offended by it." The severance package Lord has seen most typically is one month's redundancy pay, plus one month for each year of service. However, he says the best outcomes are always when the owner raises these packages for discussion early in a deal. If you wait until the deal is done, the owner might look at the crew-severance pot to fund any adjustments or closing costs for the sale, which simply isn't fair on the crew. Or the

owner might not be happy with the result of the sale, in which case they will be seeking to mitigate any further losses.

One of the best arrangements Lord has come across is when an owner assigns an amount of money to be split between crew who stay with the boat until the sale is complete. For example, the owner may set aside \$100,000 in a severance pot for eight crew and this money is shared proportionately among them after the yacht is sold. "The owner then knows that his crew will stay through the sale and be motivated to see a successful conclusion because otherwise the conclusion of them doing a good job is simply that they will lose their jobs," adds Lord.

While it's likely that the whole crew won't make it to the completion of the sale, there is an incentive for them to do so. What happens after the sale, whether the crew are kept on or leave, doesn't matter because they are still severing their relationship with that employer. "An engineer who has been on

board for a year, for example, is actually a very important person for the seller to have onside," says Lord. "This is a guy who will be able to answer key questions during a survey – all these little things contribute to the sale of a yacht."

Eden says it normally takes 30 to 45 days from the acceptance of a yacht deal to the closing. During that time, if the buyer is keeping some of his own crewmembers, the seller will get the incumbent crew to train the new crew. During this transition, the seller keeps their crew on salary until the deal is done and the buyer obviously has to pay their own crew. "I've had a lot of issues with this process because you effectively have incumbent crewmembers training themselves out of a job - there's a huge conflict of interest," adds Eden.

Eden has encountered other instances when crewmembers simply were not capable of moving up to bigger yachts. "I had a buyer upgrading to a 40m yacht from a 25m and his crew just weren't capable on a boat of that size. I've seen it with engineers and chefs mainly – on a 25m yacht you cook for all practical purposes but when you get up to 40m, you want a four-star restaurant chef – there's a lot more to it."

Eden believes it's the broker's responsibility to handle this transition appropriately and educate both parties about what to expect. "I've spent hours with buyers and sellers educating them about what they need to be aware of because I've seen many disasters with this process," says Eden.

Lord believes it's the seller's responsibility to take care of the incumbent crew and that the buyer's team should be more proactive at an earlier point with identifying who they want to keep - and offer them job security as soon as possible. "It's an area that causes a lot of insecurity in our business. You can have a boat running beautifully and the decision to sell is not because of the actual boat but it affects the crew's lives and it's underestimated how much insecurity it puts in our industry."

Lord recalls interviewing a captain for a role a few years ago and the owner said that he wanted a five-year commitment. "When I posed this to the captain, he very honestly and smartly replied, 'I'll give you a five-year commitment, but you ask the owner to give me a five-year commitment that he's not going to sell the boat'."

As it transpired, the owner sold the yacht two years later. Unfortunately, it's very often the owner who can't make a long-term commitment, but crew can take proactive steps to ensure they get an appropriate deal in the eventuality of a yacht sale. §§

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It's underestimated how much insecurity it puts in our industry.

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# TEGTONIC TETRIS BY JUSTIN OLESINSKI

RENOWNED SUPERYACHT DESIGNER
JUSTIN OLESINSKI EXPLAINS HOW,
WITH SOME CLEVER SHAPESHIFTING,
THERE DOESN'T HAVE TO BE ANY
COMPROMISE ON THE DISTRIBUTION
OF SPACE.

The well-known phrase 'a happy crew makes a happy owner' is in part due to how intelligently a yacht has been designed. It goes without saying that crew must be able to work together as a team and provide a first-class service to the owner, but to do this they need an environment that allows them to carry out duties easily and efficiently.

To design an efficient interior is similar to a 3D game of Tetris, where each stakeholder has a hierarchal share of volume and space. The hull, structures, services, drivetrain, regulations and safety all have total priority over space, followed by the owner's and guests' living areas. Next comes crew accommodation and working zones, and finally any space left is for storage. To offer an insight, we always start by filling a concept hull with these blocks to evaluate whether that concept is viable within the principal dimensions. Once the main blocks are in, we then propose a number of conceptual layout solutions, stating the pros and cons of each.

As crew, you will probably have your own ideas on how to improve your conditions, efficiency and storage, and any established designer will always be keen for feedback about how they can improve. However, it must be kept in mind that volume is finite and every stakeholder will always want more. Recently, during the design of a sub-24m yacht, our engineers wanted 150mm more length in the engine room while at the same time the interior designers 'had' to have 150mm more length in the accommodation - all without extending the yacht. With out-of-the-box thinking, clever design and a few small compromises we reconAs crew, you will probably have your own ideas on how to improve your conditions, efficiency and storage, and any established designer will always be keen for feedback about how they can improve. However, it must be kept in mind that volume is finite and every stakeholder will always want more.

figured the Tetris blocks in both the accommodation and engineering space until we satisfied everyone's needs.

Workflow also plays a significant role in how we design. Take the galley, for example. A well-equipped galley will soon have the chef swearing if the layout is ineffective. Apart from the need for food storage, we design the layout to avoid crew getting in each other's way by ensuring doors open without blocking access routes, while chefs and sous chefs need separate preparation and cooking zones and serving areas.

Cleaning is something that crew has either at the front or back of their minds. Designing decks that drain

well and reducing the amount of stainless steel that needs to be polished are just a couple of features we try to incorporate into our designs to save on cleaning time for crew. In an ideal world, all the components would not need replacing but in the real world we try, wherever possible, to ensure these are accessible to crewmembers so that they don't need to have the flexibility of an octopus when parts need replacing. We even consider laundry insomuch as it needs to be removed and refreshed inconspicuously. Therefore, placing laundry cupboards near cabins is always the goal, with crew stairwells wide enough for both crew and laundry.

