

The Crew Report

A REPORT WORTH READING



THE FLIBS ISSUE

GALLEY

“You need to be ready to adapt. After what we saw last year, it is very hard to etch anything into stone. If you are strictly a charter vessel, try working with agents to get anything booked as far in advance as possible.”

Joel Christy, National Marine Suppliers, on provisioning in the Caribbean.

FEATURES

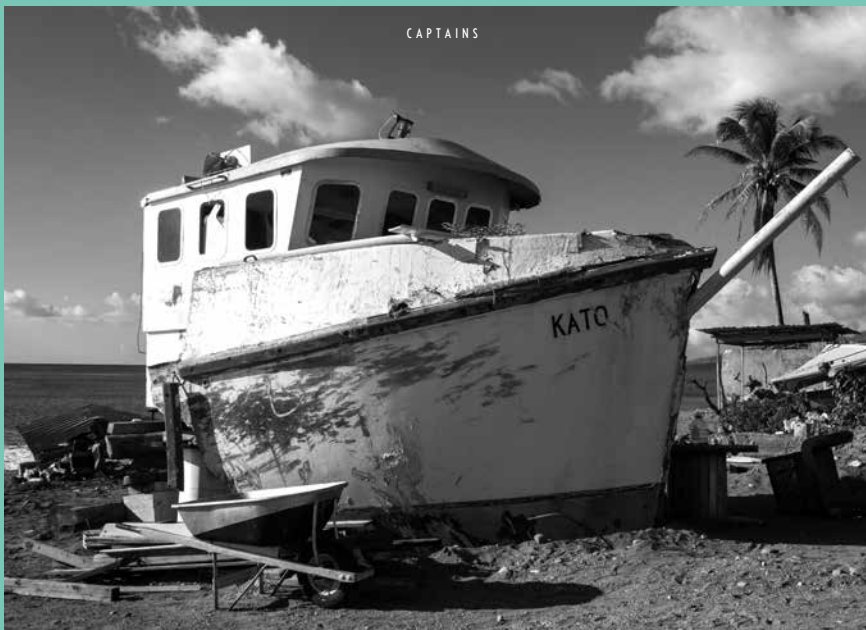
For our Americas special, we examine the impact of US immigration policy on foreign crewmembers, while considering US crew employment prospects.

DECK

‘AIR TIME’

How do you ensure you’re getting quality time to yourself above deck?

CAPTAINS



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ENGINE ROOM

Avoid falling foul of US pollution protocol

CAREERS

PADI DIVEMASTER

Most desired non-mandatory skill for a crewmember to possess.

INTERIOR

‘As crew, we would be held directly responsible in the event that drugs are found on board, and we can’t accept that level of risk.’

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WELCOME LETTER

Yes, it's official. This is the last print edition of *The Crew Report*. But this will not affect our job of highlighting the importance of every crewmember's role on board a superyacht.

In fact, we're bringing the conversation even more into the spotlight – via SuperyachtNews, *The Superyacht Report* and our social-media channels – platforms the industry is the most familiar with – and the digital platforms that give you, the crew, the loudest voice to report back from the front line.

And it's important we keep you in the limelight because as we map out

'The Perfect Customer Journey' here at The Superyacht Group, it's still abundantly clear that you hold the key to making this journey as pleasurable as possible for the owners.

To me, it's still a hot topic. The industry is facing up to the worrying slowdown in the market. And we keep asking ourselves 'why?'. It's because owners aren't buying back into the market and they're not telling their peers about how cool and unmatched yachting is as a pastime.

Part of that is about the experience they are getting. Yachting should be the

greatest thing they've ever done but, sometimes, it simply isn't. Whenever I question what we can do better, I keep coming back to the answer that it's our responsibility as a shoreside industry to make sure you, the crew, always feel enthused and impassioned about your jobs, so that this passion rubs off on the owner and their guests.

So how do we do that? You guys are the lifeblood of the industry, and this is a topic I want to explore in much more detail in 2019 because, ultimately, if we get the recipe for crew happiness right, we all stand to benefit.

LET'S KEEP THE CONVERSATION GOING

MARTIN H REDMAYNE





ENGINEERING & TOOLS



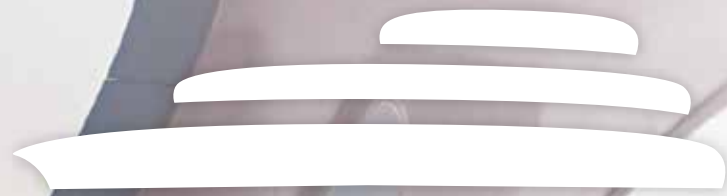
DECK & INTERIOR



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GONE BUT NOT FORGOTTEN



BY WILLIAM MATHIESON

As William Mathieson bids a fond farewell to the print edition of The Crew Report, he explains the rationale for doing so.

For many of our loyal readers, this Editor's Letter will be the first you've heard of the changes to our print portfolio. And yes, alas, as you will have inferred from the above, this is indeed the last print edition of *The Crew Report*.

It's a decision we've been toying with for a long time. On the one hand, we're aware the publication has a dedicated following of diligent crew who find it an invaluable point of reference for their personal and professional development within the sector. But on the other, we know crewing is a nomadic occupation that takes place aboard vessels that are transient entities in themselves.

So, far from ceasing to produce quality crew-focused content that enhances the professionalism of the sector, we have simply taken the decision to position it where it is more convenient and practical for you, the reader, to consume.

Therefore, the magazine will end as a standalone product. Come January, the Operations section of *The Superyacht Report* will morph into the Crew section, which will combine operational issues

or the shoreside contingent with front-line issues and career-focused information for crew. The two are so inextricably linked that we realised it made abundant sense to merge them.

Moreover, we will be ramping up the frequency and depth of crew coverage on *SuperyachtNews*. For one thing, we realise that because you're on the move all year round, this is by far the most efficient means of consuming all of the information you need. Furthermore, crew content is one of our most popular sections of the website, highlighting its intrinsic relevance to every sector of the industry.

In short, the result will be more crew content overall, and circulated in a far more efficient, 21st-century manner. Rather than this being the end of an era, it is the beginning of a new one and a show of our commitment to providing unique, professionally focused content that furthers the performance of the sector. And on that note, we'll see you on the other side. [WM](#)

The Crew Report

09/2018

THE FLIBS ISSUE

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**The
Superyacht
Group**



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Stars and stripes

HISTORICALLY, U.S. CREW HAVE FACED ADVERSITY WHEN TRYING TO GAIN EMPLOYMENT ON FOREIGN-FLAGGED YACHTS. HERE, *THE CREW REPORT* ASKS THOSE IN THE RECRUITMENT AND INSURANCE SECTORS ABOUT THE FACTORS THAT INFLUENCE THIS AND WHETHER THE SITUATION IS AS BAD AS IT USED TO BE.

BY BRYONY MCCABE

America has a long-established history of yachting, playing host to significant superyacht hubs, expertise and client pools. But this has been tarnished by the stereotyping of US crewmembers and other crew-related issues, with many foreign-flagged yachts reluctant to hire American crew and many crew job postings openly stating that US citizens 'need not apply'.

The Luxury Yacht Group in Fort Lauderdale has successfully placed a large number of US citizens on a variety of yachts. "US crew can be fabulous, and whenever we call out comments about a specific nationality, we run the risk of stereotyping and doing a disservice to the majority," says Rupert Connor, president at the Luxury Yacht Group. However, he admits there are some stereotypical traits of Americans that may have historically put them at a disadvantage compared to other nationalities.

"The notion of the 'American Dream' would push an American to be the owner

rather than crew," he explains. "The United States' family and career structures places a different priority on 'service' than other nationalities. In Europe, someone can make a life career out of restaurant work, whereas in the US it is seen as something to do to work through college. Furthermore, entry-level US crew can also place higher expectations on their personal living conditions than crew from most other nations."

However, the main presumption when talking about American crew is that a maritime attorney comes along for free. As well as having a reputation for being a litigious nation, and therefore more likely to sue should an incident occur in the workplace, US courts are not where any non-American yacht owner would wish to defend themselves because the US legal system is known to give crew overwhelming support in pursuing claims. Such stereotypes have historically led many yacht-insurance providers to put restrictions on the hiring of US crew.

XX

“ Often, it’s just about having the right balance of nationalities on board and [at] other times the preference of nationalities comes down to the owner. ”

“Some insurance underwriters place a limit, or even a total restriction, upon the hiring of US citizens on board,” adds Connor. “Therefore, there is a clear premium associated with the hiring of US crew and the long-term liability of a post-employment claim. Of the long-term injury or disability claims that I have been involved with, 100 per cent of those claims have involved US crew.”

Martin Baum, managing director at Pantaenius Yacht Insurance, agrees. “Indeed, many of the European providers have long avoided the American legal system,” he explains. “This often applies not only to yachts with American crewmembers, but also to hull risks in general. From a European perspective, the claims handling is often regarded as complex and difficult to predict for numerous reasons.”

However, Angela Wilson, senior crew agent and marketing director at Fort Lauderdale-based Elite Crew International, believes the topic isn’t cut and dried. While she admits that in the past, insurance companies would deter yachts from employing Americans, she doesn’t believe this is necessarily still the case. “Many of our larger yachts like to run with a multinational crew and, in

that case, they might show an interest in some nationalities over others,” she explains. “For example, if they already have several Americans on board they might request to see candidates from other countries. Often, it’s just about having the right balance of nationalities on board and [at] other times the preference of nationalities comes down to the owner.”

Each insurance provider has reasons why it does or does not want to cover yachts employing US crew. On the protection and indemnity (P&I) insurance side, Mark Bononi, director, yacht division, at MHG Insurance Brokers, believes there is more willingness than there used to be to offer cover that includes US crew. “It used to be an outright ‘no’ to covering US crew, whereas now you can usually get cover, although it may still be at a premium,” he says. “The reason for this leniency is because of the increased competition on the yacht-insurance market, which is very saturated at the moment, so insurers are trying to make their offering as attractive as possible.”

Bononi adds that there are still some concerns about covering US crew on the health-insurance side because in addition to the potential exposure to the cost of a claim, the cost of healthcare in the





US – the most expensive in the world – is another deterrent. “We do work with a number of providers that can cover US crew – however, one provider we work with has a rough limit of 25 per cent US crew that they will allow in a given group – but the higher cost of healthcare in the US is often reflected in the price of the cover.”

While the notion that US crewmembers are more litigious than those from other countries may have been well-founded in the past, Bononi says this is no longer the case. “Historically, the perception was correct; litigation is so prolific here in the US,” he admits. “But since

“Since the implementation of the MLC, there has been a growing number of crew with a sense of entitlement and more nationalities are now aware of their rights and willing to take legal action.”

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the implementation of the Maritime Labour Convention 2006 (MLC), there has been a growing number of crew with a sense of entitlement and more nationalities are now aware of their rights and willing to take legal action. In some cases, they may have every right to do so, but we are seeing a lot of claims that are frivolous, which will be a problem for the industry. Certainly, there are benefits of the MLC, but I think it's also being a little abused."

The rise of litigation on the whole may threaten to increase P&I insurance premiums. "Right now, the yacht-insurance market is saturated, but every week

there is more consolidation and companies ceasing to do business and eventually this trend will result in driving up the cost of insurance," concludes Bononi. "This, of course, would be damaging to the industry, adding to the already high running costs for owners. As for the health-insurance side, the cost of care, regardless of crew nationality, is the primary driver of cost and we just do not see that going anywhere but up."

So does outdated stereotyping affect an American crewmember's chances of getting a job? Wilson thinks not. "Our agency is currently lacking experienced US crew,"

she says. "This is likely [to be] because Americans have the option to work on foreign-flagged yachts as well as US-flagged ones, whereas US-flagged yachts only have the option of employing US crew."

This shortage is only likely to increase – the US Superyacht Association recently announced that yachts over 300gt can be flagged by the US. Until now, Americans owning yachts exceeding the 300gt limit were only to fly the US flag if they registered their yacht as a commercial vessel. The impact of more large yachts flagging US could be significant, providing more opportunities for American crew. **BM**



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CROSSING

THE TOPIC OF FOREIGN SUPERYACHT CREW ENTERING THE UNITED STATES HAS BEEN CONTENTIOUS OF LATE, WITH REPORTS OF A CRACKDOWN ON APPLICATIONS FOR CERTAIN VISAS TO ENTER U.S. WATERS. HERE, WE LOOK AT HOW CURRENT US IMMIGRATION POLICY HAS AFFECTED THIS AND HOW IT IMPACTS CREW.

