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ISSUE 16 | SEPTEMBER 2018

Fog Horn

Synergy Group Newsletter



THE 2020
CONUNDRUM

NAVE QUASAR
CREATES HISTORY

VIETNAMESE
SEAFARERS JOIN
SYNERGY FAMILY

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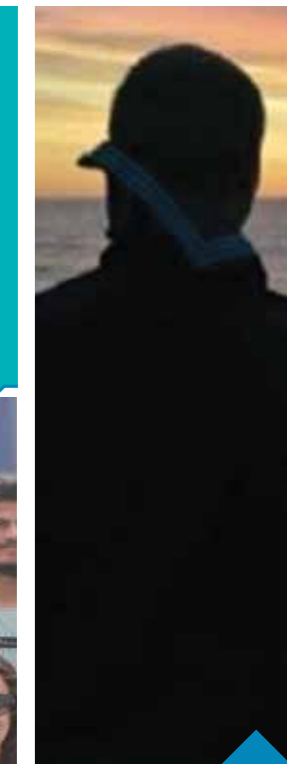


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COVER IMAGE COURTESY: 4E JOHN ELVIS G. LODOVICE ONBOARD M.V. BENFICA

We want to hear from you!

Fog Horn is an initiative to bring together all members of the Synergy Family – our seafarers, shore staff, family members as well as the stakeholders. We would love to hear from you and have your contributions in forthcoming issues as well as for the website. You may share a write up on an inspiring event or your own experience onboard or ashore, a joyous occasion in your family, stories about life, health, fitness or photographs, sketches, poems, get together's or just jokes! Write to us at editorialteam@synergymarine.sg



Dear Team,

It has been 20 years since ISM code ushered in formal Safety Management into Shipping. The checklist has since become part of our life on board.

Old time experts who believed that they were trained hard so that they do not need a checklist and that checklists would take away the joy at work, have slowly but surely embraced the idea of the

checklist. Philosophers point out that there are two sources of failure in anything that we set out to do - Ignorance and Ineptitude. Ignorance is when knowledge does not exist, or science has not filled all the gaps.

The Titanic sank on 15 April 1912, killing over 1500 people. The Titanic was considered a marvel of its

“Beyond experience and training, it is the checklist which guides us to well thought out procedures.”

time, but was not equipped with a radar, there was no organized Ice Patrol and the ship did not have enough lifeboats.

Capt. Edward Smith’s epitaph reads – “A brave life and a heroic death, "Be British". History is kind when it judges failures that happen in ignorance, but the sentiments are infuriating when ineptitude causes

failure. Who will ever pardon the Costa Concordia’s Master, who deliberately navigated the vessel through restricted waters close to the shore?

For most of human history our major problem was grappling with ignorance, but it is different in modern times. We have accumulated enough knowledge about what we are capable of, but we face challenges in leveraging it. Ineptitude is when knowledge exists, but an individual or a group of individuals fail to apply it correctly. Ineptitude is our struggle in modern times.

The sizes, types and sophistication of the ships we build now is unbelievable. Time and time again our ambitions have created sophisticated equipment that have far exceeded the individual capability of professionals put in charge of operating it.

On 15 Jan 2009, Capt Chesley Sullenberger and first officer Jeff Skiles were working together for the first time on the US Airways 1549. They had never experienced an engine failure, and may have even retired without encountering one. The pilots consulted the checklist before the flight took off from the runway and when the engines failed after a bird hit, they did the checklist quickly as they glided the aircraft safely into the Hudson River and saved 155 lives. When people talk to Capt. Sully, he does not attribute the success to his gliding experience from Airforce academy or his vast flying experience. He says it was adherence to procedures and teamwork.

We are professional mariners, but we must remember that we are all fallible, flawed decision makers with unreliable memories. Expecting the unexpected, and having effective plans to deal with it has to be in our character. Beyond experience and training, it is the checklist which guides us to well thought out procedures.

Let us work together to create a Safety Culture, in which compliance with procedures and discipline to use a checklist is second nature to us.

Stay Safe, Stay Blessed.

Capt. Rajesh Unni

SAFETY FIRST

The safety and health of our staff onboard is our paramount safety objective. Whereas the industry has achieved significant progress to improve marine safety equipment and processes, human error remains a persistent causal factor in maritime accidents. The factors that constitute the human element are intangible and can be broadly described as – the individual's competence to do a job, the organization of the team and their work culture. Onboard a ship, the value of each seafarer's contribution and the importance of engaging them in developing a safe work culture cannot be overstated. Team Work is the key to prevent human errors that cause harm.

It needs no research to tell us that the most important factor which could help prevent human error is Team Work! Working on ships is a "team effort." A "one-man-show" cannot run the whole vessel.

As the number of people onboard ships is limited, there are high chances of ego clashes and dissatisfaction among crew members. The importance of the interpersonal relationship between the staff onboard to ensure safe and smooth operations cannot be emphasized enough.

Working on ships is not an easy task, dissatisfaction and demotivation can easily seep

in as a result of stress. During such situations, the senior management team plays a vital role in motivating the team and in creating an inclusive work culture.

The Master and senior officers have an important role in fostering interpersonal relationships onboard. Leaders should walk an extra mile to understand the cultural background, preferences, knowledge, and skill set of the crew members onboard. A winning team is one which understands the goal and communicates effectively with each other. A good rapport between the crew members onboard is essential for success. Onboard a ship there are different formal and informal interactions that provide opportunities for building rapport, bridging gaps and cementing trust.

1. Toolbox meetings: The Toolbox meeting is done by the team of seafarers who are assigned a task. This is done at the site of work, prior commencing the task. This meeting is best utilized to explain the scope of work and delegate the responsibilities to all team members. It is necessary that crew members talk to each other during such meetings and discuss their views and opinions. Each member should be given an opportunity to come up with suggestions regarding improvement of the work process and safety precautions to be taken. This activity promotes a sense of responsibility and ownership.

2. Tea Breaks: Tea breaks if used efficiently can work wonders towards enhancing "team effort." Efforts should be made to get all crew members together during tea breaks to discuss the work in progress and other things that they feel are necessary.

Working on ships is a "team effort." A "one-man-show" cannot run the whole vessel.

3. Onboard training sessions: Onboard training sessions are yet another opportunity to get crew members together to impart crucial working knowledge or conduct safety committee meetings. Captain and chief engineer should arrange the meeting in such a way that maximum crew members can participate.

4. Spending free time together: It is often seen that post working-hours, officers and crew members are confined to their cabins, while ideally, they should be getting together in the officer or crew lounge.

Watching movies and playing indoor sport, during leisure time is a great way to get to know each other and build strong relationships both on and off work.

5. Arranging events/sports days: It is necessary to organize recreational activities, which require crew members to participate as teams. This is a great way to promote the importance of team spirit and build camaraderie among crew members.

6. Parties and Gets-together: Everyone likes to party and unwind once in a while, they also help create stronger bonds between people. Festival celebrations are also a great way to enhance interpersonal relationships between people onboard.

Do's

Alert team members to potential problems
Help team members
Discuss issues with team members
Work with colleagues to overcome language or other communication barriers
Be inclusive and encourage everyone to participate in all shipboard activities

Dont's

Assume everyone will act or behave in the same way
Assume everyone has the same skill and knowledge
Ignore problems



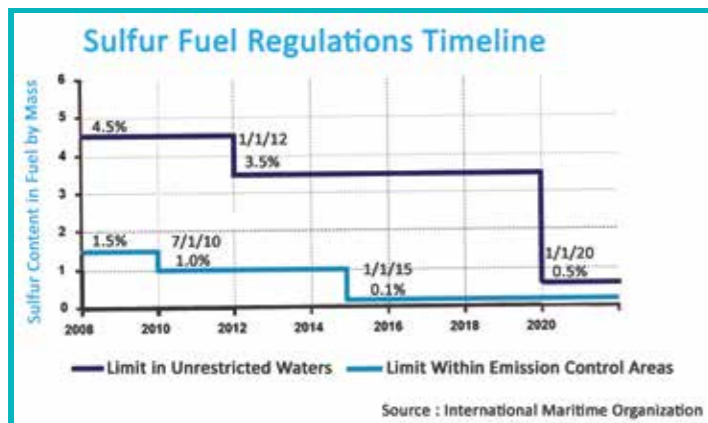
THE 2020 CONUNDRUM

Introduction

Adopting greener practices in the maritime industry as IMO confirms 0.5% limit for Sulphur by 2020.

Anyone even remotely involved with the maritime industry by now grasps the importance of January 1, 2020 — the date environmental restrictions on sulfur content in bunker fuel comes into effect.

In recent months, IMO 2020 rule has increasingly become a talking point among those so far unconcerned with the bunker and shipping industry, and with that, there is a panic over what this rule would mean. This might trigger the global review of new regulation, but in my view, there is no turning back.



Even while the new rule looms ever so closer, the implementation of this regulation is still the subject of much debate and analysis. Some believe its implementation may be postponed by one to two years, while others think it maybe re-evaluated to become more active and finally, there are others who firmly believe that this solution is not feasible. However, IMO has repeatedly indicated its steadfast determination to enforce these new regulations.

While vessels have several choices for compliance including

- Use of low-sulfur marine fuels such as LSMGO in existing machinery
- Very Low Sulphur Fuel Oil (VLSFO) blends
- Installation of new machinery (or conversion of existing machinery where possible) designed to operate on a low- sulfur alternative fuel, such as Liquefied Natural Gas (LNG) or Biofuels.
- Installation of an Exhaust Gas Cleaning System (EGCS) like scrubbers as an after-treatment device and continuing to burn the same HSFO they do

today. While most shipowners are choosing to wait for the availability of the low-Sulphur fuel, few have opted for EGCS installations. There are 1000+ globally trading ships, where scrubbers have already been fitted or ordered , as a step towards future.