Charter and private yachts operate differently and place different demands on crew. If we know the operating profile of the yacht we can bias volume allocation for fewer laundry machines and more crew accommodation or crew mess, for example. The same goes for the owner's relationship with crew and whether or not the crew need a separate mess, separate chef etc.

Regulations have helped and hindered crew. Although LY3 has, in many cases, improved crew cabin-floor areas, it has also resulted in the owner losing space to crew. Solutions included fewer crew cabins or more sharing the same shower room – neither ideal for crew.

Looking forward, the more crew and captains see - and have an opinion on proposed layouts and designs before any steel is cut can only improve their standard of living. By providing us with a prioritised wishlist (and a 'do-not-want' list!), we can design these features at an early stage, so please always feel free to get in touch with us. Small ideas such as self-serve fridges, coffee machines and fruit bowls can all help crew allocate their time more effectively, while also giving owners and guests a more relaxed time without having to call crew, wait and lose privacy. 65

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# Fuel and far between



IS THE PROBLEM OF CONTAMINATED FUEL LIMITED TO CERTAIN CORNERS OF THE WORLD OR IS IT SOMETHING THAT ALL YACHTS NEED TO BE AWARE OF NO MATTER WHERE THEY ARE CRUISING? MOREOVER, HOW CAN YOU SAFEGUARD AGAINST TAKING CONTAMINATED FUEL ON BOARD? THE CREW REPORT WENT TO FIND OUT.

BY TIM THOMAS

There was a certain dark irony in play as we cruised down the River Plate from Buenos Aires on our way to the start line of Leg 3 of the BT Global Challenge race in December 2000. Our 12-strong fleet of identical 72ft racing yachts – poised to tackle 6,500 miles of hard-core Southern Ocean racing to Wellington, New Zealand – was one short. A batch of contaminated fuel had consigned that yacht to the quayside for a tank drain and system flush. It was, as fate would have it, the yacht sponsored by BP.

It did, however, bring into sharp relief the problem that faces superyachts when they are cruising, particularly when their adventures take them off the beaten track. But is it true that there are parts of the world where the supply of clean fuel can be a challenge, and what can superyacht engineers do to ensure that they are taking on board uncontaminated fuel supplies? Moreover, is there a danger that bunkering decisions are made by management teams looking at the bottom-line price rather than considering the quality of the fuel they are purchasing? And is it a problem that is limited to areas outside the Mediterranean milk runs, or is there a risk of a false sense of security around fuel quality in those popular yachting hotspots?



"Poor-quality fuel problems are generally the result of the customers themselves, because they want to pay nothing for fuel," begins Jens Dammeyer, CEO of Helios Lubeoil. "Then they are astonished that there are some people in the world who are going to deliver, for example, water instead of fuel. It's an issue of price and of trust. And there are no 'safe' areas - all around the world, even in the Mediterranean, it's the same. If you get the wrong guy, you are going to get stung!

There is, says Dammeyer, only one solution to ensure that the fuel you take on board is of a suitable quality and that is to go through a reliable bunkering agent with a longstanding history in the industry. "There are a few companies around like that," he continues, "such as ourselves or Revolution Fuel or Tanao Sierra International Yacht Fuel, for example. The other problem is that as the yachts have got bigger and bigger, everyone is thinking of how to save a few thousand euros and that can also lead to problems with customs tax and the rest. My recommendation when looking for a supplier, particularly when cruising or off the beaten track, would be to consult an independent verified listings service like YachtNeeds - they are quite neutral and when you use them then you are a little bit safer in terms of getting the right guys in each place."

One of the main problems affecting fuel can be water content, but this is by no means the only concern that some engineers have. The advent of bio-diesel and low-sulphur fuel has been much talked about for its potential effects on engines, but Dammeyer doesn't think this is as much of an issue these days. "All new yachts are running low-sulphur fuel with

a bio component because the engine manufacturer specs are set on the EN 590 standard," he explains: "so it's approved by the main engine manufacturers and therefore there's no need to buy any other quality. What the customer really has to pay attention to is the VAT status and the energy tax status. It's very important. Then he has to get a reliable fuel supplier who is also good in those aspects, and then the customer has made it."

It's not just the fuel itself that can create problems, however. With the imminent arrival of the IMO Tier III standards, which set daunting targets for both SOx and NOx emissions, yachts in the future will be almost guaranteed to need some form of selective catalytic reduction (SCR) unit in order to treat the exhaust gases before they are released to the atmosphere. This, in turn, requires the use of a solution of urea - also known as diesel exhaust fluid (DEF) - which acts as the reagent in the SCR unit. But while DEF may be common on the main commercial shipping routes, trying to find it further afield can lead to headaches.

You may get issues where the supplier may be cutting DEF by diluting it with water to make more money, and a customer might not be aware of that.

What's more, DEF comes in two different concentrations. at both 32.5 per cent and 40 per cent urea to water. The weaker solution is used in on-road applications, while the stronger solution is the one recommended for marine SCR - and using the wrong one can affect not only the lifespan of the SCR unit, but also whether the vessel still complies with Tier III NOx limits. "[That means] you may get issues where the supplier may be cutting DEF by diluting it with water to make more money and a customer might not be aware of that," says Mike Drew, marine certification manager at Cummins Marine. "Potentially, the customer becomes non-compliant because they bought DEF from a dishonest supplier."

Essentially, then, it comes down to the fuel itself and that requires due diligence and not prioritising the cheapest quote when it comes to brimming the tanks. "We are talking about invoices that can range from €5,000 to €800,000 - and if you're talking about close to €1 million to fill up your yacht vou have to be very careful how and where you get your

fuel," Dammeyer advises. "We had a yacht that needed to dump 250,000 litres of fuel because it was contaminated - they had tried to separate the water but it hadn't worked and in the end they had to pay someone else to get rid of the fuel. But it's really very easy just pick a reliable supplier for your fuel and DEF. Choose a serious supplier who knows the business and who is known to be fair, then you are safe. It's easy, really,'

It was advice that my unfortunate racing comrades aboard the BP-sponsored boat could have done with, all those years ago. In the end, after draining their tanks and systems, they crossed the start line 24 hours behind the rest of the fleet and that was the sum total of the impact. It could have been so much worse - and, in the case of a superyacht, it could be so much more expensive. And saving a few thousand euros is going to mean nothing when the owner not only gets a bill for the disposal of contaminated fuel, but also finds out that his yacht is out of action just when he wants it. II

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It's an issue of price and of trust. And there are no 'safe' areas - all around the world, even in the Mediterranean. it's the same.