BY BRYONY MCCABE

Immigration policy in the US seems stricter than ever following the actions of the Trump administration – a major concern for the superyacht industry because the country is an important hub for many yachts employing foreign crew.

Traditionally, B-1/B-2 visas have been used by foreign crew to enter the US on foreign-flagged superyachts. B-1/B-2 visas are classed as visitor visas and are described by the US authorities as being “for persons who want to enter the United States temporarily for business (visa category B-1), tourism, pleasure or visiting (visa category B-2), or a combination of both purposes (B-1/B-2)”. Periods of stay for B-1 visas may be granted initially to allow the visitor to conduct business for up to a maximum of six months and can be extended for another six months. Because of the permitted length of stay, and because no fixed schedule is needed, these categories are viewed as the most suitable visa options for foreign crew working on yachts.

The US embassy in the United Kingdom even gives visa application information and recommendations on its website that specifies: “If you will be working on a private yacht sailing out of a foreign port and cruising in US waters for more than 29 days, you require a B-1 visa.” However, there are many reports of crewmembers having problems obtaining such visas, which suggests that embassies are no longer seeing this as an appropriate visa for crew working on superyachts and are suggesting that a C-1/D visa should be obtained instead.

Crewmember (D) visas are described as “for persons working on board sea vessels or international airlines in the United States, providing services required for normal operation and intending to depart the United States on the same vessel or any other vessel within 29 days”. If crew travel to the United States to join the vessel, in addition to a crewmember (D) visa, they will also need a transit (C-1) visa or a combination C-1/D visa. Due to the very nature of

THE BORDER

yachting, this 29-day limit is not the most suitable option for yacht crew.

It seems there is still no clear-cut information on the issue. Patience Cohn, industry liaison for the Marine Industries Association of South Florida (MIASF), says the Department of State is currently working on guidance on issuing yacht visas. "At the American Boating Congress in Washington DC in May, the MIASF held a panel alongside representatives of the Department of State and Customs and Border Protection [CBP], which resulted in an open discussion and a better understanding of some of the misunderstandings that were resulting in visa denials," she says.

During the panel discussion, a number of misconceptions and issues were brought to light. Some of the following items were included in the points raised:

- Consular offices have often refused to issue both C1/D and B1/B2 visas to foreign yacht crew. Once they find out that a

foreign-flagged yacht offering employment to a crewmember has been offered for charter in the past, they refuse to issue a B1/B2 and sometimes none at all. It doesn't matter if the vessel has changed to a private yacht or that a foreign-flagged yacht cannot be offered for charter in the US;

- Inconsistencies between US embassies have resulted in foreign crew going 'embassy shopping'. For example, UK nationals are choosing to go to the US Belfast Embassy instead of the US London Embassy because Belfast grants a 10-year B1/B2 visa as opposed to a one-year B1 visa in London;

- Some crewmembers have been denied the B1/B2 visa and instead been issued with the C1/D visa only to have this rejected by the CBP when they enter the US. Therefore, the difference between consulate and CBP determination is a problem because some consular officers do not seem to understand the intricacies of the laws and regulations that apply to foreign-flagged yachts when entering US waters;



We are advising crew to apply for both the C1/D and the B1/B2 visas as this covers them if they are arriving on either a commercial vessel or a private vessel.



• Some individuals may be denied a B1/B2 visa because they are not yet working on a yacht even though, to qualify for employment, crewmembers must often show that they already have a B1/B2 visa;

• Some crewmembers have been advised that they cannot fly into a US airport with the intention of signing on to a vessel in a US port but must join outside the US and sail into US waters, which seriously affects the swapping out of crews.

Concerned by the adverse impact that a growing distrust of this visa process for foreign superyacht crew might have on businesses and the yachting sector in the US, the panel discussed how to improve the situation. They concluded that further guidance was needed on vessel status – what documentation is required and accepted – and, on the issuing of both C1/D and B1/B2 visas, whether this could

be institutionalised for yacht crewmembers.

Included on the panel was Debora Radtke, owner of American Yacht Agents, who dismisses the idea that the B1/B2 visa is no longer applicable to superyacht crew. “The clarification on that was that we are advising crew to apply for both the C1/D and the B1/B2 visas as this covers them if they are arriving on either a commercial vessel or a private vessel,” she says. “This is also the standard procedure in the aviation industry.”

However, Radtke points out, with a word of warning, that the biggest takeaway from the panel was that the representative from the Department of State made it clear that their directive for all non-immigrant visa applications is to assume the applicant intends to immigrate. “What this means is that the onus is on the applicant to prove they do not want to move

to the United States,” she adds. “This is also why we advise crew to provide as much proof of strong ties to their home country as possible.”

While it appears there are still inconsistencies in how the US visa application process is enforced across different US embassies, there are certainly actions crew can take to give them the best possible chance for their application to be accepted. In addition to detailed vessel and cruising information, crew should be showing officials additional documentation including their contract, evidence of financial security and any proof of ties to a home country that makes clear an intention to return. It is important to note that all applications are still subject to the decision of the interviewer at the time and that different embassies have different expectations, so unfortunately there is no guarantee of a successful application. We can only hope that a blanket approach is adopted soon. **BM**



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CAPTAINS

Breaking the shackles



THE DEVELOPMENT OF SPECIFIC MARINE-INDUSTRY FOREIGN TRADE ZONES IS OF GREATER BENEFIT TO U.S. SUPERYACHT INDUSTRY COMMERCE THAN EVER BEFORE BECAUSE THEY NEGATE RECENTLY INTRODUCED HIGHER TARIFFS. HERE, WE TAKE A CLOSER LOOK AT THE FOREIGN TRADE ZONE ESTABLISHED AT LAUDERDALE MARINE CENTER IN JUNE 2017 - THE FIRST LOCATION TO BE GRANTED FTZ STATUS AND WHICH HAS SINCE ACQUIRED 'PRODUCTION AUTHORITY'.

BY FELIX SOWERBUTTS

Over the past 12 months, the superyacht industry in the United States has taken a major leap forward through the establishment of a handful of foreign trade zones (FTZs), a development that could greatly benefit commerce within the sector. Previously, it had been a huge inconvenience that brokers could not legally showcase or sell foreign-flagged yachts to US citizens while in US waters unless the vessel was at a boat show and had paid for a boat-show bond. Furthermore, if a US citizen desired a foreign-built new build, they would have to pay 1.5 per cent of the estimated cost of the vessel to have it imported. Now, with the activation of certified FTZs – perhaps the most notable are located in Lauderdale Marine Center (LMC) and Bahia Mar in Fort Lauderdale – foreign-flagged vessels can be exhibited and sold to US citizens while in US waters.

The creation of these zones is something that Gary Goldfarb, chief strategy officer at Interport Logistics, has advocated for some time. Goldfarb used to own the Miami Free Zone, has activated 88 FTZs in South Florida over the past five years and was instrumental in authorising LMC as an FTZ. "We started asking what products needed an FTZ and we kept going down the list and we had Lauderdale Marine Center on there, which kept asking, 'why



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“

If they want to go to different areas of the US for exhibition, they can get a manipulation permit, which means they can go to boat shows and be exhibited without having to pay the boat-show bond.

”

not boats?,” explains Goldfarb in an exclusive interview with *The Crew Report*. US Customs was worried about its lack of control, with yachts being floating assets, but a breakthrough was made on 7 June this year and LMC obtained the first recreational marine FTZ.

Doug West, president of LMC, said, “It’s great to be able to show yachts for sale and charter to US citizens within LMC, but the other benefit is that if they want to go to different areas of the US for exhibition, they can get a manipulation permit, which means they can go to boat shows and be exhibited without having to pay the boat-show bond.”

Vessels wanting to make use of the FTZ must pay a flat rate upon entry to LMC as well as an additional small fee every time they enter or leave the facility, but this administration cost pales in comparison to that of entering a superyacht show. Once registered with an FTZ, vessels are free to leave the zone to be exhibited for a maximum of 120 days.

However, Goldfarb says that this has to be for exhibition – not for leisure or for charter. “A lot of yachts continue to be advertised for charter when they arrive at the facility with an FTZ arrival permit, only for [US] customs to have a look online and see that the yacht is still being advertised for charter. There are rules and you have to stick by them to do everything you want to do and make use of the FTZ.”

The ‘zones’ are effectively foreign territory and relieve an abundance of non-trade barriers. “It’s an extension of foreign commerce, even to the point where if it’s a foreign boat, there shouldn’t be any sales taxes paid,” says Goldfarb. Recalling some of the details of recent sales, he adds, “We’ve had some sales where the yachts have checked themselves into the FTZ and [LMC has] lifted the boat out the water to do a hull inspection. When that’s cleared, they put the boat back in the water and once they’ve got the documentation, the boat leaves and then it’s a foreign sale and it’s never paid any duty or any sales taxes.”



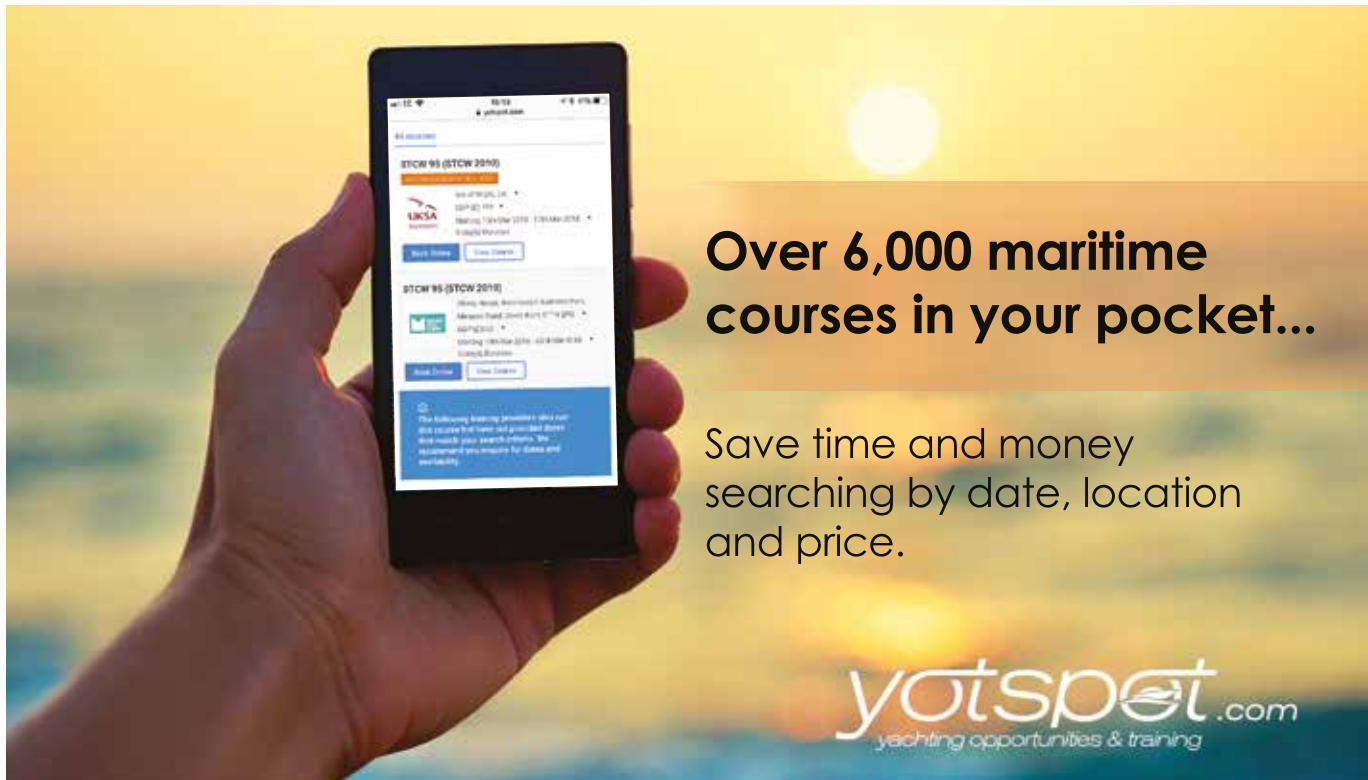
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Recently, Goldfarb and LMC extended the benefits of the zones even further: they went to the federal government with an extensive list of every component that could be put into a yacht and attained 'production authority', which came into force on 11 May this year at LMC. Production authority allows owners and contractors of foreign-flagged yachts entered into the FTZ to import parts without paying duty. As many of these parts are Chinese-made, they would have been subject to the 25 per cent import tax Donald Trump recently imposed on a list of Chinese products, so the savings with production authority are significant. Furthermore, because these parts are entering a territory not considered as being within US jurisdiction, they do not have to clear customs procedures before arriving in the FTZ.