In the diversified Marine industry, right to breathe clean air and have a better climate to live in, has unified Governments and the Private sector beyond boundaries. A study on the human health impacts of SOx emissions from ships, submitted to IMO’s Marine Environment Protection Committee (MEPC) in 2016 by Finland, estimated that by not reducing the SOx limit for ships from 2020, the air pollution from ships would contribute to more than 570,000 additional premature deaths worldwide between 2020-2025.

In response to the predicted impact the International Maritime Organization (IMO), through its Marine Environment Protection Committee (MEPC), introduced a new global cap. From 2020, Ships are mandated to use marine fuels with a Sulphur content of no more than 0.5% S against the current limit of 3.5%S to reduce greenhouse gas emissions. The Emission Control Areas (ECAs) remains at the 2015 standard of 0.1%S. In parallel with Annex VI, several regional, national , and local regulators have also introduced their regulatory controls for emission controls.

Challenges and uncertainties over Low Sulphur Fuel option

Ultimately, compliance with the global Sulphur cap under MARPOL Annex VI through use of low Sulphur fuels may seem like the simplest solution however, it is not without its difficulties – both commercially and technically.

With so much uncertainty still surrounding the availability and quality of low Sulphur fuels globally, not to mention the volatile price differential between these fuels and HFO, alternative technologies such as scrubbers may offer comparatively stable compliance solutions. Indeed, it is certainly worth investigating the costs and payback periods of various options available for compliance.

Exhaust Gas Cleaning System (EGCS) or Scrubber a viable solution.

A scrubber is a device installed in the exhaust system after the engine or boiler that treats exhaust gas with a variety of substances, which

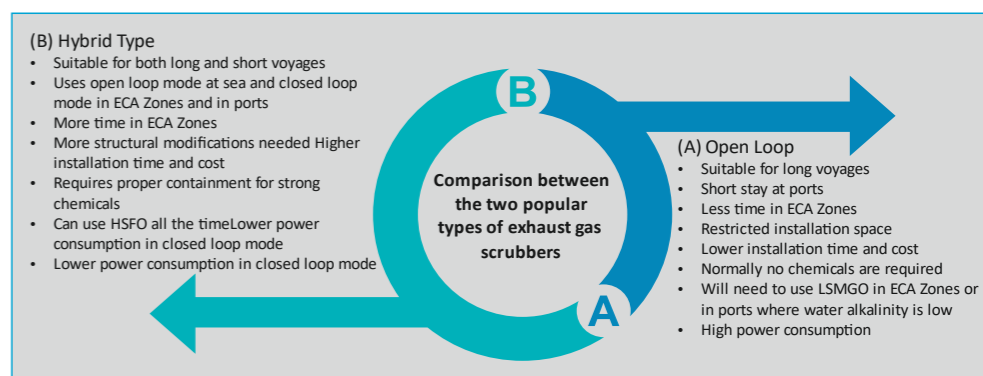
may include seawater, chemically treated fresh water or dry substances, with the goal of removing most of the SOx from the exhaust and reducing PM. After passing through the scrubber system, the compliant exhaust is released into the atmosphere. While scrubbers offer the potential for lower operating costs by permitting the use of less expensive high-sulfur fuels, capital costs, installation cost and operational costs associated with scrubbers must be considered on a vessel-specific basis.

These costs should be assessed against the alternatives of operating a ship on low-sulfur fuel or an alternative low-sulfur fuel. Fuel switching, an operational practice in which higher sulfur fuel is used where permitted and lower sulfur fuel is used where mandated, has its own complications and risks, but should also be considered during evaluation of fuel compliance options.

There are various options like Open-loop wet scrubbers, Closed-loop wet scrubbers and Hybrid scrubbers to choose from. In recent past, open loop and hybrid ready are the systems which are most popular amongst shipowners. A detailed engineering evaluation and feasibility study is required before choosing any of the scrubber technologies since retrofitting of these installations on existing ships come with high capital expenditure and with a downtime of 1 to 3 weeks.

It is time to make concerted efforts to develop and adopt measures to protect the environment from pollution by ships.

The deployment of SOx scrubbers to treat emissions from the diesel engines on large ocean-going vessels is currently limited to a handful of ships. However, some successful trials and recent advancement in use of this technology on board ships have promised a viable solution to shipowners. The use of SOx scrubbers in combination with high sulfur residual oil and diesel fuels may become economically beneficial in SECAs and worldwide; therefore, large number of vessels may begin using scrubbers.



Challenging times ahead

More than half of the world’s population lives within 60 km of the shoreline, with many of the world’s economically weaker sections crowded into coastal areas and dependent on the marine resources.

The pressure is mounting for every industry, every potential polluter, every user of energy and every contributor towards environmental degradation, climate change or biodiversity loss, to both clean-up their act and adopt greener practices. Shipping is no different and, therefore, it is time for the industry to eliminate, or reduce to the barest minimum, all adverse environmental impacts from ships.

It is time to make concerted efforts to develop and adopt measures to protect the environment from pollution by ships. There remains, however, work to be done to ensure full implementation and enforcement of standards. Ultimately, all the stakeholders in the shipping industry must work together towards the Organization’s vision to ensure that shipping fulfils its role as the facilitator of global trade, to eliminate all adverse environmental impacts from ships and, accordingly, promote sustainable development.

Mr. Mathavan S, Head - Technical Team

Mr. Mathavan S, heads the Technical Dept. of Synergy Group. As a maritime professional with an engineering background, he has a lifelong passion for both troubleshooting as well as applied creativity. He is passionate about advancements in technology, and its impact on the maritime industry in myriad ways.



FAQ'S - FUTURE SOx COMPLIANCE

In continuation from Vol 15, reference Page 12

1. Briefly mention Scheme A & B?

The type and extent of monitoring depends on the certification Scheme (A or B) of Resolution MEPC.184(59). In both the cases Scheme A or Scheme B, the wash-water must be continuously monitored for pH, Polycyclic aromatic hydrocarbons [PAH] and turbidity {10.1 of Resolution MEPC.184(59)}

Scheme A - MEPC.184(59) recommends, where a continuous exhaust monitoring system is not fitted, a daily spot check of exhaust emissions along with continuous monitoring of certain parameters. If continuous monitoring is fitted, then spot checks of the prescribed parameters is recommended. Scheme B - requires continuous monitoring of exhaust emissions, using an approved monitoring system together with daily spot checks of certain prescribed parameters.

2. How will Port State Control [PSC] verify scrubber cleaning rate?

Guidelines for PSC are provided in IMO Res. MEPC.181(59). PSC inspector should examine the "approved documentation relating to any installed exhaust gas cleaning systems, [or] equivalent means, to reduce SOx emissions (Reg. VI/4)." As per 4.2.3.2 & 5.3.2 of the Annex to Resolution MEPC.184(59); EGC units and their monitoring systems may also be subject to inspection. Section 7.5 requires a copy of the recorded data and reports, made available as requested.

3. Are SOx scrubbers compatible with selective catalytic reduction (SCR) systems for NOx removal, considering post-2016 Tier III requirements?

Vessels built after 1 January 2016 will need arrangements meet both NOx and SOx requirements. SCR systems need high exhaust inlet temperatures to work and SCR must be deployed upstream of the scrubber. The use of an SCR in addition to a scrubber, will increase back pressure.

4. Can scrubber be combined with NOx reduction technique, Exhaust Gas Recirculation system [EGR]?

The use of EGR, a primary NOx emission reduction technique, along with a scrubber is possible and would not be in conflict. For marine applications, the use of EGR will necessitate the integration of some form of scrubber, within the EGR system.