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### SPOILT BY CHOICE BY MATTHEW KENNEY

MANY YACHT ENGINEERS HAVE UNDERTAKEN OEM **ENGINE TRAINING COURSES BY NECESSITY OR BY CHOICE. SAYS** MATTHEW KENNEY, ENGINEERING RECRUITMENT CONSULTANT FOR WILSONHALLIGAN YACHT RECRUITMENT, BUT WILL THESE CERTIFICATES MAKE THE DIFFERENCE WHEN LOOKING FOR A JOB?

With global maritime governance moving to reduce greenhouse gas emissions from seagoing vessels, there is relentless pressure on vacht engine manufacturers to continue delivering performance and reliability while complying with increasingly restrictive emission regulations. The new technologies and engine designs being introduced to achieve this can present superyacht engineers with significant challenges, and in order to bridge the inevitable knowledge and skills gap, manufacturers have offered training courses to shipboard staff.

Global engine manufacturing giant CAT offers no less than eight variations of their ubiquitous 3500 series diesel, a common prime mover on 50m+ yachts. Peak power outputs range from 578kW to over 2,500kW per unit and are designed to satisfy EU Stage IV, IMO II, IMO III, US EPA Tier III and EPA Tier IV emissions regulations respectively, depending on the application and flag requirements.

Designs and displacements vary from 34.51 V8 configurations to 78l V16 units, mostly twin turbo-charged, but available in either clockwise or counter clockwise rotating guises, and with pick 'n' mix options for engine management, ancillaries, accessories and greening systems designed to press efficiency savings and emissions reductions. The 3500 can even be modified to use gaseous fuels instead of diesel if desired.

MTU, Deutz and MAN, to name a few, offer a similarly bewildering array of options, as owners and yacht designers come to expect infinite choice from the industry, and the IMO, flag states and P&I clubs continue to attempt to regulate out risks to people, property and the environment by demanding innovation.

But what is dreamt up on the easels of the brightest mechanical design engineers, thermal dynamicists and petro-chemists also has to work in the real world. Their brainchild will be operated,

serviced and repaired as they age and wear, by seafaring engineering crews who, despite doubtless talents, may have cut their teeth on different engine types, from different manufacturers, on different types of vessel.

As a recruiter, I read and digest many CVs from engineers of different ranks, qualifications and backgrounds. I know first hand how much work superyacht engineers put into their professional development and the efforts they make to ensure their skill set stands out from the crowd in what is a very competitive iob market. I am regularly asked whether or not an engine manufacturer's course would help set them apart and essentially, the answer is not straightforward.

Firstly, some commercial yachts may be required by law to ensure engineers hold manufacturer qualifications to augment their CoC, in order to satisfy the safe-manning document. A recent example is a 70m motoryacht looking to employ a second engineer,

#### I know first hand how much work superyacht engineers put in to their professional development and the efforts they make to ensure their skillset stands out from the crowd in what is a very competitive job market.

who could accept a Y3 CoC, but only if it was accompanied by an engine manufacturer's course certificate appropriate to the engine type and power range installed on board – in that case, MTU 4000 M90s.

For Red Ensign-coded vachts of less than 3,000gt and 9000kW, there are several instances where an engineer is required to have an engine manufacturer's course, and details can be found in MGN 1859. Essentially, it is a requirement whenever an engineer is employed on board a yacht using a CoC that only entitles them to work with propulsive power equal to the maximum upper limit of the power bracket for the yacht. With me so far?

In simpler terms, in the example given, the yacht was just over 4,000kW in total, which puts it in the >3,000kW <6,000kW bracket for the purposes of STCW. A Y3 CoC certifies the holder is competent up to 6,000kW as second engineer, which coincides with the upper limit of the bracket class, thus triggering the requirement to

complete an engine manufacturer's course. Simple, isn't it?

In this example, it is perhaps easier for the yacht to fill the vacancy with a Y2 candidate who would not require the extra certification, providing the remuneration package they are offering is commensurate with the Y2 grade. It is unlikely that the yacht would consider funding such a course for a probationary candidate, so only Y3 engineers who already hold the appropriate MTU certificate would be considered.

But what about yachts that don't legally require OEM certificates from their crew, such as yachts in excess of 3.000gt that require unlimited tickets? I recently conducted some research among chief engineers and generally the response was that if a candidate happens to hold an appropriate manufacturer's course, undertaken within a couple of years of the application, this would be a distinct bonus, but a more holistic appraisal of the candidate's wider experience, qualifications and skills would always be the key determinant for selection at sift.

A class 1 chief engineer, talking to me from the control room of his 115m-plus newbuild motoryacht, began by describing some of the special equipment, tools and procedures used on their CAT set-up – highlighting the requirement for him to use CAT-approved engineers (rather than his crew) to carry out servicing and repairs during their warranty period.

He told me he would "bear manufacturer training in mind if looking to recruit senior crew, perhaps 2nd engineers or chiefs, but it would not sway [his] opinion for more junior ranks". He continued, however, "If there are two equal candidates and one has a CAT background, then it could, of course, make a difference."

Another class 1 chief aboard a 110m-plus German build told a similar story regarding their MTU application, adding that, "Courses are available, but are very expensive. Crewmembers are reluctant to pay themselves, generally, and often the funds are not available from management."