"If you're going to claim duty-free exemption, it has to be within the FTZ, although you can send parts to the domestic environment," adds Goldfarb. "We do a lot of work with air-conditioning units and the units have to be anodised, but there are no anodisers in FTZs. We send the units out to get them anodised, but they must return within 120 days."

Goldfarb says the FTZ production authority prerogative is not to compete with local businesses but to create jobs and bring business to the US that would otherwise not be there. "Some work gets done in Martinique or other areas of the Caribbean rather than here because they are [special territories] of the EU and there's no duty," adds Goldfarb. "For substantial

refits, you want the boat to be compliant with the original design, so you want to bring components from the original builder and this gives you the ability to do so. We do production authority for other non-marine industries and it's a game-changer."

Goldfarb says other benefits of the FTZs are that you can buy fuel and provisions duty-free which, on large boats, amounts to very significant savings. There is still a long road ahead to unshackle the US yachting industry of its leading legislative restriction and allow the sale of foreign-flagged yachts to US buyers as a lawful – and normal – practice. However, the creation of these foreign trade zones is certainly a step in the right direction and one that will encourage commerce. **FS**

The FTZ production authority prerogative is not to compete with local businesses but to create jobs and bring business to the US that would otherwise not be there.

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Captains' comments

The Crew Report speaks to a number of captains to get their thoughts about the Caribbean since the devastating hurricanes of last year and also on how yachting can help rebuild the islands.

In 2017, two separate hurricanes, Irma and Maria, struck the Caribbean. Irma (which lasted from 31 August until 11 September) spent three days as a Category 5 hurricane – the longest period a hurricane has been reported at that intensity since satellite records began. A few days later, Maria hit the island of Dominica with winds of up to 165mph, continuing to wreak havoc on the region for a further three days. The estimated damage of the two hurricanes is \$155 billion, with thousands of reported fatalities.

The Caribbean has long been established as a favourite winter cruising ground for yachting, but in light of the damaged infrastructure and reports of issues on land, some yachts chose to stay away from the region in the winter season. However, many in the industry are of the view that as the Caribbean has been such a huge part of yachting, the market should play an active role in helping with its recovery.

What is your experience of the Caribbean as a cruising ground in light of the devastation wreaked on it last year? Do you believe yachting has a responsibility to support the region and would you return there in the near future?

Captain Kevin van Luijn, M/Y Sherakhan

We all have seen the terrible images and videos of the devastating effect of Hurricane Irma in the Caribbean. I've been in the industry since 2010 and spent many winters in St Maarten. It is a beautiful island, with beautiful beaches, friendly locals and a great atmosphere. The locals were always ready to help us with everything we needed; from supplies to spare parts, they always tried to find a solution.

Now I believe it's time we returned this favour by helping

to rebuild St Maarten to her former glory, to make her even better and stronger to survive the next hurricane. We all enjoyed some winters in the area and were always happy to return to the Caribbean from a busy Mediterranean season. So I think we should definitely continue to go to the Caribbean and spend money, help where it is needed and support where we can. Personally, I will definitely go back to the area – I will most probably be there in December this year.

”



Captain Tim Forderer, YachtAid Global executive director

Absolutely yachting has a responsibility; the 2017 events were a huge wake-up call to the yachting community and saw many vessels, companies and organisations pull together to support the Caribbean cruising grounds that have given our industry so much. The yachting community needs to continue to be proactive in our duty of care as global citizens and for that reason YachtAid Global has facilitated YachtingPledge. This is an initiative, launched on 1 September, that is a social and environmental stewardship movement giving the yachting community the power to create effective change in the world around it.

The 2017 Caribbean relief response by the yachting

community saw more than 44 vessels deliver 325,000lb of aid to the Caribbean. That equates to 83,000 meals, 48,000 hygiene kits, 6,300 tools plus 60 chainsaws, 1,850 tarpaulins and 1,250 water filters – all sent to help some of the 40 million people on 15 islands in the Caribbean affected by Hurricanes Irma and Maria. This indicates that our industry is moving towards having more of a sense of duty to the world around it.

As a former captain who has a great appreciation for the Caribbean, as well as other beautiful, but often vulnerable, cruising grounds of the world, I sincerely believe we all have a responsibility to support regions hit by natural disasters wherever we can.

I SINCERELY BELIEVE WE ALL HAVE A RESPONSIBILITY TO SUPPORT REGIONS HIT BY NATURAL DISASTERS WHEREVER WE CAN.

Captain Tripp Hock, M/Y *Amore Mio*

The magic of the islands took a hard punch last year but they are certain – over time – to rebound and reflower. Already, the efforts in the British Virgin Islands are starting to bear fruit as bareboat fleets, restaurants and utilities in general are reopened. I will definitely return there in the near future to rediscover the many charms of El Caribe.

The variety of experiences available in the region will ensure people will always want to visit. As a captain, I am frequently asked about which is the best place to

charter in the Caribbean and the usual I answer I give is as wonderfully diverse as the islands themselves. Do you want 365 beaches? Go to Antigua. Play golf? Then it's St Kitts and Nevis. Casinos? Go to Sint Maarten. Do you enjoy rainforest hiking? Go to Dominica. French charm and restaurants? Iles des Saintes. Scuba diving? Go to Saba. Do you like conch and want to experience the old-school Caribbean? Go to the Tobago Cays. And if you want sailing and the best overall seven days of charter, then it has to be the British Virgin Islands.

Captain Peter Jongejans, M/Y *Sherakhan*

WE BELIEVE KEEPING YACHTING IN THE CARIBBEAN IS IMPORTANT FOR THE ISLANDS TO REGAIN STRENGTH AFTER THE HURRICANES.

We have been very much involved with the Caribbean because *Sherakhan* has successfully chartered in this area for many years. After the devastation, we couldn't ignore the very important matter of spreading the knowledge of the beautiful places and thriving areas the Caribbean has to offer. In December 2017, we launched a Charter for Charity promotion, through which we would donate \$20,000 to the Caribbean for each charter *Sherakhan* would do. We believe keeping yachting in the Caribbean is important for the islands to regain strength after the hurricanes.

The beautiful scenery and, most importantly, the culture of the islands have not been affected by the hurricanes. The only parts in which reconstruction was noticeable was the rebuilding of the facilities and the logistics, which took a big hit. Now, for the 2018/2019 season, we cannot wait to show our clients how strong the Caribbean is and how ready she is to receive many yachts. *Sherakhan* will have an itinerary from St Lucia to Grenada; however, she is available and capable of cruising around the entire Caribbean.





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BY TOM MUKAMAL

CARIBBEAN WINTER CHARTER SEASON 2018

TOM MUKAMAL, CEO AT IGY MARINAS, OUTLINES WHAT TO EXPECT FROM THE CARIBBEAN IN ITS FIRST FULL SEASON SINCE THE HURRICANES OF 2017.

Think back to the first time you visited the Caribbean. What captivated you the most – the crystal-clear waters, the lush greenery or the miles of sandy beaches? Maybe it was a combination of all these things, along with the smiling, friendly faces. If you're like most of us in yachting, you've visited again and again since then and have many happy memories of the people and the places.

From the dock attendants who catch your lines to the bartenders who serve your favourite drinks, the people of the Caribbean fondly remember you as well. The yachting community is special here, made up of enthusiasts who have worked and played on these waters for generations. Even though visitors come all year round, the winter charter season is the main event, when owners and their families, along with ex-

perienced and first-time charter guests, escape to this piece of paradise.

All these allures have helped to make yachting and nautical tourism an economic cornerstone of the Caribbean. St Thomas and St Maarten are adjacent to some of the world's most sought-out destinations and are supported by top provisioners, supply specialists and more. A year after the unprecedented hurricanes, the islands and, more importantly, the people have made a strong comeback.

As head of the world's largest international marina company, with five facilities in the Caribbean's top destinations, I've been fortunate to see this recovery take shape. A vast coalition of governments, non-profit organisations and private-sector businesses have worked closely with, and supported, proud and resilient local popula-

tions to obtain funding to rebuild roads, schools, hospitals and key infrastructure. I've also seen how important it is to support the Caribbean by continuing to visit. Recovery has taken hold and tourism is keeping it on an upward trajectory.

Whether you manage a charter yacht or plan to take your own vessel, make your decision to come back to the Caribbean based on sound, solid information. So here's the latest on the open amenities, as well as the service providers you've long relied upon for your seasonal needs.

Where to go

Throughout the US Virgin Islands, attractions and beaches are welcoming visitors, ferries are running and restaurants are serving up favourite foods. Collectively across the region, billions





have been spent on funding repairs. These include the airport on St Thomas that will undergo a \$230-million modernisation. The Virgin Islands Consortium gives details surrounding the project at viconsortium.com/business/cyril-e-king-airport-modernization-concepts-include-ferry-terminal-airport-would-become-central-transportation-hub-in-st-thomas/.

There's also good news out of St Maarten. The Dutch government's aid package, totalling €550 million, together with contributions from other governments and non-government agencies, have helped rebuild the island's infrastructure, public facilities, provide support to the local community and the return of tourism. Princess Juliana International Airport is receiving regular flights from across the globe.

At our IGY properties, from American Yacht Harbor and Yacht Haven Grande in St Thomas to the Yacht Club at Isle de Sol in St Maarten, we've welcomed back a number of guests since last December. The fuel docks are pumping,

the restaurants have tables ready for you and new shops are awaiting your arrival. Fat Turtle, the Caribbean's leading crew bars at Yacht Haven Grande and Yacht Club at Isle de Sol, are open and offer a fun respite during what we anticipate will be a busy charter season. With IGY resources 100 per cent operational (in fact better than before), we are also heralding a new level of service delivery to our guests with further plans to advance our presence in the region on both St Maarten and St Thomas.

Service providers on standby

When heading thousands of miles away from home, you want – and need – provisions and parts delivered quickly and efficiently. You also need reliable air transportation and Internet service. In addition, although you hope it doesn't arise, you want to rest assured that any medical emergency can be dealt with swiftly. The service providers that yacht owners, charter guests and crew have consistently relied upon in the Caribbean are ready to serve once again.

The Caribbean markets that are long-time favourites among top superyacht chefs are back selling local produce and delivering dockside. We're grateful that every one of our IGY Anchor Club Strategic Partners is ready to handle your requests. Some of our strategic partners are directly on-site. For example, the well-known National Marine Suppliers is open at both Yacht Club Isle de Sol, St Maarten and Yacht Haven Grande, St Thomas. **TM**

The service providers that yacht owners, charter guests and crew have consistently relied upon in the Caribbean are ready to serve once again.

ABOUT TOM MUKAMAL

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DECK

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WITH SO LITTLE EXTERIOR SPACE ALLOCATED FOR CREW REST, RELAXATION AND REGENERATION PURPOSES, GETTING ADEQUATE 'AIR TIME' CAN BE A CHALLENGE. HERE, *THE CREW REPORT* ASSESSES WHETHER THIS CAN CREATE ISSUES ON BOARD AND WHAT CAN BE DONE TO TACKLE THE PROBLEM.

BY BRYONY MCCABE

Outdoor space on a superyacht is valuable real estate, normally dedicated to guest usage. Any extra deck space is usually earmarked for dining and entertaining, and increasingly, owners are building yachts with private deck areas that impinge on the bow area of the vessel. Traditionally, the bow of a yacht has been considered 'crew country', but that concept seems to be changing as on some yachts it has become an extension of the owner's suite or guest area. When this happens, crew are even more restricted, sometimes even relegated to the tender garages and crew entrance areas of the yacht.

The importance for crew to have access to the open air cannot be overstated. As with anyone working in a stressful environment, it enables relaxation and regeneration, something Karine Rayson, director of The Crew Coach, knows only too well. "Having worked as a junior stew, the challenges associated with limited R&R and 'air time' came with being at anchor for long periods of time and not having the opportunity to have a change of routine or scenery," she recalls. "The nature of working on board yachts is that you are confined to working and living in a restricted space, where work becomes home and home becomes work. Working on a superyacht, you are isolated from the





Gym Marine Yachts & Interiors

outside world and obliged to strictly subscribe to the rules that govern its operations.”