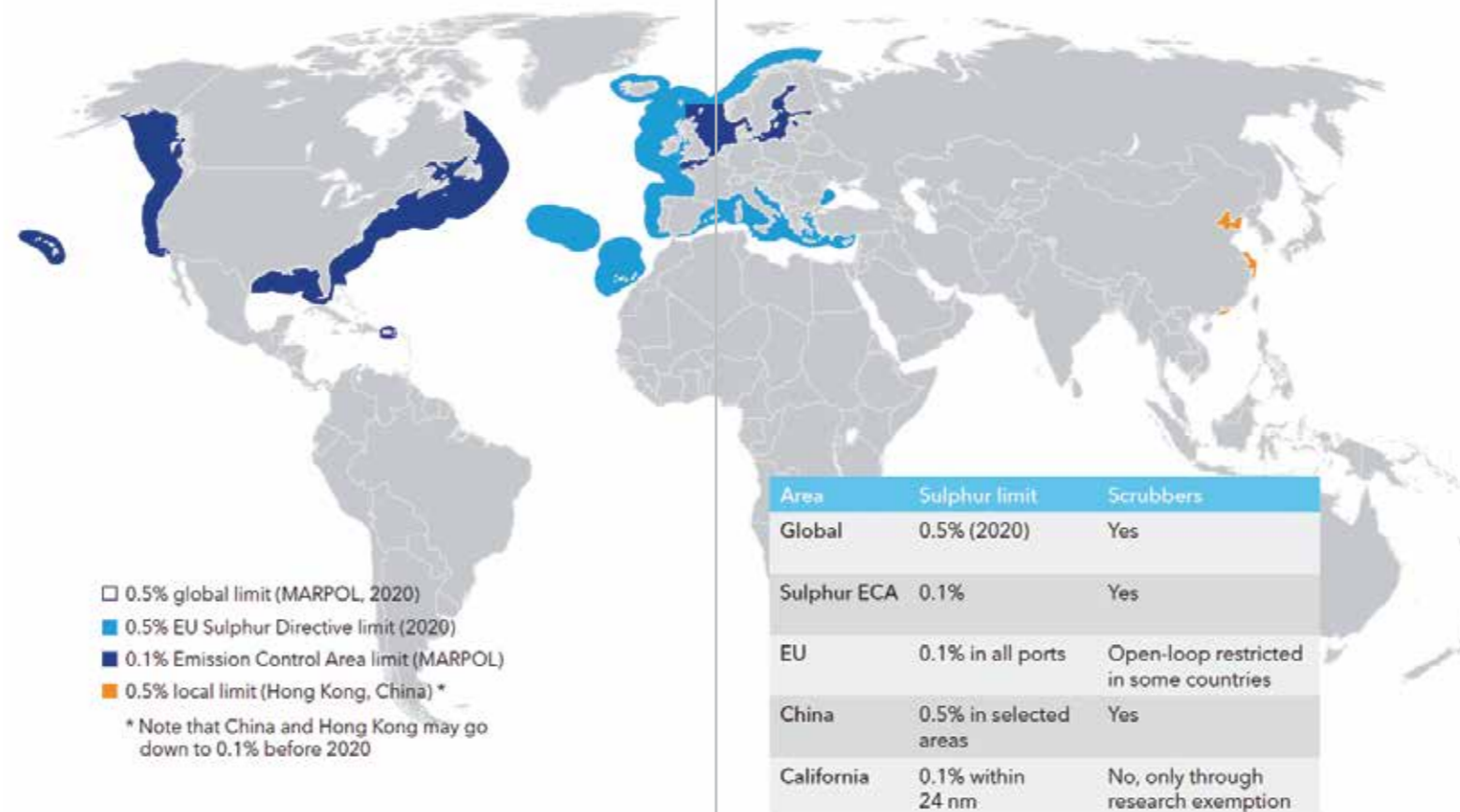


Image courtesy: DNV GL

5. What are the considerations that may be required to address (lightship changes), the effect on stability and tonnage?

The tonnage certificate needs revision. The effect on the lightship characteristics should be determined after scrubber installation. If a change of about 2 percent or more in the ship's lightweight, or a change in the longitudinal center of gravity of 1 percent or more of the ship's length; then a full inclining experiment should again be carried out.

If the change is expected to be less than these limits, then a lightweight survey should be carried out on completion of the work, to confirm the effect of the changes.

Further, based on this weight increase, a deadweight survey may be required to confirm revised lightship weight & vertical center of gravity. As applicable a revised data is to be reflected on the existing trim-stability booklet, loading manual and loading computer program.

6. Is a new damage stability calculation needed?

Revision of the damage stability will need to be considered on a case-by-case basis. If the designer can prove that the effect on the damage stability can be easily confirmed by comparison with the original damage stability, it may not be necessary to run the damage stability analysis again.

7. Do scrubber systems require modifications to existing exhaust gas piping?

Modifications will be required to the existing exhaust piping. A demister unit might be required after the scrubber. Usually velocity of the exhaust plume is slowed in the scrubber, then exhaust velocity may need to be accelerated by specific design of exhaust pipe outlet, to jettison the exhaust plume away from the ship. Some scrubber system designs may also accelerate the flow, by the installation of auxiliary fans to reduce the backpressure.

8. How can the system ensure that sulfuric acid mist and condensation generating an undesired plume will not cause corrosion in the exhaust pipes?

The use of EGR, a primary NOx emission reduction technique, along with a scrubber is possible and would not be in conflict.

A de-plume exhaust gas re-heater can be used to prevent both pluming and acidic gas condensation. Re-heaters may have to be used for condensation reduction.

9. Are there any residue disposal restrictions in place?

The residues from the exhaust scrubbing processes cannot be incinerated on board. It must be disposed of ashore, as per MARPOL Annex VI Regulation 16, Paragraph 2.6.

10. Will 3.5 % Sulphur residual fuel continue to be available after 2020? If "yes" does it make sense to use this fuel with an exhaust gas cleaning system (scrubber)?

Yes, high Sulphur fuel will be available, but this fuel can only be used with approved exhaust gas cleaning system. Availability and price, after 2020 remains the subject of much debate, depends on supply.

11. Any requirements on particulate matter (PM) monitoring by the IMO ?

IMO does not specifically limit PM

12. Can scrubbers be positioned as a substitute for exhaust silencers?

Scrubbers do have a sound damping effect and they can eliminate the silencer's need.

Dr. Sairam Krishnamurthy, Technical Superintendent, MOL-Synergy, Sairam was a sailing Chief Engineer and has completed his PhD in Fuels.

TEAMWORK MAKES THE DREAM WORK

Ever wondered, what goes behind the successful take over of a vessel from a yard? Ever wondered how our teams do it with clinical precision, week upon week? As we are well into the second half of 2018, here is a fact which will boggle you - our technical and marine teams have on an average, taken over one ship, every week in the last eight months and the fact that they have achieved this, going unnoticed by the other teams within the organization, make this feat even more commendable.

Our Editorial team, got in touch with one such team, which has the unique distinction of taking over 12 ships since the beginning of the year!

Mr. Abhishek Kumar - Assistant Fleet Manager

"It's not only a matter of pride but also of great delight to welcome a new member into our family. The preparation starts several weeks before the actual takeover of the vessel.

There are challenges, a few seen, a few unseen – but when the entire team is as focused and passionate, things fall into place almost magically and so was the case with Southern Reverence and Southern Rouse, the two lovely ladies we took-over



from the Tsuneshi yards recently."

Capt. Sachin Bagga - Marine Superintendent

"In my sailing days, as a Master Mariner, I have been a part of the team which took over a vessel from a yard. Taking over the vessel as a superintendent now, makes you see things from a different perspective. It is all about immaculate planning and execution and learning to take challenges in your stride. The fact that both vessels cleared their first SIRE inspections with flying colors was the cherry on the cake!"

Mr. Rakesh Katariya - CE Southern Reverence

"With a sense of great pride, I would like to thank the owners Nissen Kaiun and managers Synergy Group for entrusting our team for taking the yard delivery of Southern Reverence, which is a perfect example of modern technology fitted with Japanese equipment and excellent design. Being my first yard delivery, it was a great experience working with Abhishek San and the entire team. The opportunity to meet owners and to have experienced the hospitality shown by Katsuya San during yard delivery will be cherished forever."

Capt. Charanpal Singh - Master Southern Reverence

"On behalf of team Southern Reverence and Synergy group, I am thankful to Nissen Kaiun for giving us the opportunity for taking over the Southern Reverence and also hope that I get to be a part of many such takeovers for our Synergy family. It sounded challenging, but only till we arrived yard for taking over, the moment we arrived, the support from the Synergy technical and operations teams was unbelievable – it made the entire takeover process so easy. A special mention here for Synergy's safety standards – they are to be experienced to be believed."

Mr. Manoj Kumar - CE Southern Rouse

"It was indeed a joyous moment to take over this beautiful vessel. Right from the time of Sea trial to the date of final delivery, it was a great experience to see the transformation of a steel structure into a magnificent lady that the Southern Rouse is today! It was heartening to see the coordination and togetherness of all ship staff. The support and guidance by Mr. Abhishek Kumar in keeping everything in order within such a strict time frame was amazing. In Japan, where it is a bit difficult to get Indian food, he managed to provide ship staff with some Indian food too. Last, but not the least, the support by the yard staff and maker's representatives was memorable. They delightfully presented everything, clearing all the doubts very patiently and calmly."

Captain Kishore Kumar - Master Southern Rouse

"Taking over a ship from the yard is a challenge as the system and equipment onboard are new to all crew members. Right from the day of our arrival at the yard, all staff got busy in shifting and arranging the stores & spares. We were lucky to have courteous shipyard personnel who were always willing to offer their help within the set working hours for us to be onboard. Familiarization and training of the equipment & machinery went on simultaneously, as per plan delivered to us on the day of arrival. Although weather played a

significant hindrance in completing our daily tasks, our team took it as a challenge and went on with their assigned jobs. We are grateful to the company to have chosen us for this critical assignment. Food was a concern, but we all enjoyed the Japanese cuisine during our stay in the yard. Overall it was a smooth take over with valuable support from the office, attending superintendent and IT team."

Our teams on an average, have taken over one ship, every week in the last eight months



LUBRICATION ENEMY NO. 1 - PARTICULATES

For critical hydraulic fluids, using a portable transfer cart fitted with a high efficiency filter should be considered.

There are four primary sources for solid contamination to enter a lubricant or hydraulic fluid.

They are: contaminated new oil, built-in contamination, ingressed contamination and internally-generated contamination.

1. Contaminated New Oil

Although hydraulic and lubrication fluids are refined and blended under relatively clean conditions, the fluid travels through many hoses, pipes & tanks before it is stored in drums or in a bulk tank at the user's site. At this point, the fluid is no longer clean as the fluid lines it has traveled through have contributed metal and rubber particles, and the tanks & drums have added flakes of metal or scale. Storage tanks are a real problem because water condenses in them causing rust particles. Contamination from the atmosphere can also find its way into the tank unless satisfactory air breathers are fitted. If the fluid is stored under reasonable conditions, the principal contaminants on delivery to the machine will be metal, silica and fibers. Super-cleaned new oil could be of cleanliness code 18/16/14* but new oils are often 22/20/18 or dirtier. Fluids should be filtered into the system before the contamination enters and damages the components in the system. For critical hydraulic fluids, using a portable transfer cart fitted with a high efficiency filter should be considered.