My advice to candidates when they ask about preemptive manufacturer training is to think about waiting until they find an immediate benefit for gaining typespecific knowledge. The reason for this is obvious. Candidates can attend a CAT course and find themselves under consideration for a yacht running MTUs or indeed splash out and do both a CAT 3500 and MTU 4000 course to cover the most common bases (as one candidate did recently), only to be thwarted with a Deutz or MAN prospect.

At several thousand pounds per course, it is a gamble which is unlikely to pay off and, in general terms, building real experience on an array of ships' equipment, using different proprietary systems and combining time at sea with appropriate training, is far more important to most yachts and far more likely to result in appealing job offers and a successful career.

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## Getting [provisions] off the beaten track



"In the last few years *Dunia Baru* has cruised some of the most remote destinations in south-east Asia," begins Mark Robba, owner of the 51m phinisi sailing vessel. "We've explored the Mergui Archipelago of Myanmar, Palau, Micronesia and the most isolated areas of the Indonesian archipelago. Our guests have always raved about the quality and selection of our meals."

provisioning in these areas can present

challenges that the on-board chef must

be ready to meet. While most cruises take

However, Robba concedes that

AS SUPERYACHT OWNERS, GUESTS AND CHARTERERS CONTINUE TO VENTURE FURTHER AFIELD, WHAT ARE THE CONSIDERATIONS TO ENSURE THAT A TOP-QUALITY LARDER AND CULINARY EXPERIENCE IS MAINTAINED IN THE MOST REMOTE OF DESTINATIONS? WE SPEAK TO AN OWNER, A PROVISIONER AND A CHEF TO ESTABLISH THE CRITERIA FOR BEST PRACTICE WHEN STRAYING OFF THE BEATEN TRACK.

place in ideal conditions, acts of God – such as poor weather in areas from where provisions are being shipped or flown – do happen, and the chef must be able to think on their feet in these instances. Also, local superyachts may not necessarily stock the exact branded produce guests are accustomed to and this must be taken into consideration. Invariably, it is the responsibility of the chef to ensure that

adequate produce is sourced, either locally

or delivered at the right time.

BY RORY JACKSON

Robba explains that provisioning in local markets should be seen more as a guest experience than a mainstay for restocking the larder given that the pursuit is subject to many unknown factors. "An early-morning trip to the local market may yield an opportunity to purchase some beautiful fresh produce, such as

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66

Suppliers all over the world are likely to have nuanced differences in terms of ability to source certain goods in a given time period. It is the chef's job to understand these nuances and ensure everything arrives at the yacht at the right time.

99

some fresh tuna for sashimi or some squid to be part of a delicious tempura snack," says Robba. "The market trips are also often considered by the more adventurous guests as a highlight of the day."

The key, according to Oliver Clark, former chef on board 65m M/Y *Trident*, is to make the most of trips to large ports and yachting hubs to stock up on essential dry stores and frozen produce. Depending on the size of the vessel, all dry goods and frozen products should be bought well in advance of any journey to minimise the risk of missing out on any essentials.

"All major ports have direct access to yacht agents and provisioners and, crucially, they have links to international airports," explains Clark. "Depending on whether or not the trip has been agreed in advance, captains will always ensure there is at least a week or so in advance to stock up effectively. The chef must then source as much fruit and vegetables, salads, herbs and, to a degree, dairy locally. These

food types need to be on the yacht almost the same day as the guests arrive. Provision companies are incredible for sourcing all the best ingredients and arranging the logistics."

In most areas of the world, it is possible to lean on expertise provided by experienced provisioners as long as contact is made with enough notice. In Indonesia, for example, it is possible for visiting superyachts that wish to travel the vast archipelago to utilise the same food sources that are used by the luxury five-star hotels in Bali.

"There are a number of established food suppliers and food importers who cater to the five-star resorts and hotels in Bali," explains Nikko Karki, director at Indo Yachts. "In this respect, the quality of food ingredients is as good as, if not better than, in other parts of the world. There may be some special requests such as white truffles or a certain kind of breakfast jam that we don't have on hand, but with enough lead time we can always make arrangements to specially fly in even the hardest-to-find items."

There are a number of provisioning companies but, according to Karki, the responsibility ultimately lies with the chef to build a network of trusted partners in whichever regions the superyacht is going to operate. Suppliers all over the world are likely to have

nuanced differences in terms of ability to source certain goods in a given time period. It is the chef's job to understand these nuances and ensure everything arrives at the yacht at the right time.

"We find that guest satisfaction is probably more defined by the ability and creativity of the chef as opposed to the contents of the larder," continues Robba. "Dunia Baru has a very talented Australian chef and typically, due to his creativity, he has the guests asking, 'Tom what culinary delight are you going to make for us today?' in anxious anticipation."

"Produce can leave London, Paris or Amsterdam and be on a sea plane to a remote island in the Philippines within 24 hours if guests want Scottish langoustines, French cheeses or Iranian caviar, but costs vary," continues Clark. "There are always port agents that one can communicate with prior to arriving, no matter where you are, and they tend to let you know what's available in the area. That's when, as chefs, we start to think of menus that will perhaps incorporate the bespoke cuts of meat we sourced in Europe from the freezer and then use local fruit, vegetables and spices to create a dish that is associated with the area we are in, such as an Asian salad using shrimps from Portugal."