Rayson says that from a psychological perspective, anyone working and living in a confined environment and restricted to specific routines for extended periods can be susceptible to spatial deprivation, possible mental-health conditions and a sense of isolation from mainstream lifestyles. “Having others control your life, telling you when you will eat, when you will get up and when you will be afforded a break interferes with your sense of autonomy to make your own choices and decisions,” she says.

As well as getting enough fresh air, exercise can be an important part of a crew’s mental and physical health and wellbeing. When on charter especially, crew are working long hours in a claustrophobic environment and they can become stir crazy and fall into unhealthy eating habits because of tiredness and fatigue. However, exercise can reverse the effects of this.

Edward Thomas, director and founder of Gym Marine Yachts & Interiors, says, “Fitness in general is so popular now – it is universally recognised that exercise is a good release from tension and stress, and the benefits are particularly apt for seafarers working in enclosed spaces and high-pressure environments. As such, any kind of crew exercise facility is good for crew welfare. The commercial shipping industry, for example, is very dedicated to ensuring that crew are able to keep up a good exercise regime because of its proven ability to reduce fatigue, which in turn means better operational efficiency and safety.”

Crew gyms are becoming ever-more popular in the superyacht industry; according to Gym Marine, almost all new builds over 70m are having a crew gym specified at the earlier stages of GA planning, and smaller yachts are contacting the company more frequently to try to find space for exercise equipment for crew. “There is a greater general awareness of how

important health and fitness are to crew these days,” adds Thomas. “In most cases, we are finding that the crew gyms are being just as well-equipped as the guest gyms because the industry realises that it aids crew wellbeing and reduces turnover. It is interesting for us to see how engaged the crew are with the gym-design process. They are the ones actually driving how these spaces are set up, which just shows how important exercise is to crew these days.”

The issue for crew is that their freedom to venture outside depends almost entirely on the management set-up on board, which can make junior crew more reliant on the whims of the captain and heads of department. Rayson’s years working on superyachts allowed her to observe how interpersonal dynamics play out with rank and the impact this can have on crew welfare.

“Crew seniority usually comes with the associated privileges such as determining when and where, and by whom, tasks will be carried out, as

well as managing the roster,” says Rayson. “At the start of my yachting career, we had a chief stew who would unevenly distribute hours of work and rest and allocate herself on-shore time whenever possible. This had a direct and negative impact on the crew morale – so much so that a number of the exterior team resigned. Along with the growing pent-up frustration and resentment that gradually built up on board, we were at anchor for most of the season and there was no respite from the guests [and this] culminated in crew burnout.”

No matter how much time is spent at anchor or with guests on board throughout a season, Fiona Johnson, founder and certified life coach at Speak Hope International, believes it shouldn't be a problem for crew to get breathing space if the workload is managed appropriately. “Most boats operate off season by giving the crew the weekends off, which allows for R&R time off the boat, otherwise the foredeck can be used for crew breaks on season,” she says. “It is just up to the captain and heads of departments to ensure that time for breaks is managed properly. For junior crew, organising fitness or teambuilding activities outside of work also encourages a change of routine and environment as well as integration with the rest of the crew. It all boils down to the on-board management and the personal development culture of the yacht.”

For a captain and crew who are keen to reap the benefits of fresh air and exercise, the possibilities are plentiful with the right attitude. “When you find yourself in situations like these, you need to use your initiative and draw upon your creativity and problem-solving skills to find solutions that will

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It all boils down to the on-board management and the personal development culture of the yacht.

”

best serve you and protect you against the onset of cabin fever,” says Rayson. “Exercise is excellent for this – we would take swims off the yacht when approved, we rotated the stepper machine to do a mini workout in our cabins and the exterior team built a makeshift gym in the store room. Improving fitness levels, especially while at anchor, allows for better and safer operational efficiencies in discharging duties.”

Thomas agrees and maintains that some form of outside crew exercise space can be designed to fit around the workings of any boat. “A yacht in its natural form is one of the most perfect places to work out: it has stairs, rails, big deck spaces and is surrounded by water for swimming,” he explains. “With all the space-saving equipment available on the market now – from folding benches to adjustable dumbbells – there is no excuse for the crew not to be able to exercise. Anything can be achieved with the right equipment, space and motivation.”

If crew are not getting their allocated fresh air and rest and relaxation time, this can certainly have a knock-on

effect on mental health and operational efficiency as well as safety on board. Rayson even goes as far as to suggest that it is imperative that crew in leadership positions undergo professional training so they can iron out any misconceptions around what it takes to be a competent leader. “The abuse of power is a common occurrence in the superyacht industry, which can lead to an avalanche of further issues such as high crew turnover, mental-health issues, breaching code of conduct and tarnishing the yacht's reputation,” she concludes.

It is a positive sign that many new builds and big refit projects are investing in space, design and equipment to allow for crew relaxation and rejuvenation. This indicates that owners and managers are well aware of the impact it can have on overall crew welfare and morale. While crew on larger superyachts may be spoilt in terms of outdoor space and exercise equipment, those working on smaller yachts can still make the most of what is available to them. It's up to the management on board to instil a culture that prioritises mental and physical health and wellbeing. **BM**



BY JENNY MATTHEWS

A SEA CHANGE

FOR JENNY MATTHEWS, THE HISTORICAL GENDER IMBALANCE AMONG DECK CREW IS FINALLY BEING ADDRESSED AND THE BENEFITS OF DIVERSITY ON DECK ARE PLAIN FOR ALL TO SEE.

Gender balance across the world is approaching critical mass. Everywhere, more and more women are aspiring to be in – and acquiring – positions traditionally held by men. Equal opportunity in the workplace is happening as the mindset about leadership and capability becomes less about gender and more about competence and performance.

The maritime sectors are no different as new initiatives and groups arise, ushering in and facilitating this change. Women now have the opportunity to pursue fulfilling, rewarding careers at sea, from Maritime UK’s taskforce focused on increasing the presence of women in the merchant sector to the recent Volvo Ocean Race, where new rules saw significant numbers of women on board. A notable example was the Turn the Tide on Plastic team that carried a 50/50 gender-mixed

crew, including skipper Dee Caffari, boat captain Liz Wardley and yachting’s own Bianca Cook.

Major UK training provider UKSA has committed to featuring more women in their advertising for deck and engineering roles, aiming to change the mentality about career pathways for their candidates. She Captain, founded by Anna Mourou Lange, and The Maiden Factor, led by Tracy Edwards, are two more examples of women the world over working and leading on the water.

In the superyacht world, are female deck roles becoming more common? Do we have the supply for the demand? Do young women entering the industry look at both interior, exterior and engine rooms as possible career paths? According to Erica Lay, founder of EL Crew CO and a crew recruiter for 11

years, the answer is a definite yes!

Erica, who hails from a land-based engineering background, has witnessed more women stepping on deck, especially in the sailing department. Interestingly, more captains are requesting women on deck because they believe they tend to work a little harder and go that extra mile. These women feel they have to prove themselves worthy.

Of course, this doesn’t imply that gender alone is the determining factor for crew performance. However, it does reveal that being a minority in any field can often serve as an incentive, together with the responsibility to represent women well and to prove oneself in traditional male roles. Positive changes in the atmosphere on board have been noted; mixed teams clearly work well together.



“

The benefits of mentoring, community, encouragement and first-hand information are as genderless as hair colour, with both men and women encouraged to contribute to, and engage with, the site.

”

Crews are now utilising complementary abilities, bringing out strengths, harnessing and heightening the advantages diversity brings.

As first officer, I have joined a yacht working with an incredible female captain of 20 years. The vessel next to us is running with a female first officer, a female deckhand and a female second engineer. Walking through the marinas these days and observing the deck teams is proof that these roles are happily and effectively becoming less and less exclusively male.

She of the Sea was born after an overwhelming response to me posting ‘Who’s out there?’ on the Girls on Deck Facebook page. More than 70 women, with tickets ranging from day skipper all the way to master unlimited, stepped forward with the common

response “I had no idea you were all out there!” Here was the lightning rod. She of the Sea is a new platform for women in yachting, working or interested in a broader selection of career options.

Our website, www.sheofthesea.com, provides space for the female maritime community to connect, grow and, importantly, inspire the next generation of women. This not-for-profit site features resources such as detailed pathways to Officer of the Watch (OOW) and other qualifications. Articles explore leadership development and mindset, with profiles of women in the industry leading the way. The ‘Who is She?’ page enables women to create their own profiles about their career paths – inspiring, encouraging and, in some cases, warning those

considering a career on deck or in the engine room. The conversation isn’t about who does it better, it’s about us all being better. Mentorship is key; experienced women networking with those starting their careers, offering support and advice to those climbing the ranks.

The response to the platform has been overwhelming, from both men and women in the industry. People are excited to see the unity, visibility and awareness of the career path being raised. The benefits of mentoring, community, encouragement and first-hand information are as genderless as hair colour, with both men and women encouraged to contribute to, and engage with, the site.

Still very much in its infancy, She of the Sea is run by women currently working in the industry keen to pass on their experiences, connect with others doing the same and be part of driving our industry to higher levels of performance and excellence. Working at sea can sometimes be isolating, even from our peers, so the sense of connection with a larger community working on the same path is an exciting change and a positive sign for things to come. JM

ABOUT JENNY MATTHEWS

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CREW PROVIDE AN INCREDIBLY HIGH LEVEL OF SERVICE TO GUESTS, BUT SOMETIMES THEY ENCOUNTER CLIENTS WHO BEHAVE IN AN UNREASONABLE OR DISRESPECTFUL MANNER. HOW SHOULD THEY DEAL WITH SUCH SITUATIONS TO ENSURE A SATISFACTORY OUTCOME FOR ALL?

BY RACHEL ROWNEY

Anyone who has worked in the service industry will have come across a tricky customer. These situations are only compounded when you are in an environment where clients have paid a large amount of money, are used to an extremely high level of service and have been known to be demanding of those serving them.

Speak to any crewmember and they will recall an incident or occasion where they were involved with an awkward client. To ensure any difficult situation is diffused, it's important to first understand why the client is upset. "Emotional intelligence (EQ) and social intelligence (SQ) are pivotal when working on board yachts, to effectively deal not only with guests but also crew," says Karine Rayson, aka The Crew Coach. "Crew need to learn how to be an expert in managing very challenging and, at times, difficult guests."

The problem on board is that there is often a lack of sufficient HR training for superyacht crew, which is different from other service industries. "A lot of training is about managing the guests' expectations and dealing with disappointment, dealing with complaints, awkward situations and requests for things that were illegal or immoral," says Sara Ballinger, managing partner at The Daisy Gray Partnership, who has spent years providing coaching



for luxury-hospitality sectors such as hotels and has also worked in the yacht market. "It's about creating a sense for your clients that 'OK, what's happened has happened, let's focus on what we can do. I'm confident and I know what I am doing.' That will often diffuse the situation."

Clients who own or charter vessels are used to an extremely high standard of service, which means their demands can range from the obscure to the illegal. Ballinger believes that if crew are asked to break the law, the most effective way to refuse is to say 'no' and then explain why you can't carry out their request. "If a client asked you to buy drugs and bring them on board for them, for example, [crew should say] 'I'm not prepared to do that and the reason is [that] as a crew we would be held directly responsible in the event that drugs are found on board and we can't accept that level of risk.'"

Victoria Steyn, recently qualified as a purser, has spent almost 20 years in the yachting industry. She says it is vital for crew to have a thorough understanding of the profile of the guests before they come on board the vessel. The global profile of yacht clients means they are from various backgrounds, countries and cultures. "Normally, if you have guests coming on board, we try to talk about where they come from," explains Steyn. "Not just in terms of the physical journey, but also the cultural differences and their traditions, and how we should behave around them. There are a number of different, strong cultures that really need to be adhered to."

Sara Ballinger, managing partner at The Daisy Gray Partnership, outlines her strategy for dealing with stressful or intense situations:

Shelve judgement

• Very often when we enter a conflict situation, we go into it with an unconscious bias that will often project on to the person we are dealing with and make things worse. Step one for me is to always shelve judgement and focus on what is happening in front of you.

Focus on the facts

• Focus on the facts and listen to the words that are being said.