2. Built-in Contamination

New machinery always contains a certain amount of built-in contamination. Care in system assembly and in new component flushing reduces this but never eliminates it. Typical built-in contaminants are burrs, chips, dirt, dust, flash, fiber, flushing solution, moisture, pipe sealant, pipe coating, paint, sand, and weld splatter. The amount of contamination removed during the system flush depends not only on the effectiveness of the filters used, but also the temperature, viscosity, velocity and "turbulence" of the flushing fluid.

Unless high velocities and turbulence are attained, much of the contamination will not be dislodged until the system is in operation, with catastrophic component failure a possible result. Irrespective of the standard of flushing executed by the machine

builder, an off-load period of "running-in" should be regarded as essential for any new or rebuilt hydraulic or lubrication system.

3. Ingressed Contamination

Contamination from the immediate surroundings can enter into the fluid power or lubrication system. The key is to severely limit the access environmental contamination has, to enter the hydraulic or lubrication system. Sources of ingressed Contamination

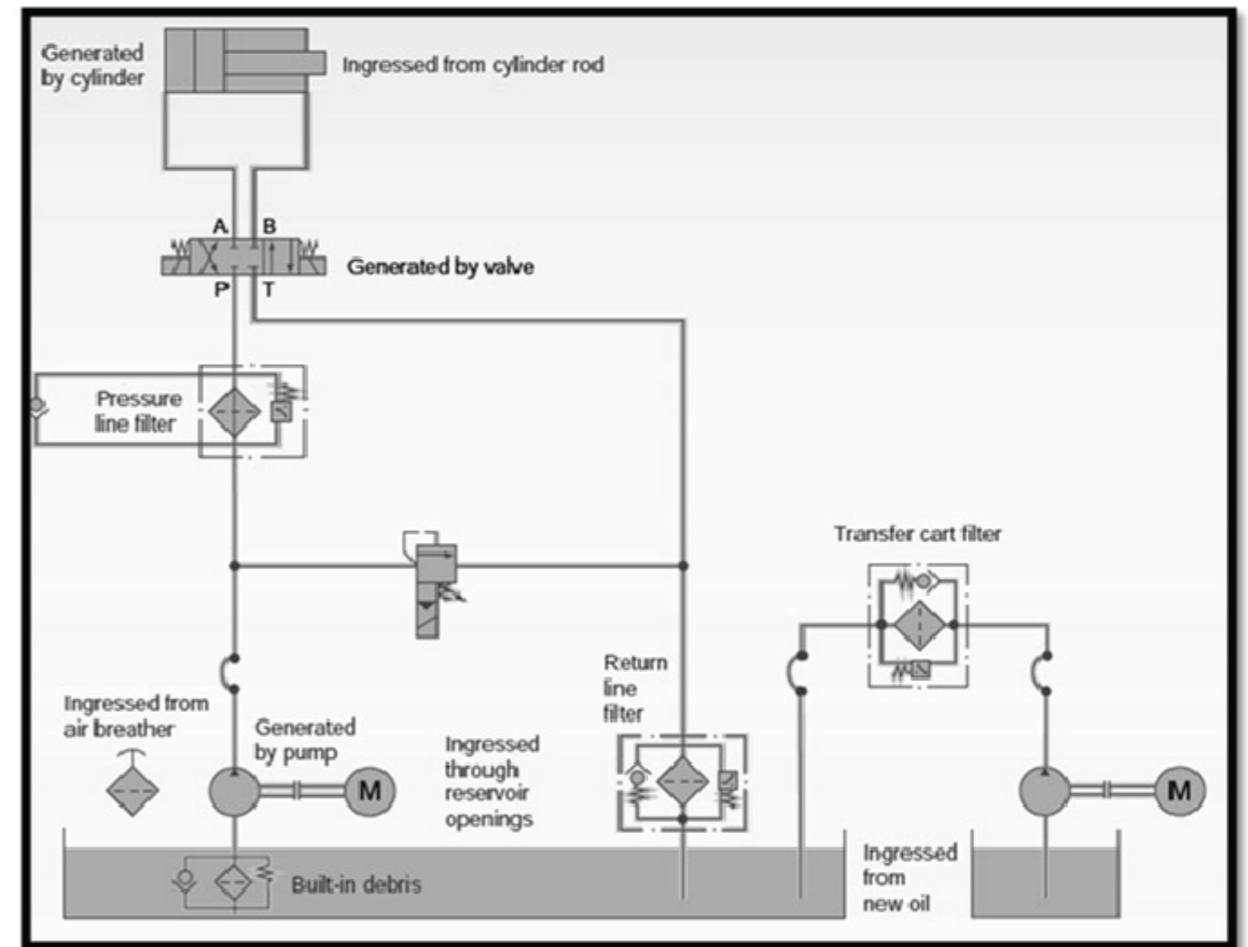
a) Tank vents: These allow air exchange into and out of the reservoir to compensate for changes in fluid level caused primarily by cycling cylinders and thermal expansion and contraction of the fluid.

(b) Maintenance: Whenever a system is opened for maintenance, there is an opportunity for environmental contamination to enter the system. All possible care should be taken to ensure that open ports are kept covered or plugged, and component disassembly and rework is done in an area that is protected from excessive airborne dirt and contamination. Lint free rags and oil absorbent materials in "socks" (rather than in loose form) should be used for component wiping and area clean up. Tank cover sealing should be restored on completion of work.

(c) Cylinder seals: Rod seals are rarely 100% effective in removing the thin oil film and the fine contamination from the cylinder rod. Environmental dirt that sticks to an extended rod is drawn back into the cylinder and gets washed into the system fluid. Every effort should be made during machine design to avoid dirt or other contaminants from landing directly on extended cylinder rods. When this is unavoidable, the filters should be positioned and sized to capture the dirt.

4. Generated Contamination

The most dangerous contamination to a system is the contamination generated by the system itself. These particles are "work hardened" to a greater hardness than the surface from which they came, and are very aggressive in causing further wear in the system. In a system running on properly cleaned fluid very few particles are generated, although all components (especially pumps) create



a small amount of particles during routine operation. In a system where these particles are not quickly captured, the elevated contamination levels will cause the number of additional generated particles to increase at an accelerated rate! The best way to prevent contamination generation within a system is to start with a clean (fully flushed) system and keep the system fluid clean.

Conclusion

The level of fluid contamination in the system is the result of multiple factors that interact, such as: the rate of contaminant entry, rate of wear debris production, filtration characteristics, system duty cycle, design of reservoir, rate of fluid loss & replacement, contamination tolerance of system components, etc.

Control of contamination is especially important in hydraulic & control systems. It is estimated that more than 70% of hydraulic system downtimes are attributable to damage or operational malfunction caused by the presence of contamination. The crankcase system oils used in many of the latest 2-Stroke Slow Speed Main Engines on vessels, are also used as servo oils/hydraulic oils and for

turbocharger lubrication. Maintaining ME System cleanliness in such engines has become increasingly important. Common reasons for inadequate contamination control is lack of appreciation of the tremendous impact of contaminants on safe & economic operations, & lack of understanding of contamination control technology (filters, breathers, seals).

Mr. Sanjiv Wazir,

Mr. Sanjiv graduated in Mechanical Engineering from the Indian Institute of Technology, Bombay (IIT-Bombay) in 1981. After sailing as a marine engineer for over 10 years, he became involved in ship-repairing. His vast experience in operation, maintenance, and repair of diesel engines, hydraulic systems, turbines, compressors, gearboxes, refrigeration plants & other industrial equipment is complemented with over 15 years' of experience in the field of lubrication, representing Chevron, and thereafter BP Marine Lubricants in India. Mr. Wazir is now Technical Advisor to LUKOIL marine lubricants. He has been a guest faculty (on Tribology & Lubrication) at several institutes since 1999.

GLIMPSES FROM CHENNAI SEMINAR

Here is a pictorial glimpse of the senior officers' seminar, held in Chennai on 25 and 26 July. A series of such seminars will be held every year across India and the Philippines to promote QHSE excellence amongst senior staff, who are on leave.

The seminar was centered around 'iSteer Synergy' — which encompasses the seven core values of the group.



Synergy thrives on a 'no blame' culture where the staff are encouraged to speak-up about mistakes and errors and also discuss the problems faced. The highlight of the seminar was undoubtedly the transparency, with which the incidents onboard group vessels were dissected with clinical precision and the cause analysis discussed



LIST OF PROMOTIONS

Congratulations and best wishes to the following sailing staff who have recently promoted.

NAME	RANK
Capt. Amrit Prakash Purty	Master
Capt. Ananth Fernando Reni Fernando	Master
Capt. Rahulkumar Panchal	Master
Capt. Sundeep Dhanker	Master
Capt. Zahir Husain Ameer Husain Basha	Master
Mr. Annamalai Parthiban	Chief Engineer
Mr. Jeyakumar Kalichamy	Chief Engineer
Mr. Manoj Prabhakar Surulivel Jeyapragasam	Chief Engineer
Mr. Mario Nilton Gracias	Chief Engineer
Mr. Sivakumar Bakthan	Chief Engineer
Mr. Suresh Vinayagamorthy	Chief Engineer
Mr. Venkateswaran Karattupalayam Palanisam	Chief Engineer
Mr. Aswath Bharadwaj Ashok	Chief Officer
Mr. Gaurav Seth	Chief Officer
Mr. Gowrishankar Swaminathan	Chief Officer
Mr. Jagan Muthumani	Chief Officer
Mr. Sagar Dimri	Chief Officer
Mr. Amarneet Singh	Second Engineer
Mr. Hamanul Huq Allah Pitchai Jafar	Second Engineer
Mr. Karimulla Ameer Basha	Second Engineer

NAVE QUASAR CREATES HISTORY

It was a matter of pride for the crew onboard and the larger Synergy family that the Nave Quasar became the largest tanker ever to enter the busy Houston Ship Channel recently.