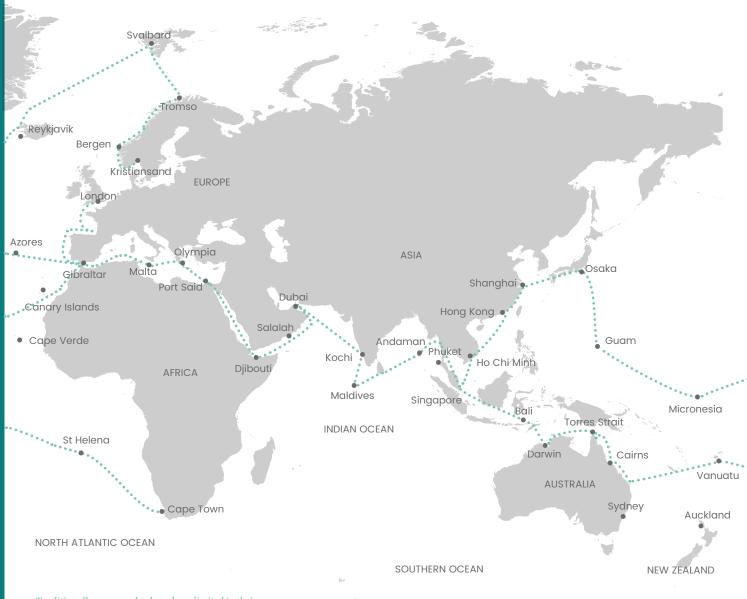
No fruit or vegetables realistically last more than five days, apart from a few select options, so any menu comes down to fine planning and constant communication. Clark explains that some large superyachts have been known to fly in produce and have it helicoptered to the vessel in order to cater for a last-minute cocktail party. But it really

comes down to how much owners or guests are willing to pay for their wild strawberry daiquiris when they are in Papua New Guinea. Knowing what is seasonal to an area is crucial for menu planning, and with global connectivity to the Internet available there is really no excuse to be caught off quard. RJ

There are always port agents that one can communicate with prior to arriving, no matter where you are, and they tend to let you know what's available in the area.

The Crew Report 1850E 85

### GLOBAL EXPLORATION: THE NEW NORMAL



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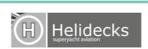


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# TALE DF SITTING S ANTONELLA PIETRA

ANTONELLA DELLA PIETRA, MANAGING PARTNER AT BWA YACHTING SPAIN, EXPLAINS HOW THE GALLEY TEAM CAN BE THE **AUTHORS OF GUESTS' CULINARY** FAIRYTALES ...

Historically, the dining table has always provided opportunity for the exchange of stories, experiences and memories. However, today's top yacht chefs are dedicated to creating epicurean events that tell their own story, with each sitting being a memorable experience in itself. As such, every element contributes to the tale as the narrative unfolds. Each course should be an act that conveys evocative emotion be that drama, enchantment or whimsical delight. Each ingredient should play its own role, possessing an engaging backstory that expresses its own rich depth of character as it interacts with the supporting cast.

For the chef in the galley, somewhat divorced from his audience, it's worth remembering that the service crew play a vital in communicating these significant plot lines. whether they be local, exotic, romantic or historical, to create an unforgettable experience for the guests. "The shrimp is from that reef just off the headland to port, sautéed in olive oil from a local press that still uses ancient pink granite marble stones (ninth generation of the family apparently). And those herbs? They are wild, foraged from that clifftop by the sous chef during their run early this morning." If such preamble feels a little stilted or contrived, try leaving a note in the guests' cabins prior to them retiring to prepare for dinner; this is a nice personal touch that sets the scene, and writing it creatively will have their mouths watering as they shower.

One short cut to acquiring first-hand knowledge and invaluable information on

local ingredients, traditional dishes and methods is actually hidden in plain sight - in the menus of the top local restaurants. Discovering those with the best reviews and browsing their menus online is a quick and effective way of gleaning insightful inspiration. Another method, and one which I personally enjoy, is to seek out the often less glamorous underbelly of a port, where the locals and fishermen eat, and spend an afternoon grazing on what they consider to be the most readily available ingredients, often deliciously simple fare.

Back in the galley, remember that the less you do with an ingredient, the more it relies on quality, whether it is protein, vegetable, fruit or dairy. While locally sourced ingredients add accent and emphasis, no chef has the time to search out baseline products of consistent quality in each and every port of call, which is why working with a highly reliable provisioning company you can trust really pays dividends. A company with global representation in the most-visited yachting destinations obviously offers the benefit of providing consistent international service, familiarity with your product preferences and is even able to pass on some of that specialised local knowledge.

Another direct benefit of working closely with a dedicated provisioning specialist is that, by definition, they are required to keep abreast of the latest fads. fashions, galley equipment and techniques - not so easy to do when on board and offshore for extended periods. It's in their best interest to keep you appraised of these developments and, therefore, from supplier to galley to guest, everyone's a winner. During each off season, we always recommend that chefs take tours, attend classes and enjoy an 'epicurean expedition' through a new region of the world to extend the portfolio of 'stories' they are able to tell with their cuisine.

Getting to know your audience is an obvious prerequisite to artfully crafting a mini-series they want to binge on. Obviously, any chef who does not carefully study the preference sheet, noting allergies and intolerances, is not worth their salt,

but there are other ways in which you can tailor your menus. One I particularly like is checking with the chief stew to find out the cocktail preferences of each guest, then including the primary liquor in an accompanying sauce during dining – another personal touch that is invariably appreciated.

Finally, I'd suggest that every dedicated chef strives to serve their guests promptly and effectively, while maintaining high standards of quality and reliability in order to earn their trust. When choosing your provisioning supplier demand the same ... they are a vital link in the food chain! ADP

Getting to know your audience is an obvious prerequisite to artfully crafting a mini-series they want to binge on.

ABOUT ANTONELLA DELLA PIETRA

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BY BRYONY MCCABE

On 23 March 2018, 132 yacht crew and industry professionals descended on the French Alps for a full day of relaxed socialising and mountain fun at Riviera Yacht Support's much-anticipated Snow Bonanza. The event comprised a morning of skiing and snowboarding, followed by lunch, a light-hearted parallel slalom challenge and an après-ski session, where some lucky attendees claimed some fantastic prizes.

Proceedings began early in the morning with participants meeting friends old and new at the various departure points at the ports of Cannes, Golfe Juan, Antibes and Nice. Once everyone was comfortable, the buses set off for Auron and all participants received a hearty breakfast pack to fuel them up for a day on the mountain. Those who departed from Antibes were treated to bacon and sausage butties courtesy of the So-sij team.