Acknowledge the emotion they are displaying

• You can say, 'I can see you're upset. I am sorry that you are angry.' Acknowledge the emotion, never ignore it, because that just makes matters worse.

Don't take things personally

• I know this is easier said than done but remind yourself that it isn't about you.

STAY – Stop thinking about yourself

• It's not about you. Very rarely is the complaint directly about you as an individual. It's recognising that is the case and managing it accordingly.

Find the cause of the issue and a solution

• Why are they upset? What is it that they want? Find out what the real issue is, explore what is going on and do it as directly as possible. Then ask 'What can we do?'. Have a 'can-do' approach.

I'm OK, you're OK

• This is psychiatrist Thomas Anthony Harris's theory. Human beings automatically (and unconsciously) position ourselves hierarchically when we meet others; either above them, below them or equal to them. If you behave in a subservient manner towards someone who is quite aggressive, then they will just perpetuate that relationship. By having a sense that you are equal and have the right to be treated appropriately, it makes a big difference to the way you appear to others. It's about having the ability to project that you're not better than me, and I'm not better than you. 'You're OK and I'm OK', so we can speak to each other like adults.

“Clients don't totally understand how the yacht crew are trying to run things for their safety and for their enjoyment.”

Victoria Steyn outlines on-board best practice for dealing with a client's complaint:

Listen

• Hear what it is the client is saying. Raised voices and obscenities often mask the need or problem the client is trying to share.

Apologise/Empathise

• This is not about accepting culpability, this is saying sorry that they are upset and trying to see where they are coming from.

Explain an action

• What will you do? Go and get the department head or captain? Contact an engineer if the problem can be fixed that way.

Follow up an action

• Don't get side-tracked. If you told the client you would get assistance or are able to rectify the situation then do so immediately.

Keep guests informed

• If a grievance can't be fixed immediately then keep the client or crewmember in the loop.

Document the complaint

• Especially if there has been violent or inappropriate behaviour or a problem that is very upsetting towards either party involved. Documenting immediately prevents facts from being forgotten and may help with resolution.

Inform the captain

• This should really be the first thing after explaining your action; they often have the wisdom or knowledge to be able to deal with the situation, will ultimately need to know and through experience can often resolve issues.*

*If on a charter then the purser/captain will also contact the charter broker/manager as per the MYBA or other charter-contract agreement.

Often, tensions run high when guests can't understand the multifaceted roles of crew. "Clients, because they are on holiday and it's their relaxation time, don't totally understand how the yacht crew are trying to run things for their safety and for their enjoyment," adds Steyn. "I think, particularly on the interior, crew are waitresses on board a floating hotel. It's hard to get across that everything we are doing is for them and everything we are doing is for their happiness and their safety."

When approaching a situation with a potentially difficult client, Steyn advises that simple things such as choice of words and body language, can significantly influence the outcome of discussions. "I've always worked with crew on language skills and the physical presence," says Steyn, who advises crew to "stand in a non-challenging way", and highlights that although guests must be treated cordially, there has to be a line drawn between polite service and friendliness. "It's good to talk to guests but also know when to remove yourself. You've got to walk the line of not being aloof because you want them to know that you are their crew, but at the same time you are not their friend. You are there to do a job." Rayson agrees that in any heated exchanges, body language can make a

huge difference. "Displaying a calm assuredness can go a long way towards defusing difficult situations."

If there has been a challenging incident, after the guest's departure it is important to have a debrief among the crew to ascertain what went well and what didn't. This is an opportunity to look at the interactions between the crew and the client and improve in future. Steyn believes this helps to move the crew forward after a difficult trip. "You must have a debrief afterwards. We keep a day book which has likes and dislikes of the guests. It gives the framework of the trip and it also shows certain situations that have happened previously so we can try to avoid them in the future and learn from them." She also emphasises the importance of carrying out a correct complaints procedure, outlined here in the sidebar.

Ultimately, the more crew experience situations with clients, the better they will be able to cope with the broad spectrum of guests and their individual needs. With the support of their senior heads of department, and the methods outlined by Ballinger, Rayson and Steyn, stressful or unpleasant circumstances can be dealt with as positively as possible. RR

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UPDATES TO THE GUEST PROGRAM

BY JOEY MEEN

AS CEO JOEY MEEN EXPLAINS, 2018 HAS SEEN A RECORD NUMBER OF STUDENTS COMPLETING THE VARIOUS LEVELS OF TRAINING THROUGH THE GUEST PROGRAM, AS WELL AS AN INCREASE IN APPLICATIONS FOR THE GUEST CERTIFICATES OF COMPETENCY.

With the number of approved training providers now reaching 26 worldwide, coupled with the interest from all levels of crew in developing their skills through the formal training routes, it is no wonder that the GUEST Program has become so well regarded within the yachting sector just five years after its inception.

Following the 2017 PYA Sea Changes Forum, where the PYA made an announcement regarding its intention to ask the most prominent industry bodies to take over the directive of the GUEST entity, the International Association of Maritime Institutions (IAMI) has accepted our proposal to investigate moving the operations and management of the GUEST Program from the PYA to the IAMI by the autumn of this year.

The background to this initiative is the recognition

that GUEST and the wider provision of hospitality training in the maritime context has now grown to the extent that the industry needs a hospitality-standards authority free from sectorial interest to manage the accreditation and delivery of approved training schemes in this specialised area.

The PYA (governance), GUEST Executive (guidance), AskJoey (administrator and operations) and SEA ID (certificate platform) have successfully brought the management and concept of GUEST interior training to fruition over the years. However, the PYA as a yacht-crew association is no longer the right body to take this forward because it needs to be managed by an organisation that covers all maritime sectors and that has international credentials in maritime education and training.

By handing over the operations and control of the GUEST Program to the IAMI (which is renowned in our sector for the management of the yacht-deck and engineering exams on behalf of the MCA), the GUEST Program will have the opportunity for positive growth and support from all the maritime educators and regulators who are members of IAMI.

Training and assessment processes within yachting for the deck and engineering departments have always been contentious. Where other educational institutions offer funding, student loans and longer training programmes, the culture of the yachting sector means that continuing professional development and career progression tend to require personal investment from individuals, and crew are also faced with time constraints



for learning. The GUEST Program is no different in that regard, but as it continues to develop, it will draw upon representation from the sector, enabling it to evolve to accommodate training cultures for yacht crew.

With this in mind, the GUEST Program will seek feedback from both students and trainers annually in order to review the module specifications, criteria and assessments and continually strive for improvement of crew training. For example, over the past 12 months, the modules have been updated to 'bite-sized' assessments, with an emphasis on practical work instead of hours of written exam papers. This is working well for students who are not only finding it easier

to attend shorter modules, but also that the hours of learning are more constructive. The trainers have realised they can focus more on the outcomes required for particular on-board roles.

The change in management of the GUEST Program from the PYA to the IAMI will also allow work to be undertaken to establish educational equivalences between the GUEST modules and other business sectors that require trained hospitality staff such as other maritime sectors, hotels and executive aviation. This will give a greater return on investment for the individual paying for the training modules.

The GUEST Program has recently concentrated on other areas within the in-

terior, specifically the purser and galley departments. The GUEST Purser CoC is in development, offering a structured training programme that will cover the fundamental aspects needed to fulfil the growing number of purser positions. This will provide further opportunities for those students who either wish to transition from chief steward to purser, or who are coming with relevant experience from land-based sectors.

In 2010, the PYA compiled a kitchen-to-galley course that has now been restructured for the budding land-based chefs and cooks looking to gain positions on board yachts. For those used to working within big teams in busy restaurants, the transition to working in a very different environment in a small team, or employed as a sole chef working in a galley on board, can be a daunting one. Therefore, the GUEST Program, with a team of professionals, redesigned the training programme to cover a well-structured, well-rounded education to enable a smooth adaptation from land to sea.

Please go to the GUEST website for further information about the training or if you wish to be part of the programme. If you have any questions or feedback on the training available, we would welcome your input. JM

www.guest-program.com

The GUEST Program will seek feedback from both students and trainers annually in order to review the module specifications, criteria and assessments and continually strive for improvement of crew training.

ABOUT JOEY MEEN

28 YEARS

HANDS-ON EXPERIENCE OF TRAINING YACHT CREW

ASK JOEY

HER OWN BUSINESS SET UP IN 2005

13 YEARS

ON THE MCA YACHT QUALIFICATION PANEL (2004-2017)

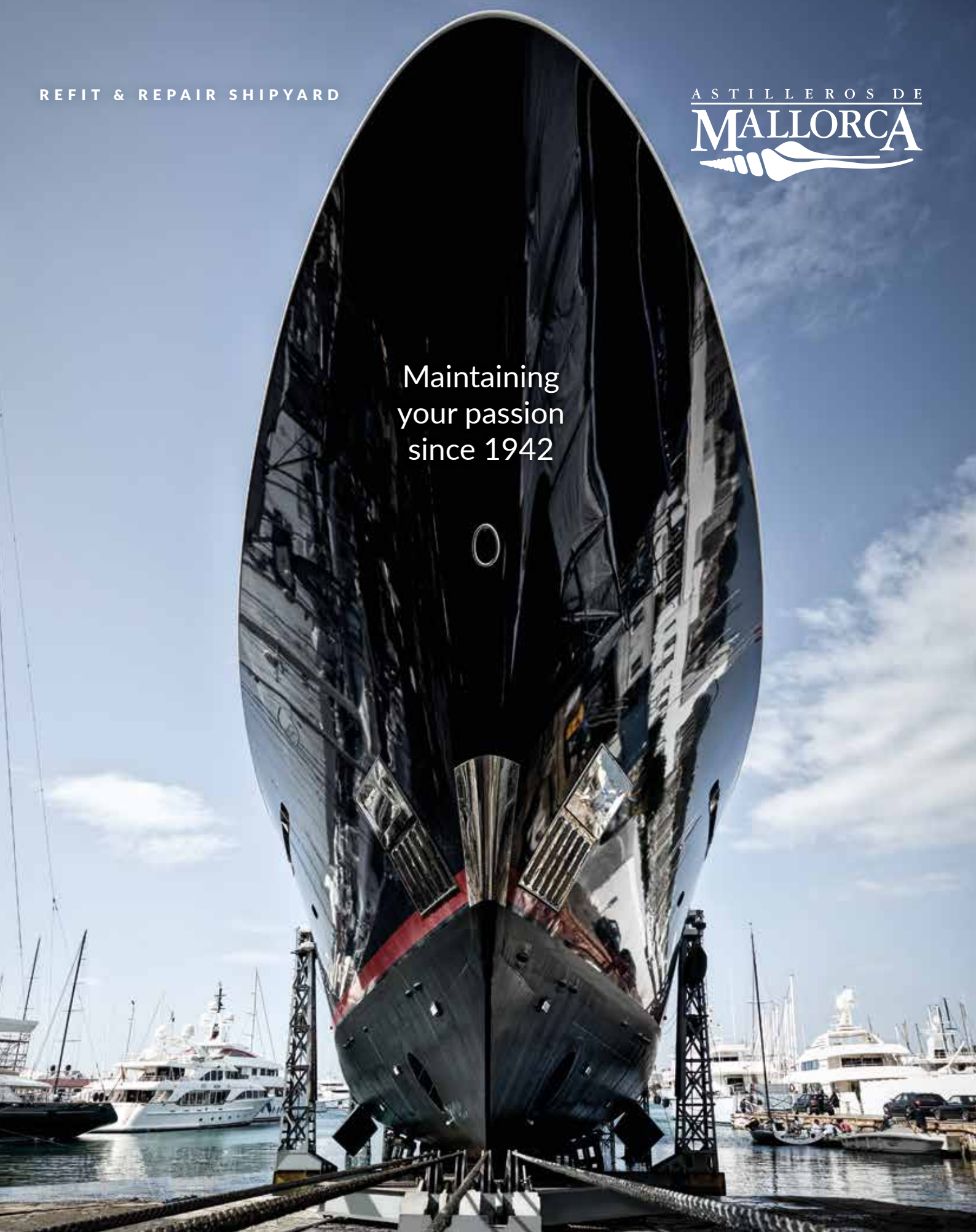
1990

BEGAN HER CAREER IN YACHTING RUNNING AN RYA SCHOOL IN THE UK

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PAPER TIGERS



THE CONSEQUENCES OF APPROACHING U.S. WATERS WITHOUT THE CORRECT CERTIFICATION AND PAPERWORK IN PLACE FOR EMISSIONS AND POLLUTION CAN BE DISASTROUS FOR A YACHT. THEREFORE, WHAT FACTORS SHOULD ENGINEERS, CAPTAINS AND MANAGERS CONSIDER WHEN PLANNING A U.S. VISIT?