Hundreds of people, including maritime, industrial and casual observers gathered to observe the Nave Quasar, a 2 million barrel-carrying supertanker, arrive at the Port of Texas City.

The 330 meter long and 60 meter wide crude carrier was on a test run to see whether a Port of Texas City Terminal could accommodate VLCC's.

The arrival of our vessel also saw extensive mainstream and maritime media coverage.

Nave Quasar was brought into Enterprise Products Partners LP's Texas City Terminal to determine measurements for future VLCC loadings, of partial cargoes at least. The site's water depth, also known as the draft, needs to be increased to about 76 feet from 45 feet to enable supertankers to load fully.

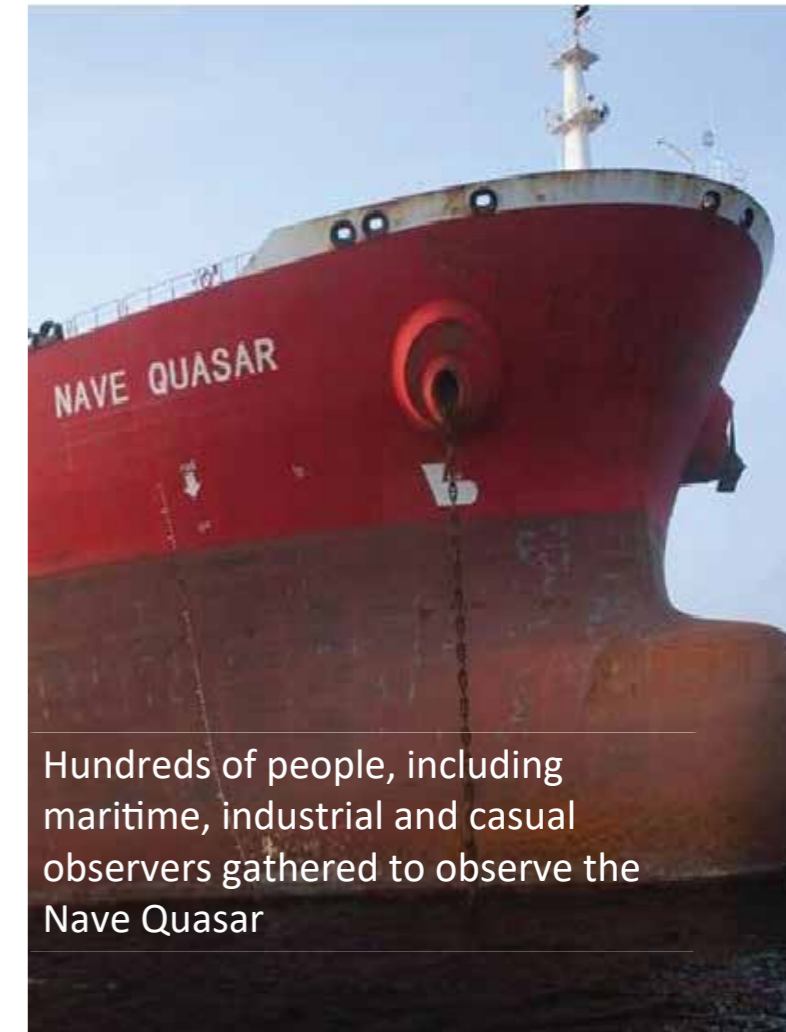
In a statement to Reuters, an Enterprise spokesperson confirmed that "the arrival of the Nave Quasar at our Texas City dock is part of a test run to confirm that the facility can accommodate a VLCC." He added that the results would lead to "possible VLCC loadings in the future."

Heartiest congratulations to the entire crew of the Nave Quasar for the completion of such a challenging exercise, with utmost safety and precision!

SYNERGY AWARDED 'BEST SHIP MANAGEMENT COMPANY'

Synergy was recently presented with the 'Best Ship Management Company' award.

The ceremony took place at the Seafarers Club, Chennai, on the Day of the Seafarer, 25 June, 2018. The award was presented by Honorable Governor of Tamil Nadu Mr. Banwarilal Purohit. and prominent members of the maritime community attended the ceremony.



Hundreds of people, including maritime, industrial and casual observers gathered to observe the Nave Quasar



MEET THE TEAM



**INTEGRITY. TRANSPARENCY.
GROWTH. TEAMWORK. FUN**

These are the KEY foundations by which the SGO Accounts Team lives by. While we always give our best in our services to the Management and to our seafarers, we equally give our best to support each other at work.

It is not uncommon for a working Accounts person to spend more hours in office (and outside) than at home especially in the Philippines. We compensate this by creating an honest and friendly working environment for everyone. The team has basically become our second family. And everyone matters.

Our Department’s mission extends beyond just the accuracy of routinary debits and credits of transactions etc. We are committed to continually seek growth by innovation, competence and appreciation of each individual’s contribution not only to the company but to each other’s lives as well. We are enforcers of the company’s compliance procedures and we are one with the management.

The Finance & Accounts Dept. in Manila is a dynamic team which is not just “number people”. We serve with a smile (always) and we care.

NAME AND DESIGNATION OF STAFF FROM LEFT TO RIGHT:

SEATED

MIRABEL C. ELEN
Bookkeeper

MA. CRISTINA S. AMOLAR
Accounts Assistant

AUMEL RIKK A. GARCIA
Accounts Assistant

JIBBY L. CALLEJA
Finance Controller
Head of Finance & Accounts

MICHELLE D. DE LEMOS
Disbursement Officer-Corporate

REMELIN C. ILAGAN
Vessel Accounts Assistant

MILDRED P. DE PADUA
Vessel Accounts Assistant

STANDING

TYRONE R. REYES
Vessel Accounts Assistant

NIRYDEL S. PAEL
General Accountant

GAUDENCIO “GILBERT” M. ARROYO
Accounts Manager

LEYDA MAY M. BAUTISTA
Disbursement Officer-Vessel

ROSALIE B. OCAMPO
Vessel Accounts Assistant

JOANNEA A. DELA ROSA
Vessel Accounts Officer

SYNERGY EXPANDS GLOBAL PRESENCE WITH A NEW OFFICE IN SOUTH KOREA

We are delighted to announce the opening of Synergy’s office in Seoul, South Korea – the heart of a growing maritime community.

Our adherence to the Quality Management System means that we continually evaluate and prioritize the long-term interests of our clients and provide personalized Ship Management Services. The opening of our Seoul office brought the total number of global Synergy Group locations to six, ensuring that we are ideally placed to service the needs of our esteemed clients worldwide.

We also see this as an opportunity to grow our business further globally and are excited to have Capt. Jo and Mr. Ha Dong-Hun join the Synergy team to lead our efforts in Korea.

Capt. Jo is a Master Mariner with an Engineering background, a formidable combination indeed. After a brief stint in the Korean Navy, he went on to join the mercantile marine, where over the next



Mr. Ha Dong-Hun



Capt. Jo

two decades he mostly sailed on product/chemical tankers. He moved ashore in 2004 and held various key shore-based positions, in Singapore and Korea, before joining Synergy.

Mr.Ha is a marine engineer and graduated from the Korea Maritime University in 1991, after close to a decade of sailing on various types of vessels, he went on to do his MBA from Southampton Business School (UK) in 2004. He then joined CIDO shipping Hong Kong, where he was Director (Planning) before joining Synergy.

PROUD TO BE SYNERGIAN



Name: M Adil Hashmi
Rank: Master
Vessel: Occitan Key

My journey with Synergy started in 2012 as chief officer. After visiting the office, I was very impressed with the way Synergy treated its seagoing staff. I had never experienced the warmth and respect that even a trainee receives here. I had sailed with various ship managers in the past, but the work culture and ethics indeed set Synergy apart.

I am proud to be a part of the Synergy Family!



Name: Ranjith Kumar
Rank: Chief Cook
Vessel: Shinyo Ocean

“The way to a man’s heart is through his stomach.”

At Synergy we genuinely believe in this. A healthy diet is included as part of the company’s QHSE Policy, the provisions are in abundance, and the quality supplied is excellent, this kind of consistency I have never seen in any of my previous organizations. The pleasure of being a reason to bring a smile to the face of crew members is priceless, and I feel fortunate that I get to do this every day.

Proud to be a seafarer and genuinely pleased to be Synergian, at that!



Name: Geoffrey Jun C. Sabas
Rank: Master
Vessel: Lady Maria Ocean

I am proud to be a SYNERGYian

Synergy has taught me to strive for excellence in all activities, by being committed and by giving priority to health, safety, and environment. I shall continue to endeavor to take every reasonable and realistic step to prevent and eliminate the risk of injuries, health hazards and damage to properties.

I shall also take proactive steps towards the conservation and preservation of the marine environment by ensuring that all ships staffs, facilities, and services operate in accordance with appropriate legal requirements, industry standards and with best practices, keeping in mind that safety is always top priority in whatever we do



Name: Gaurav Singh
Designation: Sr. System Engineer
No. of Years: 12
Location: Chennai

I joined Synergy in 2006, it will be 12 years in a few months and boy, what a wonderous journey has it been. I have indeed been lucky to have witnessed the phenomenal growth the company has seen , at the same time it is also heartening to see the same set of values being adhered to. It is the friendly mentoring atmosphere which helped me grow professionally, I am lucky when it’s come to my job profile which allows me to travel around the world and visit places as a Ship’s IT Engineer. A special mention for the senior management, for being as accessible as they were 12 years ago.