Once in Auron, the sun was shining and skiers and snowboarders were quick to get straight on the slopes for a morning of free ski and snowboarding time. At midday, the happy gathering congregated back at La Bergerie restaurant for an aperitif and some socialising in the sun. The main sponsors for the day were introduced to an enthusiastic crowd before everyone sat down on the terrace for a delicious three-course mountain meal.

Following lunch, the ESF ski school laid out the marker for a triple parallel slalom course adjacent to the restaurant. Keen competitors challenged each other to the finish line while Sarah Lycett of Riveria Radio provided entertaining commentary for the spectators. Fancy dress for the day had been strongly encouraged and it was an

impressive sight to see so many imaginative costumes hurtling down the course.

Following the slalom competition, those eager to fit in some more ski time headed back up the mountain, while others continued to relax on the terrace at La Bergerie for a drink in the glorious weather. Everyone reconvened later in the afternoon at L'Alpage restaurant to top off the day with an après-ski session, during which the prize-giving began. Prizes, ranging from a chalet holiday to gadgets and gift vouchers, were awarded to those who impressed in the slalom competition and those with the best fancy-dress costumes.

Riviera Yacht Support thanks everyone who attended the 2018 Snow Bonanza, and of course the sponsors that supported it. The team looks forward to welcoming everyone back next year for the event's 10-year anniversary!

Charity is the driving force behind The Pinmar Golf and the class of 2017 has been particularly generous. Over the past 10 years, The Pinmar Golf has raised more than €760,000 and this year's fundraising total of €101,315.98 sets a new record for the event. As last year's winners, yacht team Zenobia has chosen charities including The Said Foundation, Médecins Sans Frontières, The Whitechapel Centre, Liverpool and Shambhala Fundacion to benefit from the fund. The money raised will also support a mix of local Mallorquin and international charities, as well as the relief effort in the Caribbean following Hurricanes Irma and Maria and marine conservation projects, without which the industry has no future. BM

Images: Riviera Yacht Communication



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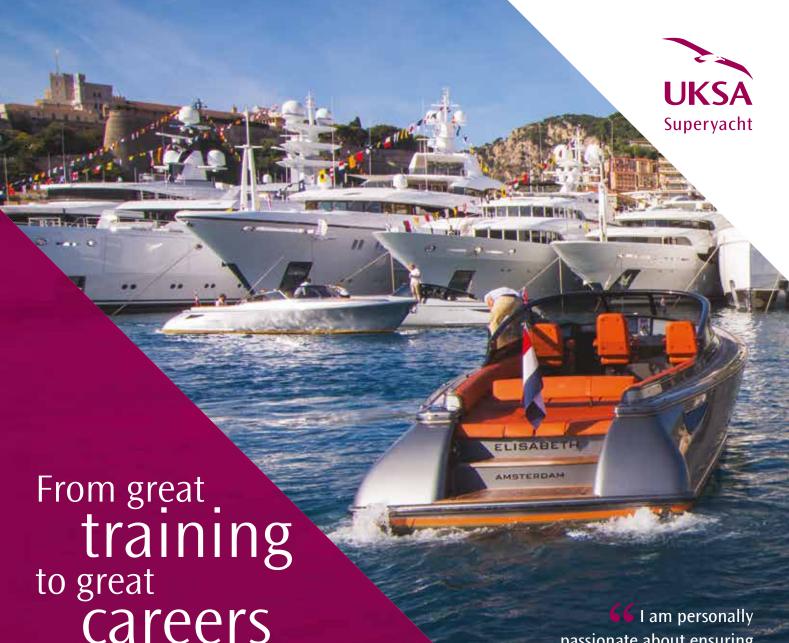












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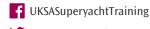
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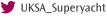
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CAREERS

71

# Just the ticket!



much easier than it was in 'their day', but is this actually the case and how have yacht tickets and certifications evolved? How have syllabuses changed and how will the evolution of superyacht certification affect the careers of crew?

Experienced seafarers have been known to lament that newly trained crew have it

IS THERE ANY MERIT TO THE CLAIM THAT MODERN-DAY SUPERYACHT CERTIFICATES ARE EASIER TO PASS? THE CREW REPORT INVESTIGATES...

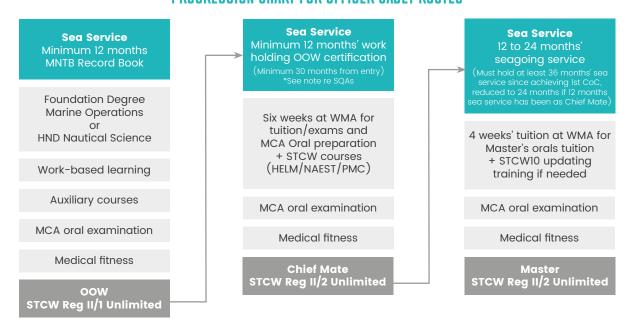
BY RACHEL ROWNEY

Superyacht-specific qualifications were created in the mid-1990s. Previously, there were two common routes to becoming superyacht crew – either from a Merchant Navy background or with a Royal Yachting Association (RYA) yachtmaster or ocean master course. These and, of course, the ability to demonstrate extensive sea time. "If you went back to the 1970s, '80s and early '90s, there was a handful of superyachts but no real certification for them," recalls Lars Lippuner, head of commercial operations at Warsash School of Maritime Science and Engineering. "You would either have people with a standard maritime certificate or you had purely private yachts where people had no certificates at all or maybe just an RYA yachtmaster. That was what the industry ran on, but that was not out of choice. [It] was simply because there was no certification structure in place."