BY CHARLOTTE THOMAS

Trying to get your head around the apparent barrage of requirements listed by the United States Environmental Protection Agency (US EPA) can be a daunting task. The arcane nature of response plans, varying emissions requirements, low-sulphur fuel, ballast water discharge and numerous other elements can, at first glance, look like a minefield. But delve a little deeper and, for the majority of foreign-flagged vessels looking to obtain a cruising permit and enjoy some US hospitality, that pathway suddenly appears clearer. Many of the US EPA regulations apply only to commercial or US-flagged or US-built vessels and so can be safely ignored by yachts unless they are looking to formally import or take on a US flag.

However, there are a couple of elements that all vessels – whether recreational or commercial, yacht or cruise ship – need to comply with, and these have to be addressed before approaching US waters. The first is the Non-tank Vessel Response Plan (NTVRP) which, essentially, proves that the vessel in question has made provision in case of oil or pollutant spill while in US waters.

The NTVRP is defined as required by any self-propelled, non-tank vessel of 400 gross tons or greater, that carries oil of any kind as fuel for main propulsion and



that operates in the navigable waters of the United States. The essence of the NTVRP is an agreement and action plan devised with salvage and marine firefighting companies (SMFF) and oil-spill response organisations (OSRO). In addition, if the vessel carries above 395,000 litres of fuel, a funding agreement must be entered into with an SMFF.

"Most foreign-flag yachts can come into US waters unless they have a current issue with emissions, as long as before they enter US waters they have an approved NTVRP in place," advises Anthony Sands, co-founder and CEO of management company Edge Yachts. "If you know you're coming, embark on preparations for your NTVRP and, if applicable, certificate of financial responsibility well in advance. Don't delay thinking you can rush it through; you are just one of thousands of vessels going through the process with the authorities."

"The current advice is that it can take up to three months for the NTVRP to be approved, and it is something that we would take care of," Burgess's yacht management team says. "It is possible for a self-managed yacht to go direct to an NTVRP provider, but in practice it can be a very complicated process."

"The processing time is generally four to six weeks, but can take up to two months," confirms Sands. "I've heard many yacht managers hoping to close a deal telling people that they can get it through in no time at all, but that's just not true. You're dealing with a government agency, and while we can maximise the chances of the document package going through without any hitches by making sure everything is complete, the fact is that there is a processing

time – so don't be in the Azores and headed our way before asking for an NTVRP!"

The second element to which attention must be paid is solid record-keeping with regards to fuel bunkering, quality and sulphur content. While the US EPA requirements within the North American Emission Control Area largely follow the global standard set out under MARPOL, checks on arrival can be very thorough, and it is not something a yacht wants to fall foul of because the penalties can be huge.

"Port State Control requires that everything you loaded is documented, including how much you loaded, what you loaded and where," says Sands. "Having a good relationship with your bunkering provider is very helpful in this regard because all fuel loaded will come with a sample certification. The engineer can keep these in his bunker oil record book,

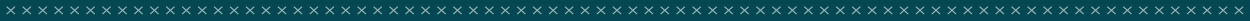
which has to be updated at all times, and then if the yacht is ever pulled over by Port State Control and they wander into the engine room, all the records are there, as well as backed up on our management system."

For other aspects of EPA compliance, many of the requirements, including the much-discussed ballast water management, are applicable only to commercial vessels and, as such, yachts are more likely than not exempt. "When in US waters, unless the yacht was actually built in the US, they can only operate as private vessels," says Burgess. "So there's a whole set of measures that don't apply because yachts cannot be commercially registered. The Vessel General Permit (VGP) and Small Vessel General Permit (sVGP), which cover incidental discharges and ballast water, are only applicable to commercial, non-recreational vessels and are therefore not required for yachts."

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Most foreign flag yachts can come into US waters unless they have a current issue with emissions, as long as before they enter US waters they have an approved NTVRP in place.

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There are spot checks by the US Coast Guard and Port State Control as well as checks on arrival. Paperwork should be compiled at all times and kept updated.

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Perhaps the other main consideration is to check for local variations in the Federal EPA requirements, in particular if the yacht is considering west coast or Alaskan cruising. "California and Alaska, for example, are a bit more demanding," says the Burgess team. "Alaska, in particular, is more complicated because it is both so large and remote. It means that there are additional federal and local oil pollution prevention requirements depending on where you plan to visit, particularly relating to the time it takes a response team to get to an oil spill.

"In California," the Burgess team continues, "there are specific state requirements to be complied with over and above the Federal NTVRP. An additional contingency plan (CA NTVCP) needs to be put in place and the California Shoreline Protection requires the response team to be on standby when vessels transit in and out of most Californian ports. It can get quite expensive. There's no way to keep it simple, and California also has state ballast water and biofouling requirements."

Of course, there are elements that will change if the yacht is looking to be imported into the US or become a US-flagged vessel. In those cases, then EPA compliance with EPA Tier 2 or Tier 3 for engine emissions needs to be considered, although these regulations are broadly in line with MARPOL international requirements under Annex VI. But even here, it can get incredibly complicated depending on when the yacht and the engines were built and what the intention of the yacht is. As Sands puts it, there is no blanket piece of advice other than to seek help from a specialist yacht-management company.

"It's definitely getting more stringent over time, and a lot depends on the goals of the owner. It can be complex, and making changes to meet these guidelines can be costly," says Sands. "The main concern with these matters is for vessels engaged in or intending to engage in trade or being imported. If this isn't a goal for the owner of an existing vessel, EPA regulations are unlikely to be a factor."

In spite of the apparent complexities, the advice for foreign-flagged yachts looking to cruise US waters is relatively straightforward: get the NTVRP in place well in advance, make sure your record-keeping and bunker logs are in order, and take the advice of your management company or seek out advice from a specialist, particularly in relation to emissions requirements.

"There are spot checks by the US Coast Guard and Port State Control as well as checks on arrival," warns Sands. "Paperwork should be compiled at all times and kept updated. If you approach the Port of Los Angeles, for example, they are going to want to know what you have in the tanks and they will come and have a look – they are particularly interested in yachts that come and go. As for emissions, it's really about approaching it on a case-by-case basis depending on what the yacht already has on board, what kind of exhaust systems are in place, whether it has soot filters and so on. There is no hard and fast rule, just a process to get you from where you are to where you want to be." **GT**



ASSISTANT ENGINEER DEVELOPMENT

BY DEAN VAUGHAN

IN A SLIGHT DEPARTURE FROM OUR USUAL STYLE, DEAN VAUGHAN, TECHNICAL DIRECTOR AT BENCHMARK YACHT, PROVIDES A SUCCINCT STEP-BY-STEP GUIDE FOR CHIEF ENGINEERS WHO ARE SEEKING TO MENTOR AND DEVELOP THEIR JUNIORS.

Workplace training and assessment is simply a phased work experience used to measure individual competence. It determines where knowledge, skill and procedural gaps exist so that training plans can be created to unlock learning potential and raise standards. When crew competence improves, there is a huge increase in workplace harmony, productivity and safety standards.

Workplace training systems

1. Vessel orientation and competency reviews (record, retain and review information) begin on the day a new recruit arrives on board. These reviews aren't casual chats, but are controlled conversations that guide people through material designed to capture basic information that keeps competence and confidence levels in sync.

The key areas are:

- 1.1 Ability to collect and analyse information used to solve problems.
- 1.2 Ability to work alone, with others and within a team.
- 1.3 Attitude, aptitude and compliance.
- 1.4 Communication skills (oral, written and schematic).
- 1.5 Education, training and experience levels.
- 1.6 Language, numeracy and literacy.
- 1.7 Perceived competence and actual competence.
- 1.8 Planning and organisational skills.
- 1.9 Readiness to learn and teach others.
- 1.10 Strengths and weaknesses.
- 1.11 Systems, regulatory compliance and safety-management knowledge.
- 1.12 Use of tools and technology.

1.13 Watchkeeping and record-keeping skills.

Mentoring and training international crew

2. Treating people respectfully, supporting them throughout the learning process and compensating for language, cultural and socio-economic differences is essential for the following reasons:

- 2.1 It assures crew that you have their back when problems arise.
- 2.2 It clarifies information and reduces communication failures.
- 2.3 It enhances the learning process.
- 2.4 It strengthens relationships.
- 2.5 It encourages trainee feedback; giving people a voice helps to refine the training process.



“

Realising that failure is always going to be part of the learning experience is essential.

”

The leadership equation and material resources

3. Defining how leadership hierarchies work and providing people with material resources is critical because it keeps everyone pointing in the right direction and sets them up for success:

3.1 Leadership oversight. Rank, position and specialty determines whether or not people are authorised and qualified to perform certain activities or make decisions. For example, a junior engineer working on high-voltage circuits could be electrocuted because their confidence exceeded qualification and competence boundaries. There are three defining elements of leadership oversight:

3.1.1 Authority: empowerment to make decisions and give orders.

3.1.2 Responsibility: work within safety, operational and quality standards.

3.1.3 Accountability: accept the success and failures associated with their actions and the actions of others associated related to rank and specialty.

Enduring training highs and lows

4. The most difficult step in training is the first, and the most rewarding ones are the lightbulb moments that encourage people to progress. Trainers and trainees are only as successful as their efforts and willingness to endure the highs and lows of competency training.

Training system resources

5. Providing assistant engineers with a yacht-specific task book and basic toolkit is essential because it outlines the learning pathway and basic materials needed to perform tasks. Supplementing the vessel’s technical library and operational standards documents with ‘cheat sheets’ that explain tasks sequentially, and represent systems and processes visually, help people navigate through tasks, and these become reference guides.

Universal training elements

6. Superyachts are large complex machines filled with tech-

nology and built, powered and classed according to displacement and the vessel’s operational qualities. Therefore, orienting new recruits and outlining standard training elements streamlines the learning process. Below are five universal skills elements that can be blended into yacht-specific task books that contain sign-off sheets as people work through the vessel systems, components and areas.

6.1 Locate and memorise system and component information.

6.2 Understand and explain system and component functions.

6.3 Operate machinery system correctly, and memorise safety and operational standards.

6.4 Maintain, repair and document work performed correctly to ensure parts inventories and maintenance systems are accurate.

6.5 Manage resources and continuously improve.

Setting goals, expiry dates and realising that failure is part of the learning experience

7. Setting goals: self-pace learning works only when people are motivated, and this is precisely why clear goals need to be given to them.

7.1 Expiry dates: everyone learns differently, and placing time limits on competency

steps enables the trainer to determine when people have taken things as far as possible. Not everyone will be, or should become, a chief engineer and there’s nothing wrong with being a reliable assistant engineer who can handle routine work.

7.2 Realising that failure is always going to be part of the learning experience is essential. Apportioning blame benefits nobody because unforeseen circumstances, poorly delivered instructions and fatigue impact how well or poorly routines are executed.

Training the trainer

8. In 2004, I completed a course that certified me as an adult trainer, and use these skills every day on the yachts I manage. Leadership and training done well benefits everyone, from the yacht’s owner right down to the most junior crewmember, and getting more people to realise this has been one of my greatest goals.

The crew I work with today are from virtually everywhere, so language and cultural barriers add a few more twists. But these types of barriers simplify things because communication is more fundamental. And showing that you are willing to learn their language and make efforts to help really builds the connection. **DV**

ABOUT DEAN VAUGHAN

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ENGINEER AND OWNER’S REPRESENTATIVE

CHIEF ENGINEER

ON SUPERYACHTS OF 95M+

2017

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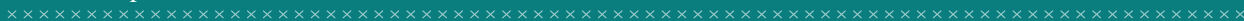
BY GEORGIA BOSCAWEN

Last year, the Caribbean was hit by Hurricane Irma, one of the most powerful ever recorded over the Atlantic. This Category 5 hurricane, which developed on 30 August and lasted until 13 September, claimed the lives of 134 people and, according to the National Hurricane Center, was the fifth costliest hurricane ever, causing \$64.8 billion of damage. Irma also had a significant impact on the superyacht infrastructure within the region which, as a result, has affected the local economies and, therefore, the region's road to recovery.