Name: Santhosh K Nair
Designation – Purchase Manager
No of Years – 7
Location – Cochin

I joined Synergy seven years ago, considering my professional and academic background, I was a fresher in this field. However, the motivation and support received from each member of this family made my transition to the industry a seamless process. As I look back at the last seven years, I can vouch for the fact that this has been the most fruitful period in my life/career. One of the factors that make Synergy stand out is its management style, where every employee is treated with respect and empathy, and the senior team is always accessible. I eagerly look forward to Synergy reaching greater heights. I am proud to be a Synergian!



Name: Sarah Jane Molina
Designation: Admin Assistant
No. of Years: 2
Location: Manila

Dreaming what you become is not enough to pursue one’s dream, you need to work for it. It has been two years since I started working with Synergy Group and it has been a great experience, so far for me to be part of this growing team. Working with great people and atmosphere is what inspires me to give my best to my daily tasks. I believe that having persistence, patience and passion are the keys to achieve my goal and I will continue to work with it proudly here as a SYNERGIAN

TRAINING CENTRE IN MANILA ADVOCATING THE PURSUIT OF KNOWLEDGE



Synergy Philorg Group Corp, our state-of-the-art training center in Manila, celebrated its first founding anniversary on the 8th of August.

It was indeed a distinct pleasure to have Mr. Yasuhiro Kazama Managing Director- President and Mr. Chinmoy Ghose, General Manager, OMC Shipping Pte. Ltd. grace the occasion.



SYNERGY GROUP LAUDED FOR BEING AN EQUAL OPPORTUNITY EMPLOYER

HAPPY IS THE MAN WHO IS LIVING BY HIS HOBBY

Mr. Narendra Kumar, an Oiler, onboard the Pacific Endeavor has developed a unique hobby of creating miniatures or 5D models of the vessels he sailed on or is interested in. In an email to the editorial team, he proudly shared "From a very young age, I have always been inclined towards the arts and crafts and now when at leisure, instead of whiling away time and getting stressed over petty issues, I decided to revive my childhood hobby."

Another highlight is that, he has come up with an indigenous way of 'upcycling' discarded material onboard ships like twines, toothpicks, cancelled charts and wooden pallets. We would urge all seafarers to develop some hobbies to beat the stress at sea. After all, as wisemen say, "A hobby a day keeps the doldrums away."



More than 1400 Trainee Marine Engineers and 700 Deck Cadets appeared for our entrance exams

More than 1400 Trainee Marine Engineers and 700 Deck Cadets appeared for our entrance exams, which were held simultaneously across several cities on 29 June and 18 July 2018. The transparency with which the examinations were conducted, has been a silver lining for these young boys and girls, in an otherwise dismal job market for fresh TME's and Deck Cadets. This unique initiative, created quite a buzz on social media too, with several comments lauding Synergy Group for being an equal opportunities employer. Here is wishing all the selected Cadets and TME's fair winds and following seas in their careers.



BW BIRCH - HOME AWAY FROM.....HOME



As the time is nearing to say goodbye to Birch, which has been more like a home for 5 months, I thought of penning down the memoirs of my stay onboard.

Though I have had the privilege of sailing with my husband (CAPT. VIDHIT SOOD) onboard vessels on earlier occasions, the urge to write about this trip comes from the cherishing experience I had onboard.

Every supernumerary's experience will be different and exclusive in its own way varying from staff on board, the trading patterns of the vessel and the fantastic shore leaves, which help us meet people from different spectrums, trying exotic cuisines and learning about their cultures which leaves us with a new perspective to look at the world. My job profile as a cabin crew in the aviation industry also ignited the love of traveling and meeting new people and

sailing is helping me quench my thirst by exploring the unknown.

From the very beginning, I was excited about the fact that the beautiful lady "BW Birch" shall be soon transiting the Neo-Panama Canal which shall be the last leg of completing the trip around the world, through the vast blue oceans.

The journey began with a long hectic flight, and a tiring taxi ride, but the minute I saw the majestic beauty welcoming me to be its guest for the coming months, I knew the journey was worthwhile. As we climbed up the gangway, I could sense the hustle bustle of port activities keeping staff busy and full of energy seeing new faces after long ocean passage.

First few days passed by in getting to know everyone around but was not long enough before I became part of the newly found microcosm.

Transiting the Gulf of Mexico, gazing through clear star-studded nights during evening walks, we finally arrived Cristobal for the much awaited and talked about Panama Canal transit. This was one experience I waited for with bated breath. In the wee hours of the morning, I was on the bridge to witness the experience of a lifetime. We started by entering the Atlantic locks of Agua Clara, passing the beautiful Gatun Lake with amazing lush green tropical rainforests on either side. I still recall the beautiful patch of lilac flowers which left me spellbound before arriving Cocolli locks. Panama Canal is one of the most adventurous man-made creation connecting 2 gigantic oceans. The 12-hour transit is exhaustive but an adventurous experience for everyone, including me.

Kudos to the 2nd officer for his passage planning, which ensured fair weather and favoring winds during entire Trans-Pacific Ocean passage for which I thank him endlessly.

The long voyage to Japan was nice and smooth, and myself along with everyone else had ample time on hand. My husband kept me busy by giving me small tasks for helping him and others. Not to

forget the star-studded full moon nights, picturesque sunrise/sunsets including migratory birds & dolphins around the ship which made it an experience people on land crave for but in most cases, even money can't buy.

The adage "the family that eats together stays together" holds good for the family onboard too. The dining time talks to catch up with each other was one thing I always looked forward to. It undoubtedly refreshed and rejuvenated all to continue with this challenging life. If I mention names, I would be partial as everybody onboard was proactive in making the atmosphere cordial and congenial.

The chief cook gets a special mention as he cooked mouthwatering delicacies. He was innovative enough not to repeat any dish during the entire week and always had a smile on his face.

Few moments worth re-living included Captain making efforts to go to the gym to bond with his officers and Chief Engineer sitting with his engineers in the evening for movie screenings.

Open sea parties had Dumb charades, dance competitions, guitar and song sessions, on some weekends, we also had Casino sessions organized by Captain for officers and Crew.

All these efforts by ship's management-team created a very open and warm atmosphere onboard which resulted in an excellent working environment.

On one of the shore-leaves, we teamed up for a visit to Disneyland in Japan which was a delightful experience for us.

Before I conclude, I would like to mention the signing-on of a lady 4th engineer, which really made me feel proud that we women have captured one of the final all-male bastions. Promoting gender diversity is another one of Synergy's effort, which is worth loud applause and a very positive step for shipping fraternity.

Sailing on board Synergy vessels has been a delightful experience for me and my sincere thanks to SYNERGY and the staff onboard for having etched some indelible impressions to remember fondly.

*Mrs. Aashima Singh Sood
W/O Capt. Vidhit Sood*



Promoting gender diversity is another one of Synergy's effort, which is worth loud applause and a very positive step for shipping fraternity.

SEAFARERS MENTAL HEALTH: THE ELEPHANT IN THE ROOM

How many of us are aware that seafaring is the 2nd most “at risk profession” for suicides? Even those in seafaring or in shore-based roles in the maritime industry rarely appreciate the seriousness of this problem.

A report by a credible organization suggests that 5.9% of all death at sea is attributable to proven suicides. If the suspicious cases of probable suicides (missing at sea) are considered, then this figure jumps to 18.3% which means almost one in five deaths at sea is a suicide! Compare this to deaths ashore, where only 1% of deaths is attributable to suicides.

So, there can be no dispute over the fact that we have a genuine problem here. All studies on psychological health of seafarers reveal that a large section of seafarers suffer from obvious manifestations of impaired psychological wellbeing like social isolation/ anxiety, generalized/ free-floating anxiety and depression.

Many questions are bound to haunt the curious mind after being exposed to such data. What are the stressors? Has MLC made any difference? Are things improving or are they deteriorating? What can ship managers/owners, P & I clubs, and other stakeholders do to address this grave issue?

Accepting that there is a problem, realizing the gravity of the problem and understanding its nature are as crucial as asking the right questions.

However, are we asking the right questions? Let us ask the most straightforward ones first. What are the stressors that are affecting the mental wellbeing of seafarers? Can they be eliminated? If not, then what are the right control measures?

When we look at stressors, they are easy to spot for those who are/ were seafarers or those who deal with them regularly. Distance from family, fatigue/long working hours, health issues, financial issues, increased responsibilities and paperwork, reduced crewing levels, faster turnaround times, reduced shore leave, language / cultural barriers, more inspections and tougher regulatory regime, lack of communal eating and recreation, increased isolation within ships due to effect of social media , time pressure, rough seas , lack of nutritious food, and so on! They are quite a bagful!

So, what's the way out?

Research reveals that some measures that can reduce low mood/depression on board are

controlled internet access; adequate shore leave; encouragement of onboard social life; sensitization to cultural factors; communal space and activities; mentoring on board; pastoral and spiritual care; daily news bulletins; continuity of employment; flexibility in length of contract etc.

Some have proposed radio counselling for those on the verge of a psychological breakdown or those who are suicidal.

So, what are the challenges?