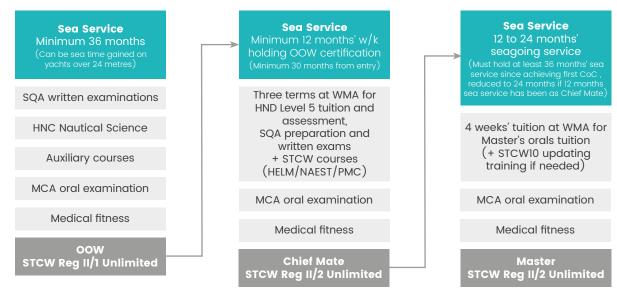


#### DECK OFFICER (UNLIMITED CERTIFICATION) -PROGRESSION CHART FOR OFFICER CADET ROUTES



Note: Information related to certification requirements has been interpreted from MSN 1856 (M) Training and Certification Guidance. \*Officer cadets enrolled after 1 September 2015 will have to undertake SQA written exams for Chief Mate certification; those enrolled prior to 1 September 2015 will be exempt from these SQA written exams until 1 September 2022. Certification structures can always change, so please check www.warsashsuperyachtacademy.com for the latest version.

#### DECK OFFICER (UNLIMITED CERTIFICATION) -PROGRESSION CHART FOR EXPERIENCED SEAFARER ROUTE



Note: Information related to certification requirements has been interpreted from MSN 1856 (M).
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© Warsash Superyacht Academy, 2017

As superyachts grew in size and tonnage, the wider maritime community recognised the need to create courses and qualifications that reflected the individual needs of yachts. As fleet numbers increased, the superyacht market could no longer be considered a niche part of the maritime industry that could fly under the radar of regulations.

When it created modern superyacht certificates, the MCA drew from the Merchant Navy tickets and, according to Lippuner, took the important step of recognising the growing superyacht market and adjusted the certifications accordingly. "[They wanted to] narrow it down and just deliver the elements that are relevant to superyachts up to a certain size." The basic training that crew receive is a vital stepping stone in their career and also adds a democratic element for those who wish to enter the industry. In the past, when these jobs were often passed on through word of mouth, the industry could be difficult to break into. Now the set requirements of crew training level the playing field among fresh recruits.

Of course, just as other educational institutions must adapt their qualifications to meet modern requirements,

seafarers' certificates are not exempt from the evolving skill sets required of their students. The 2010 Manila Amendments to the Standards of Training, Certification and Watchkeeping (STCW) for seafarers reflected the changing landscape of maritime careers. These adjustments included new requirements relating to modern technology, new security threats and danger regions for travelling vessels, and maritime environment awareness courses. These were not included in the original STCW. ratified in 1978, as they were either not invented or not relevant to the students in auestion.

For example, those training to be deckhands would have spent time on manual skills that are no longer necessary on board a modern superyacht. Andrew Hair, director of Azimuth Nautical Solutions, who spent more than a decade as a director at Warsash Academy, says the courses for engineers have developed significantly in recent years. "On the engineering side there have been some serious significant advances in the types of propulsion technology, control mechanisms, the automation and a lot more emphasis these days on things like electrical technical support."

When looking at navigation skills, students will still be taught the basics of chart and celestial navigation, but now also how to use electronic methods of navigation such as ECDIS. Human element leadership and management (HELM) training was one of the courses introduced following the Manila amendments and this hones skills that were not previously focused on such as communication, teamwork, delegation and management skills. As yachts become larger and larger, the need for correct management (much like an HR department within a company) has become more prevalent. Another prominent addition to the syllabus of superyacht training is security, which recognises the ever-changing landscape of security threats and protection for yacht owners.

One issue that concerns the more experienced captains and yacht managers is the lack of sea time among newly qualified superyacht crew. To marry the two spheres of knowledge, Warsash Superyacht Academy, together with Trinity House, introduced an officer cadetship training programme for the first MCA 'Officer of the Watch (Unlimited)' certificate aimed at the superyacht market. As outlined in the two schematics

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on page 72, there are two options available for deck officers - one for experienced seafarers and the other being a 'cadetship'. In this latter ticket, the sea-service obligations for crew have been reduced and it is known as a 'sandwich' programme with different phases. The initial phase is training at the academy, then the candidate goes to sea for the second phase. For the third phase, candidates return to training again, the fourth phase is back out at sea, with the fifth and final part of the programme spent at the academy. This route of certification hopes to encapsulate the best of both worlds.

In addition to the change in content of the courses, the methods of testing and approach to achieving the tickets have also been altered. "When you start to look on the superyacht side, it is a modular approach where students gain a certain amount of sea service and then they come back and do a series of exams," says Hair. By breaking up the studies and interspersing exams with practical experience, it is not a case of just learning the basics by rote. "The type of training programmes have changed. It has moved away from [the approach where] everything has to be done in one exam at the end of the course to a more balanced mix of continual assessment or interim assessments, with some final examination, adds Hair. Everything used to depend on the outcome of five days of consecutive exams; if you failed one exam, you had to repeat the process. Hair argues that the new format is a much more efficient method of study.

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There is no doubt that a deckhand's training in 2018 is different from that of 20 years ago, and when you look at the yachts they are working on, it's no wonder that the training has to reflect this change.

99

For some, it's not just the syllabuses and methodology that have evolved in recent years, but also the students who are taking the tests. "I think that crew have become much more professionally minded than in the past," says Lippuner. He believes that because many superyacht crew are funding their own training (compared to a Merchant Navy student), they are more dedicated to their studies. By paying the substantial fee needed to take the introductory courses to become a junior crewmember, the students are signalling their commitment to a seafaring career.

Inherently, tickets were introduced and improved to ensure a standard level of education for all those within the industry. Although it cannot be denied that experience on board is vital in any sea career, courses such as the STCW are imperative in making sure that anyone joining the industry has a basic knowledge of the environment they will be

working in. The age-old debate of traditional skills and the rise of modern technology is apparent in every facet of life, and the way crew are educated is no exception. There is no doubt that a deckhand's training in 2018 is different from that of 20 years ago, and when you look at the yachts they are working on, it's no wonder that the training has to reflect this change.