Superyachts are now beginning to return to places where infrastructure is able to accommodate them but there are, of course, areas that are still in the process of recovery and this can have an impact on provisioning. *The Crew Report* asked Joel Christy, of National Marine Suppliers, about how best to prepare for the Caribbean season in 2018.

"First and foremost, you need to be ready to adapt," says Christy. "After what we saw last year, it is very hard to etch anything in stone. Firstly, there are a lot of flight changes, so anything that isn't coming from within a particular island you have to be ready to work around that. It is best to plan ahead by having a couple of menus in case something falls through and then you have something that you can fall back on."





However, everything is slowly recovering after the catastrophic effects of last year. National Marine Suppliers has released a 2018 hurricane report to help those travelling to the area, with detailed information on areas that were affected. The report, which is updated regularly, outlines the extent of the damage for each island and how operational they are.

Provisions need to be considered well in advance and there are factors that can make transporting goods to the area somewhat problematic. "There are a lot of hoops to jump through when anything is being imported," says Christy. "Know your environment to the best of your ability and find out what is local. If you are completely dependent on something flying in you could be setting yourself up, not necessarily to fail but to be put in a situation where

you are going to have to react [at the] last minute. A lot of the time, it is out of everybody's control. Things could get cancelled, customs may not be open on that day." Christy recommends that superyachts should contact their provisioners and local agents weeks in advance to ensure the vessel has ample time to prepare for provisioning.

Once you have worked out the flight schedules and how the yacht can get hold of what and where, there are other factors to be aware of to ensure provisions are supplied in time. "These islands require certain health documents for food items to come in which, depending on the island, can take up to a week to process," explains Christy. "There may be a flight tomorrow, but we won't have time to get the required health documents done so you really need to stay as far in advance as you can."

“

There may be a flight tomorrow, but we won't have time to get the required health documents done so you really need to stay as far in advance as you can.

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According to the National Marine Suppliers hurricane update, Tortola, Antigua and Grenada all require phytosanitary certificates for provision shipments whereas Bahamas, Guadeloupe, St Lucia, Barbados and St Vincent (which also needs copies of supplier invoicing to file) all require both health documentation and phytosanitary certificates for provision imports. If not timed properly, this can cause a last-minute panic for those on board, made worse by perishable goods that add even more time pressure.

Again, this requires adequate pre-planning and perhaps alternative methods of bringing goods to the area. "The best thing that superyachts could do in advance is to stock up their freezers full of proteins as those are the hardest things to find on an island, guest or boss quality," says Christy. All these come from either the United States or Europe, and they are easy to stock in advance because they are going into a freezer.

"As well as the flights potentially causing issues, these products are heavy and it is going to cost [more] to ship," adds Christy. "You also have to pack them with dry ice which then makes it hazardous to a point, and you have to pay for that." For yachts coming from Europe or the United States, taking your own perishable goods is advisable because it is one less thing to worry about in the provisioning department.

However, when it comes helping the islands on their

"Anything that they can source on the island is going to be best for the local area as you're putting the money back into the local economy."

road to recovery, what can a superyacht do to help? "Anything that they can source on the island is going to be best for the local area as you're putting the money back into the local economy," says Christy. "Even if it were to be your bottled water or anything that the crew will be eating or drinking on a daily basis, this is going to be the biggest help. It is not so much [about] what supplies [are] best to bring in, it is about what they can put back into the economy."

The strongest advice Christy offers to superyachts visiting the Caribbean is to stay well ahead of your agenda to allow some leeway and prevent any last-minute panic when it comes to getting supplies in order. "If you are strictly a charter vessel, try working with agents to get anything booked as far in advance as possible," he says. "Do stay weeks ahead of it because if you are dependent on something coming from outside of the island, you are going to be at the mercy of flights." **GB**





GULF OF MEXICO

ATLANTIC

Florida (USA)

1
2
3

Grand Bahama

Abaco

THE BAHAMAS

Nassau

Eleuthera

Andros Island

New Providence

Cat Island

Lucayan Archipelago

Great Exuma

Long Island

Crooked Island

Acklins Island

Inagua Islands

Havana

CUBA

Cuba

Isla de la Juventud

Camagüey

Santiago de Cuba

Cayman Islands

Greater Antilles

Montego Bay

JAMAICA

Jamaica

Kingston

HAITI
Port-au-Prince

CARIBBEAN

HONDURAS

NICARAGUA

Managua

COSTA RICA

Barranquilla

Cartagena

Map and information courtesy of National Marine Services

RECOMMENDED PICK-UP AND RESTOCK LOCATIONS

1. WEST PALM BEACH, FLORIDA

- Free delivery to marinas
- 7% sales tax

2. FORT LAUDERDALE, FLORIDA

- Free delivery to marinas
- 6% sales tax

3. MIAMI, FLORIDA

- Free delivery to marinas
- 7% sales tax

4. PUERTO RICO

- Daily freight flights
- Duty-free imports/6.6% sales tax

5. ST THOMAS

- Freight flights are three days per week
- Duty-free imports for yachts in transit

6. ST MAARTEN

- Freight flights are three days per week
- Duty-free imports for yachts in transit

7. ANTIGUA

- Duty-free Imports for yachts in transit
- Freight Flights are two days per week

8. GRENADA

- Ship spares/stores reduced duty rate of 5-6% for yachts in transit
- Freight flights are two days per week



25°

20°

15°

10°



PROVIDING ENVIRONMENTAL SOLUTIONS

BY DEREK ALLEMAN

DEREK ALLEMAN OF NATIONAL MARINE SUPPLIERS EXPLORES MAKING PROVISIONING MORE ENVIRONMENTALLY FRIENDLY

The Earth's population has ballooned to more than 7.3 billion and we all need to play a part in the conservation of our planet and its amazing resources. Concerned citizens from all corners of the globe are calling for the increased use of sustainable farming and fishing practices, along with eco-friendly shipping and packaging materials. National Marine Suppliers is committed to staying ahead of the pack as we make the transition to using as many environmentally favourable products and practices as possible. We believe it is our responsibility to be at the forefront of this effort.

In fact, our provisions department has already started using a biodegradable packing material made from cornstarch. Its manufacture requires less energy and produces fewer greenhouse gases than petroleum-based

Styrofoam. The raw materials are 100 per cent natural corn grown in the US. We prefer working with suppliers that support local family farmers who follow sustainable practices to ensure their farmland is preserved for generations to come.

Some of the methods they use include rotating the grazing patterns of their animals, raising fewer animals per acre, using natural cycles and even alternating energy sources. It's all powered by sunshine but enabled by a complex and inter-connected circle of cycles where biological life does all the hard work. With each turn of the cycle, more carbon is stored below the ground and microbes mine more nutrients to fuel more plant growth. The increasing plant growth is more nourishing to the animal because it has access to more nutrients in

the soil. This ultimately leads to more nutrient-dense foods.

A balanced carbon cycle can also prevent catastrophic climate change caused by excess carbon dioxide. By supporting the smaller-scale farmers and exposing their produce to a larger market, the farmers remain on the land – not only supporting their families for future generations, but also benefiting their local rural community.

Let's face it, though, the lifeblood of our chosen industry is the oceans. Covering more than 70 per cent of the planet, it's our duty to be at the forefront of conservation and management of this most precious of natural resources. With an ever-increasing population, the demand for food has never been greater. For centuries, the world's oceans have given us an abundance of



sustenance; however, as much as 40 per cent is heavily affected by human activities including pollution, over-fishing and coastal development. These may result in depleted fisheries and loss of coastal habitats, posing a major threat to marine biodiversity and the food supply of millions of people. Of the 600 marine fish stocks monitored by the U.N. Food and Agriculture Organization (FAO), more than 70 per cent of the world's fish species are fully exploited or depleted.

How can we work to fix this? By deciding to work only with commercial suppliers that choose the right gear for the job and fish farming (aquaculture). Over the next decade, the majority of the fish we eat will be farm-raised, not wild. Global aquaculture includes more than 100 species, farmed in everything from traditional earthen ponds to high-tech tank systems. Each farming system has its own distinct environmental footprint. By choosing seafood from better farms and production systems, National Provisions is playing a positive role in reducing any potential negative impacts.

Sometimes, though, the simple approach is best. Bren

Of the 600 marine fish stocks monitored by the U.N. Food and Agriculture Organization (FAO), more than 70 per cent of the world's fish species are fully exploited or depleted.

Smith has spent the past 15 years developing a farming system that revitalises the waters by using both seaweed and bivalves. He holds two distinguished climate fellowships and his company, GreenWave, has won the Buckminster Fuller Prize for ecological design – a \$100,000 award that usually goes to architects or designers. His farming solution is, at first glance, laughably simple in its ingenuity: kelp farming. The seaweed sits just below the water's surface, growing 15 feet down into the water, with mussels and scallops

grown alongside in floating lines and oysters beneath them in cages. (Bivalves act as tiny filtration systems, helping to increase the health of the water, and are another sustainable food source.)

Smith's ocean-farming model is actually restorative. Seaweed is able to absorb five times as much CO₂ as land plants and it can sequester nitrogen build-up in the water, as well as the harmful run-off from farming or human waste. It helps to rebuild coastal ecosystems by creating a sanctuary for other types of marine life and

acts as a natural buffer to protect the coastline against storm surges (a more likely occurrence in the age of climate change). For all these benefits, it requires very little from its cultivators – no fertiliser, fresh water or land – and grows quickly and cheaply.

Regardless of approach, we must be appreciative and mindful of the world around us. Earth can provide, but we must do our part to ensure future generations can see it flourish. National Marine Suppliers will continue to seek out the most imaginative and exceptional methods of conservation and eco-friendly systems brought to market. Stay tuned. We're saving the planet one shipment at a time. [DA](#)

Websites used to gather information for this article:
www.saveur.com/bren-smith-kelp-farmer?DB3ApUw5hQ5ZxhFG.01

www.joyce-farms.com/blogs/news/the-circle-of-life-how-the-carbon-cycle-powers-our-ecosystem

www.seafoodwatch.org/ocean-issues/fishing-and-farming-methods

ABOUT DEREK ALLEMAN

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Above and beyond



IN A COMPETITIVE JOB MARKET, WE CONSIDER WHAT ADDITIONAL SKILLS CAN SET CREWMEMBERS APART FROM THE COMPETITION

BY RORY JACKSON

The training courses available to superyacht crew are many and varied, but the skills now required on board go far beyond the basic qualifications. As the tastes of owners adapt and guests find ever-more interesting and exciting ways to make the most of their superyachting experiences, what qualifications and skills can bolster crewmembers' CVs and give them a competitive advantage during the job hunt – as well as potentially yielding financial rewards?

"Drone-operating proficiency has become an increasingly popular skill for crewmembers to have, especially in conjunction with a videographer," says Rebecca Adams, senior yacht recruitment consultant at Viking Recruitment. "Owners want to have great pictures of their yachts and we are getting asked for drone operation quite often now."