Psychometry

The first thing that comes to mind is identifying the right people for the job. Many companies take help of psychometric evaluations to recognize alarming signs. There are several arguments in favour of Psychometric Assessments. If used as an evaluation tool, and administered by a trained psychologist, it can be a bias-free way of screening. We do not have the element of subjectivity here as, say, in case of competency-based interviews where different interviewers would have different ways of judging, many times not entirely unbiased or prejudice free.

Another argument in favour of psychometry is that it can identify the right personality traits required for leaders on board, who, with fast-paced changes in the maritime industry, are needed to be good team builders /mentors for staff onboard, besides being able to work as a team with shore-based management! With increased decision making ashore, more communication avenues like internet and more aware/educated crew members, we would no more need autocratic leadership on board as we have had traditionally!

But then some argue against relying too much on psychometric evaluations. They say that the moment the candidate steps on a ship, he is exposed to an entirely different set of stress-triggers as compared to when he was ashore. But well researched tests can possibly take care of this.

Other arguments are that responses to such tests and hence interpretations vary depending on when they are administered (time of the day), whether administered online or in office setting ,stressors active during the test (whether the candidate is anxious regarding his employment , any short term stressor like personal issues etc.), whether test is administered by a trained psychologist who can calm the candidate or just an executive who is eager to finish the formalities, whether he has

practiced similar tests , whether he is answering truthfully and so on.

But surely, Psychometry is an immensely useful enabling tool, when administered properly by trained personnel in standard settings. Besides, after psychometric assessments, if training or counselling can address identified gaps, like, say, lack of assertiveness, then it can be further useful.

Alleviating stressors

Another challenge that comes to the fore from research is that one size does not fit all i.e. if we address a specific stressor on priority, there is no guarantee that it will alleviate symptoms across the board. Different nationalities react differently to various stressors.

One research has shown that while the Indian seafarer is most affected by distance from family, the Filipino seafarer by fatigue/ long work hours and the Chinese by inspections! Similarly, while Junior officers were most affected by distance from family, senior officers were most affected by work pressure/inspections /regulatory burdens.

Again, department-wise analysis revealed that Deck crew/officers were most affected by criminalization, inspections, and lack of senior/shore support. Engine officers/crew were most affected by distance from family and galley staff were most affected by financial issues and fatigue. Analysis by vessel type revealed leading stressors for tanker crew being the distance from

family, criminalization, and lack of support from shore/seniors. Leading stressors for dry cargo ships were found to be financial issues and work pressure. The study threw up some interesting findings as different stressors peaked at various stages of tenure on board! Like stress due to the distance from family peaked at 2-4 months.

Mentoring/counselling by seniors on board has its challenges since besides lack of training in counselling, the senior crew are often overburdened with work /other stressors making them not so ideally suitable to act as counsellors or mentors.

So, in conclusion, while accepting that we have a real problem at hand and asking the right questions, we need to concentrate on proven alleviating factors. Like controlled access to internet has been proven to be a definite alleviating factor. Then, a 24X7 counselling radio helpline can be a good option.

The challenges as discussed are plenty, but then affairs of seafarers have never been easy!

Mr. Debabrata: Competency Manager, Loves to contribute towards building transparent systems/processes and to social causes. Strongly believes in empathy, integrity, transparency, bonhomie and respect as core workplace values.



There are several arguments in favor of Psychometric Assessments.

SPREADING THE LIGHT OF WISDOM IN THE NIGHT

Bala (19) grins, embarrassed but proud, as his teacher in the night school commends him for an assignment he completed, the kind of praise reserved for a favorite student. However, a few months ago, the teacher would not have been so effusive. "Bala had taken to a few vices, much to the anguish of his parents and well-wishing employer, a middle-aged man who runs a roadside shack," looking at Bala affectionately the teacher says, "It is in the last one year that we have been able to drive some sense into him!"

Each of the 63 students at the night-school, being run jointly by Synergy Educational and Charitable Trust and MS Swaminathan Research Foundation, has a similar story. The school is a stone's throw away from our Chennai office, at the fishermen's village at Kottivakkam Kuppam.

The classroom of this night school comprises a bunch of errand boys, canteen and hotel workers, young boys learning the ropes by going out to sea as fishermen, aspiring 'software engineers' and even a 39 year old taxi driver who immersed himself in studies after his wife passed away. All the 63 have one thing in common: the will to be 'Metric / Class X pass'.

A room in government building near to the beach has been renovated and is being used as a classroom, to provide a school-like feel. Our Trust was able to facilitate/sponsor several laptops,

chairs, school bags, books and other necessary stationery for the students.

When asked about the initiative, Kavirajan, who helps run the Trust, informed us that, "The only time these students get some attention is when the Class 10 results are declared and the topper from the night school category announced. But we would like the students to be attended to round the year and therefore they are taught all the subjects. The sessions are conducted for 2 hours every night by a teacher who is paid an honorarium by MS Swaminathan Research Foundation. We are now looking for volunteers to teach the students."

For the Trust, this would be a model for supporting many more night schools and spreading the light of wisdom among young boys and girls who work to support themselves and their families during the day. Meanwhile, the Trust has started working with another night school in Velacherry in Chennai.

Let us remember what Nobel Laureate Malala Yousafzai said "One book, one pen, one child and one teacher can change the world."

SYNERGY THROUGH DIVERSITY:
VIETNAMESE SEAFARERS JOIN SYNERGY FAMILY

The crew onboard the Bulk Asia, was obviously a bit apprehensive when we were first informed about the change of management of our good vessel. Each company has its own systems and practices and adjusting to an entirely new set-up seemed to be a daunting task to say the least!

All our apprehensions were laid to rest the minute, Marine Superintendent, Capt. Gurusher Bahadur Singh and Technical Superintendent, Mr. Anand P.K. arrived onboard.

The respect and friendliness with which they first interacted with the crew helped break the ice in a few moments

The respect and friendliness with which they first interacted with the crew helped break the ice in a few moments. Over the next few days, they explained Synergy's Safety Management System and practices in detail and the fact that they reiterated that safety is a faceless entity and the smallest attempt by any individual to bypass it, can potentially harm everyone onboard, gave us an idea that the safety and health of Synergy's seagoing staff is their top-priority - the shore based support ever since has been exemplary!

On behalf of Team Bulk Asia, we are grateful for the opportunity and the trust placed in us and also for welcoming us into the Synergy family with open arms.

Capt. Dinh Vuon Truong and C/E Le Trong Vo

THE GAME OF LIFE

Part-3 (Last part of the trilogy)

Mahatma Gandhi was inspired by the story of Jesus. He referred to the Bible and to the Bhagavada Gita throughout his life. Inspired by Mahatma Gandhi, I too read the Gita. The lines in the Second chapter, which I have mentioned before, continue to haunt me.

'You only have a right to the work, and not to the fruits thereof', they say. Great leaders, even those as great as Gandhi and Jesus, cannot produce the change they aspire for in their own lifetimes. Because the world is complex and many forces must interact to change the world. If the only reason to do the work is to enjoy its fruits, there would be no motivation for them to undertake missions that cannot be completed in their own lifetimes. Yet they persist.

There is further wisdom in those words in the Gita. Because complex changes and their fruits are produced by many forces coming together, no single action, nor any one person, can claim to be the sole producer of the fruit. Even Mahatma Gandhi and Jesus Christ are only a part of a larger process. There is history before them. And there is history after them too.

When I sit by the water
The waves pass unremembered,
The ripples unnoticed
Like my momentary existence.

We must be humble suggests the Gita. Should we be fortunate to be at the helm of affairs—at the top of the tree as it were—when the fruit ripens, we must not claim the most fruit. We must be humble, because the fruit was produced by the efforts of many.

The Gita's lesson of the right to the work and not its fruits, and of the humility that must come with it, has been lost in the present mad increases in CEO compensation. Now CEOs earn many hundreds of times more than the average salaries of people in their own organizations, whereas, thirty years ago, CEOs used to earn only dozens of times more. The justification given by CEOs (and executive search firms—who too are beneficiaries when levels of executive compensation rise), is that those who produce the results must be given a 'fair' share of the results so that they are motivated to do their best. However, 'fairness' cannot justify paying CEOs so much more than they were being paid before.

They were certainly not a deprived lot earlier, when too they had much more than others to satisfy their needs.

If 'fairness' cannot provide a moral justification for the sharp increases in the proportion of fruit claimed by those at the top of the tree, 'adequacy' of compensation is an even weaker justification. For those who earn ten crores of rupees a year to even suggest that they 'need' another few crores seems obscene. It is also insulting to those who live quite happily on a few lakhs a year.

Choosing the Game, we want to play. Great leaders believe they have a right to the work and not to the fruits thereof. Their goal in life is not to make more wealth and fame for themselves. It is to increase well-being in society.

Even Mahatma Gandhi and Jesus Christ are only a part of a larger process.

In the portals of the Military Academy in Dehra Dun, from which Indian Army officers, who will lead men even to give up their own lives in service of their country, pass out, is a sign. It says, "When the one great scorer comes to write against your name, He will not ask whether you won or lost, but how well you played the game".

We can choose the sort of game we want to play with our lives and the types of rewards we want. Long-distance running and the World Wrestling Federation's contests are different types of games. With different goals, different rules, and different ways of keeping score.