The evolution of supervacht qualifications ensures a high level of standards and professionalism among crew and means that progress can be seen in tangible stages. For crew, the exams that are certified and supported by institutions such as the MCA ensure they know they are receiving the best education for their careers and achieving qualifications relevant to their future roles. Established educational institutions are striving to continually evolve to ensure that the professionalism and capabilities of crew is the best they can be to serve the market. RR

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# GREW LONGEVITY CAPTAIN NEAL ROCHE

IS THERE ANY BENEFIT TO A YACHT
IN HAVING A CREWMEMBER ON
BOARD FOR A SHORT PERIOD
OF TIME? CAPTAIN NEAL ROCHE
SUGGESTS WAYS IN WHICH BOTH
SIDES CAN HELP TO ADDRESS
THE PERENNIAL PROBLEM OF
CREW LONGEVITY.

Every yacht wants the best crew, happy and motivated to work, to stay on board for a considerable time. If the crew arrive fully certificated to the highest level, well that's a bonus.

The reality is, I'm afraid, quite different; even for those yachts deemed to be 'good' to work on, crew movements will inevitably occur for many reasons. These include money, leave, the yacht's schedule, whether or not it charters, crew dynamic, how personable the captain/management are, career progression or simply that an individual has come to the end of their time in yachting.

While plenty of stories abound in the industry about awful boats and disastrous crew, the reality lies somewhere in between. The unfortunate truth is that there are yachts with difficult

owners, dictatorial captains and various other factors that can make it a difficult place to work for any crewmember. However, anybody involved in recruitment will tell you there is an obvious lack of crew longevity, which could be deemed as being two years or more spent on a single vacht. Given the sheer number of yachts out there, it's difficult to believe this issue is solely related to yachts with dubious records; crew are clearly jumping from boat to boat on an all too regular basis, which brings us to the inevitable question - why?

In many cases, a crewmember will seek a move due to the reasons outlined above and many more, but one factor not stressed enough to crew is that if they reach the milestone of one year on board a yacht and then the two-year point of longevity, this will set them apart from the majority of candidates being considered for an open role. To put it bluntly, the boat should have to be insufferable for a crewmember to feel the need to leave within the first year. While they may feel that moving for more money or a better rotational-leave ratio is a good option, such a decision will simply dilute their CV to the point where it does not stand out from the crowd and they become just one more person with some yachting experience searching for the perfect job.

The reality is that the perfect boat is already fully crewed and that those on board got there by making themselves the most attractive candidate possible. They have built up decent periods of time on a boat by appreciating that a full-time position is

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often more advantageous than a rotational contract, particularly in the early stages of a career. This not only makes their overall CV look better, but also accumulates sea time for courses at a faster rate than is possible on a rotational contract.

From the owner's and management's perspective, they must realise that the days when a candidate jumped at the chance of a position and were ever so grateful for it are well and truly over. Once one boat offers rotation, study leave or other perks, other yachts engaged in the recruitment process must look to follow suit.

Crewshould be regarded as an investment, and although it can be frustrating when a crewmember takes any number of courses at the yacht's expense and then jumps ship, study options for all departments (including interior) should now be the norm. In shoreside industries,

Continuing Professional Development is provided as a matter of course, and in the yachting industry, if managed correctly, it is the best means to entice crew to remain for longer periods, to the benefit of all parties.

The benefits provided by the yachting industry through salary, travel and rotational contracts, as well as ancillary perks, should be seen as factors that motivate crew to stay rather than a bargaining tool to constantly search out better conditions. A CV should be treated as an investment and, as such ,should be managed in such a way that it offers the best reflection of the individual.

From the owner's and management's perspective, they must realise that the days when a candidate jumped at the chance of a position and were ever so grateful for it are well and truly over.

The CV is generally the only thing that offers a prospective employer a snapshot of the candidate for that brief moment when they are in the mix with other candidates for a position. The best way to ensure the CV isn't filed in the wastepaper bin is to have a proven record of remaining on board a yacht – and if it is on a yacht notorious for excessive crew movement, then so much the better.

Equally, if a yacht has what is deemed to be excessive crew turnover, that is more than 30 per cent of the total crew annually, they should ask themselves why and seek to change their management structure or practices, rather than blame fickle crew.

There are too many stories of owners opting out of yachting altogether through disillusion from crew-related issues; longevity of crew is a benefit for all involved. IR

ABOUT NEAL ROCHE



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## PET PEEVE

## Speaking out against misconceptions about our journalism.

Having been part of the team at *The Crew Report* since its first relaunch in 2012, I have seen the magazine grow into the industry's only professional and serious crew publication. Over the years, it has been really satisfying to see how well this concept has been received as we address topics that no other industry platform will tackle, and I am proud to have been part of it.

So, as this is my first time writing The Aft Deck, I thought I would take the opportunity to address a common misunderstanding about what we do here at The Superyacht Group, something that happens to be a pet peeve of mine. Let me explain ...

During my time writing for *The Crew Report*, and being based in Palma de Mallorca, I have been lucky enough to meet many people who work on superyachts. Speaking to crew, most claim to have heard of the magazine to some extent; either they are regular subscribers or have at least flicked through a couple of pages after picking up a copy in the crew mess. While crew are mostly really complimentary about the magazine, there is always the odd person who seems a bit confused about our particular brand of journalism.

After hearing that I write for a 'yachtie' magazine, these people will, for some reason, assume our conversation is going to be published word for word the next day as front-page headlines. "Don't quote me on that!" they might say, after having spoken to me only for five minutes. I'd like to clarify that, firstly, I don't actually write for the *Daily Mail* and, secondly, I'm not sure our readers would be that interested in an article with the heading 'Crewmember stays up late' or 'Yachtie has bad day at work'.

While some publications might be interested in small talk, that is not what inspires us at The Crew Report, as you can tell from the contents of this issue. I understand other magazines in the industry might have given the wider superyacht media a bad name but, don't worry, you are safe with us. If you have something interesting to say and we would like to speak to you in an editorial capacity, we will ask and arrange an appro-priate time to meet up. However, rest assured that if you are ever having a general chit-chat with either me or any of my colleagues, we aren't secretly prying for information about you and your yacht and do, in fact, just want to be sociable. We are human beings after all - not stereotypical snooping journalists! BM



BY BRYONY MCCABE

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