Drones, or unmanned aerial vehicles as they are officially known, have been the subject of a great deal of attention in superyacht spheres for, admittedly, mostly the wrong reasons. The much-maligned drone has been brought up on charges of breaching the privacy and security of the world's ultra-high-net-worth superyacht community. However, far less has been





THE MOST DESIRED NON-MANDATORY CREWMEMBER SKILLS

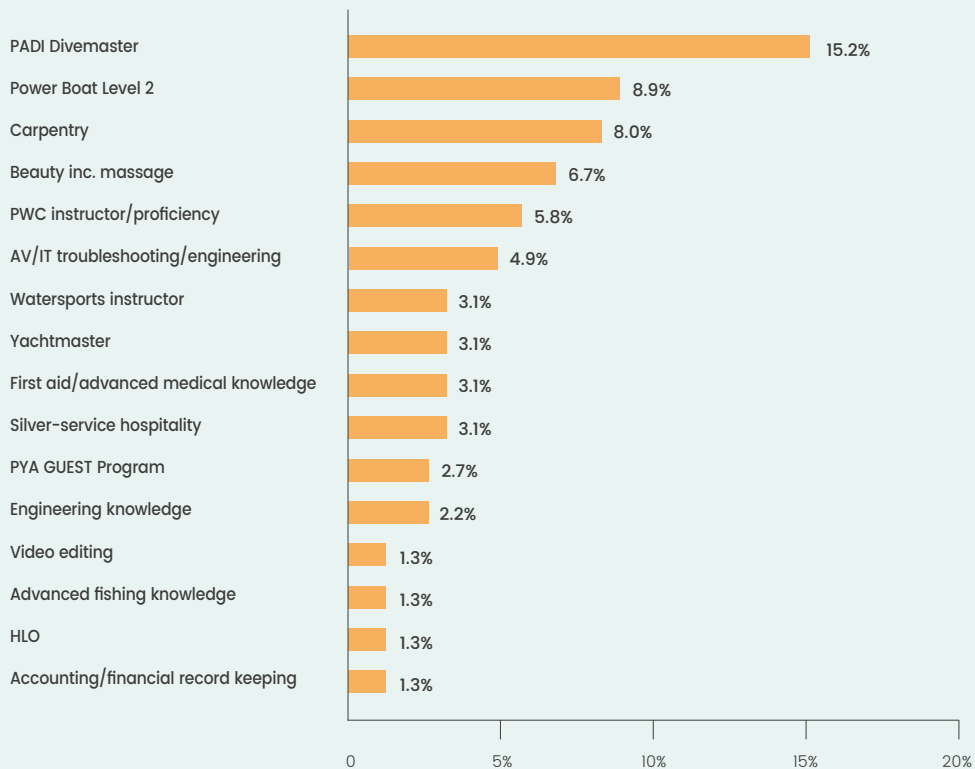
During a four-month research project into crew sentiment towards providers of training and recruitment services, published in issue 86 of *The Crew Report*, we asked senior crew to list up to three of the most desirable non-mandatory skills. The graph below represents the most popular skills determined by the 224 responses.

The PADI Divemaster qualification, with 34 (15.2 per cent) of the 224 votes, proved to be the most popular non-mandatory skill. Diving has been a stalwart of the superyacht experience for many years, but as a younger demographic of ultra-high-net-worth individuals has emerged, often characterised as being more adventurous than their predecessors, it has become even more in demand. Due to the inherent

dangers of diving, having a crewmember with a PADI Divemaster certificate has become an essential for many vessels.

Power Boat Level 2, with 20 (8.9 per cent) of the votes, also proved to be a desirable qualification. As the tender has become an increasingly focal part of the yachting experience, with larger boats often boasting a number of powerful custom vessels, the need to have crew with experience that goes beyond that of the most basic training has grown.

Other popular choices include carpentry (8 per cent), beauty including masseuse (6.7 per cent), private watercraft instructor/proficient (5.8 per cent) and AV/IT troubleshooting/engineering experience (4.9 per cent).



Data provided by The Superyacht Intelligence Agency



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“

We've begun to see demand for submarine pilots – these are less common to find!

”

made of the positive impact they can have on the yachting experience.

With owners and charterers investing such large amounts in either ownership itself or use of the vessel, it is becoming increasingly common for them to expect high-tech solutions for recording the enjoyment they have on board. They can film the time they have spent dining, enjoying water sports, exploring secluded beaches and, at the end of the trip, be presented with a video chronicling their time on board. The days of disposables and photo albums are way behind us; video has become the medium of choice for the young and the wealthy alike.

“Water-sports instructor qualifications are also incredibly popular on superyachts in today’s climate,” adds Adams. “What is required will vary from yacht to yacht, but you often have the obvious, like kitesurfing, wakeboarding and surfing. Sometimes, there are incredibly specific requests like [for] a crewmember with experience with stand-up jet skis.”

“The superyachts today have far more toys on board,” says Paul Rutterford, general manager (cruise and yacht) at Viking. “Of course, this all depends on how the vessel is being used and what the owner of the said vessel is like, but on

charters in particular they like to have all the toys because it adds to the charter experience and, if you look at some of the larger superyachts that are 100m-plus, they have the capacity to have a lot of extra equipment. So with that, you need to have people on board who are proficient and able to operate and maintain the equipment. We’ve also begun to see demand for submarine pilots – these are less common to find!”

Another increasingly sought-after skill is experience as a lifeguard. One might expect that having someone on board with aquatic lifesaving skills was a prerequisite for a superyacht operation but, as it transpires, working on board doesn’t even require having the ability to swim. As such, lifeguards have become coveted crewmembers, especially for those owners and charter guests who are likely to have children on board. The ability to swim is one thing, but the ability to spot danger and people in distress is an altogether different skill, let alone being able to act on such an awareness.

“During the STCW, you do basic sea survival called Personal Survival Techniques,” explains Adams. “But we’ve had captains and owners in the past who have required additional skills and to have an actual lifeguard on board

[who] can watch the children when they are swimming off the yacht when anchored or when at a bay. Another popular skill for deck crew is military experience for all manner of security roles on board the vessel.”

For interior crew, there are even more skills that may come in handy when trying to bolster a CV, from silver service to masseuse and seamstress to carpenter. “Fitness instructors are very popular on board superyachts because they are beneficial for owners, guests and crew alike,” says Rutterford. “Qualified carpenters are also in high demand because of the vast amounts of woodwork there is on board. It is particularly popular on the large yachts where there [are] a lot more wooden surfaces – a boatbuilding background would be even better.”

Adams explains that a large proportion of those who choose a career in superyachting come from these types of background. In many cases, the superyacht market will offer a more lucrative career for people with these skills as well as providing the chance to travel to some of the world’s most exciting destinations. “There is also no shortage of opportunity for individuals with all kinds of wellbeing experience,” says Adams. “Yoga and pilates instructors, massage therapists, acupuncturists, hairdressers and beauticians are in high demand. It all just depends on what the owner and guests are after. Some superyachts also have need of sommeliers and nurses.”

Ordinarily, as both Adams and Rutterford explain, when a crewmember is hired with an additional skill, the workload is split, with 80 per cent of their time allocated to their hired role (deckhand, for example) and 20 per cent to the additional skill (such as a lifeguard). RJ



BY JOHN WYBORN

ON THE HORNS OF A DILEMMA

A PERSONAL MESSAGE FROM JOHN WYBORN, TRAINING DIRECTOR, BLUEWATER

I don't know what to do. I really don't, and if you can help me please get in touch! Here is my problem:

For nearly three decades, I have been running courses leading to the award of an MCA Master's certificate of competency, either 500gt or 3,000gt, but recently, the Belgian government introduced its own Master 500gt CoC for yachts. Therefore, should I run the MCA programme, the Belgian programme or both?

To get to Master 500gt in the MCA programme, the following must be accomplished:

- 11 weeks of approved training;
- Three externally marked MCA written examinations;
- An MCA oral examination.

The above only happens after three years working on a yacht under a regime of

on-board training recorded in an MCA training record book. The candidate must then work for an additional year holding the OOW and complete:

- A further 11 weeks of approved training;
- Five externally marked MCA written examinations;
- Another MCA oral exam.

This all adds up to a lot less training than one would need to obtain an unlimited Merchant Navy Certificate, which is why there is a tonnage limitation.

By contrast, a deckhand who holds a Yachtmaster and has the sea time (with no supervised on-board training) and the usual safety courses can obtain the same level of certification from the Belgian government with:

- A three-week course in Belgium with an internally marked exam at the school



If you are fully competent to command a 200gt yacht, how much more should you need to do to reach 500gt?

and, as I understand it, no government exam of any kind. Anyone who has completed this course, please let me know if I have got this wrong.

The Belgian certificate has an STCW reference printed on it. Although the UK MCA does not recognise it, the Cayman Islands Shipping Registry (CISR) does, as does the Maltese registry and probably others. I understand that the CISR was recently questioned about this by the MCA and reaffirmed that it is a certificate issued by a reputable EU flag with correct STCW references, therefore there was no reason why they should refuse it.

I think this is a valid argument. There are obviously huge differences between the two certificates in terms of the training and experience needed to obtain them, but it is not my job to set the

standards; it my job to apply them in the courses we run. It is the responsibility of the Flag authorities to set standards, and whereas the MCA has always been the leader in this field, clearly three other administrations have now taken a different route.

I would really like to know what people think. I am quite sure that if I were in my 20s or 30s and wanted to get a captain's job over 200gt, say a 35-metre, then I would follow the many (we don't know how many) who have made the trip to Belgium.

Equally, I don't blame the two schools that run this programme – they both seem to be well-established training providers. From its website, one of them seems to have quite a substantial building and looks to be part of a college. What they are doing is perfectly legal and is clearly popular with crew.

Let's look at this another way. The MCA Master 200gt CoC is very comparable; you need a Yachtmaster and a few add-ons. Candidates have to pass a government oral examination but the level of training is similar without the three-week course. If you are fully competent to command a 200gt yacht, how much more should you need to do to reach 500gt?

If my school were to apply for recognition to run the Belgian course, I could offer my students the same MCA programme that I offer now, only they would be able to obtain the MCA Officer of the Watch Certificate along with a Belgian Master 500gt. Many would stop there if they have no desire to work on the largest yachts. The others would have a CoC that enables them to gain valuable command experience on larger vessels on their way to obtaining their MCA Master 3,000gt.

Yet I still have a doubt. Should I do this? Are yacht-management companies happy with the idea? Are yacht-brokerage and charter companies happy with this level of training for a 500gt yacht (the vast majority of the charter fleet)? From a commercial perspective I think this could really work, but is it OK? Does anyone care?

We should discuss this! JW

ABOUT JOHN WYBORN

28

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OF THE CORPORATION OF TRINITY HOUSE (SINCE LAST YEAR)

A HAPPY CREW = A HAPPY BOAT

Does the industry look after its crew well enough?

A number of articles I have written recently got me thinking about crew welfare and wellbeing. As well as the deck feature in this issue, if you are a regular reader of *SuperyachtNews.com*, you may have seen a flurry of stories regarding crew caught up in difficult situations because their vessel had been detained. This includes the crews of *Luna*, *Indian Empress* and *Equanimity*, among others. Again and again, crew seem unwittingly to find themselves trapped in the middle of disputes between the authorities and owners, whether that be divorce settlements or fraud investigations.

Non-payment of wages and abandonment are constant risks superyacht crew have to accept as part of their job, while there are also those employers who would replace crew in the blink of an eye should they put a foot wrong. Of course, things are improving – the latest amendment to the Maritime Labour Convention 2006 (MLC) insures crew against the loss of wages and abandonment and stipulates other requirements relating to crew welfare – but this doesn't protect crew on yachts across the board.

Crew welfare also relates to many other aspects of on-board life, from how much time off they get to professional development and HR processes, all of which are widely disparate across the industry and vary from yacht to yacht. The importance of happiness in any yachting role is much more important than for jobs ashore; your workplace is effectively your home and you are living with your colleagues 24/7. Yet often workplace conditions are sadly lagging behind those on land.

With the number of crew working in the superyacht industry continuing to grow, the mental and physical health and well-being of the workforce is more important than ever, and the industry needs to see more standardisation. This is arguably up to management companies and captains to enforce; if they set the bar, the rest will follow.

For most crew, yachting is a brilliant and fulfilling job in which they are well looked after, but more improvements can be made to ensure the industry attracts and retains new talent. I believe crew welfare and well-being will come more and more to the centre stage as the industry as a whole starts to realise this. **BM**



BY BRYONY MCCABE

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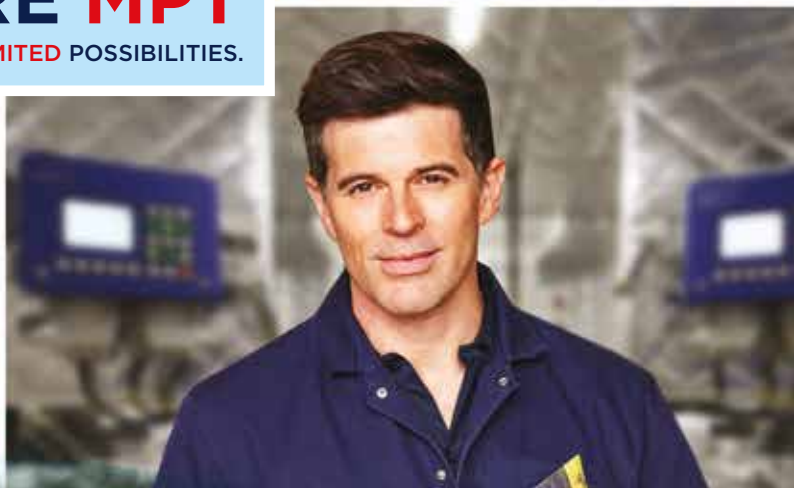


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