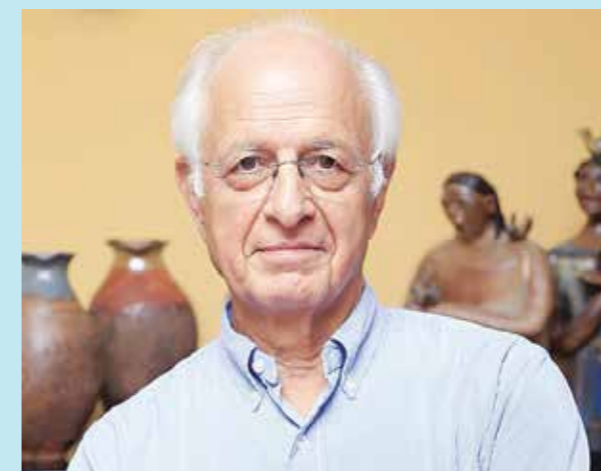
Many successful people I meet say that they want to improve their 'work-life' balance. I often think there is an imbalance in their 'end-means' equation. There is too much focus on achievement of ends (wealth, size, fame) that society measures and applauds. And too little attention to the means. Companies burn up the environment to create more profits and shareholder value. And people burn out, to stay ahead of others in the rat race.

Wealth and popularity are visible markers of success in the game of life. If these become

overriding measures of the worthiness of one's life, then one must have more of them than others to be successful, no matter how well one lives once's life. With such markers, it is the quantity of one's having, rather than the quality of one's being, that determine the games one will play with one's life. Who our role models are will shape what we want to be and how we will live our lives. Are our role models those who have achieved the most wealth and the most popularity? Or are they those who strive on, with evidently no personal gain, towards goals that are in their own minds, and progress towards which cannot be mechanically measured by society's conventional score-cards?

The young, high achievers by conventional score-cards who tell me they are missing something in their lives are searching for another type of game to play, which has different goals. They must 'drop out' of the mass race (the 'rat-race'?), with its public drum-beats egging on the competition. They must march to a different drum, the beats of which only they may hear. The markers of progress to their goals will not be visible to those who do not know the goals of the journey they are on. Only they will know when they have attained the standards they have set for themselves. Such journeys can be lonely. But they are very worthwhile. They can be deeply satisfying for the traveller. And they can help to make the world better for everyone.

P.S. After writing these reflections, I took another walk. I walked up to the tea-stall, and even beyond it—just for the heck of it.



Arun Maira is the Chairman of HelpAge International and Chancellor of the Central University of HP. A member of India's Planning Commission, he has worked for 25 years in the Tata group and was the Chair of BCG (India)

A FATHERS PRIDE - MIDSHIPMAN DOMINIC LANCE B. ADOR

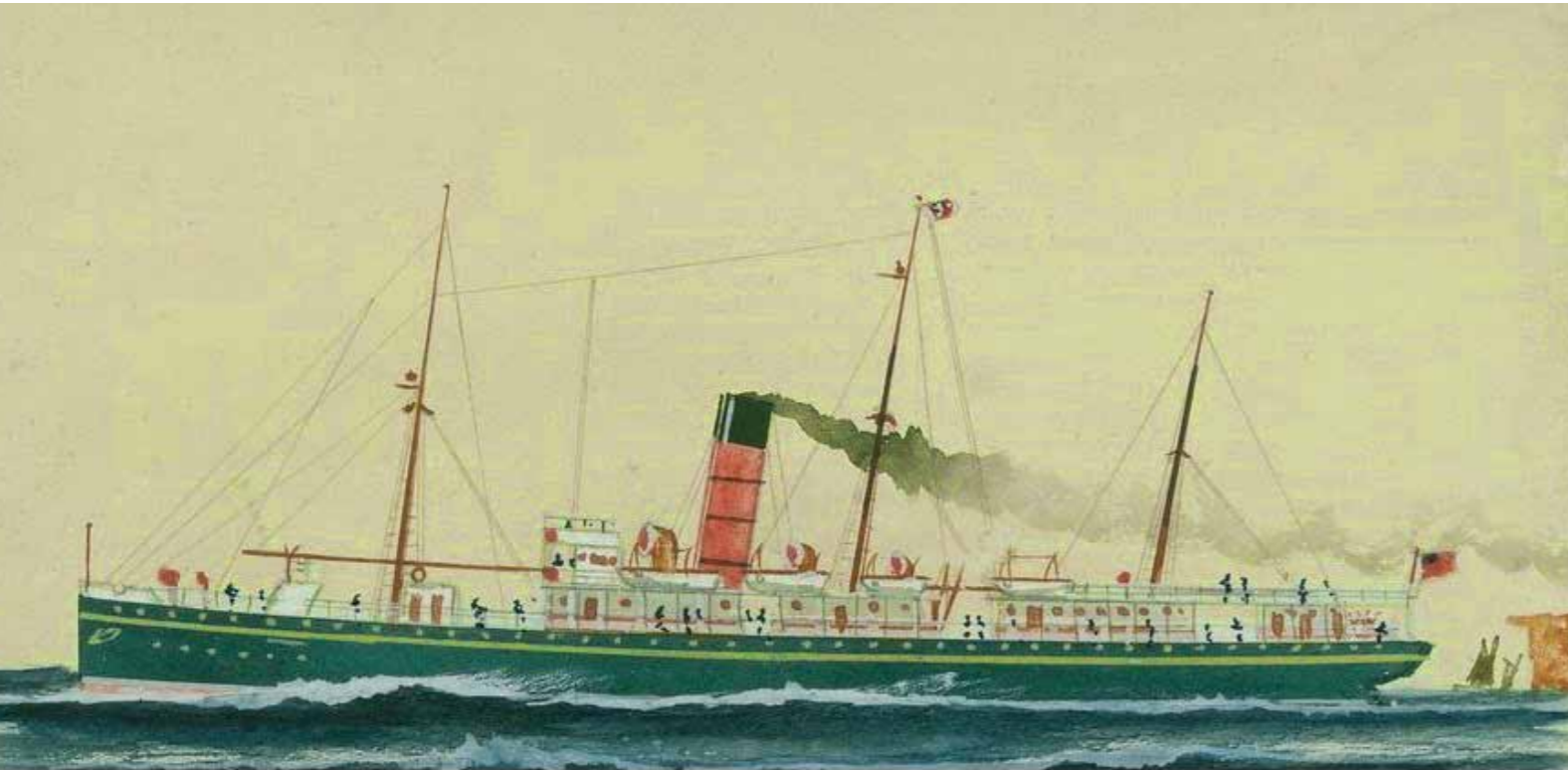
"It's heartwarming to know that in spite of my absence from home for long periods, he valued my hard earnings, and it was truly the proudest moment of my life to see him graduate with top honors. The fact that he won several awards and accolades like the Dean's lister, Academic excellence award, top honors in Simulator and the award for the best thesis, has truly left all my prayers answered"

Mr. Brando A Ador , Chief Cook, M.V. Benfica



Synergy family wishes Dominic a glittering career ahead.

NAVIGATING TIME - THE CURIOUS PLACEMENT OF SS WARRIMOO



The passenger steamer SS Warrimoo was quietly knifing its way through the waters of the mid-Pacific on its way from Vancouver to Australia.

The navigator had just finished working out a star fix and brought the result to the Master, Captain John Phillips.

He called his navigators to the bridge to check and double check the ship's position. He changed course slightly so as to bear directly on his mark.

Then he adjusted the engine speed - the calm weather and clear night worked in his favour.

At midnight the SS Warrimoo lay on the Equator at exactly the point where it crosses the International Date Line.

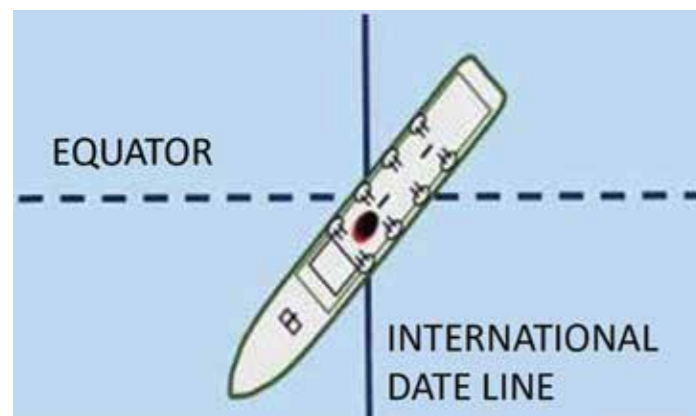
The bow of the ship was in the Southern Hemisphere and in the middle of summer. The stern was in the Northern Hemisphere and in the middle of winter.

The date in the aft part of the ship was 31 December 1899. Forward it was .1 January 1900.

This ship was therefore not only in two different days, two different months, two different years and, two different seasons, but in two different centuries, all at the same time!!!!

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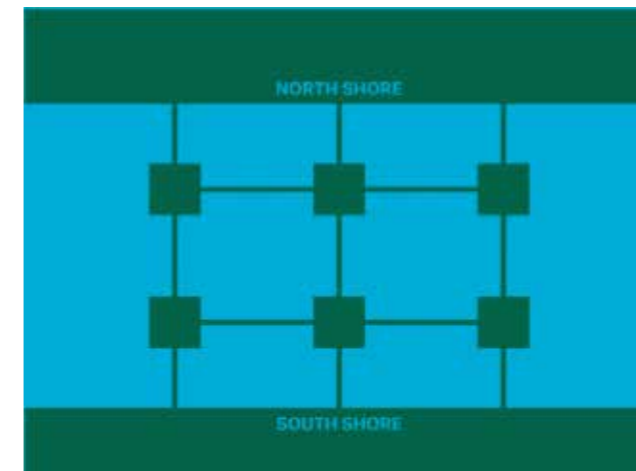
The Warrimoo's position was LAT. 0 degrees 31' N and LON. 179 degrees 30'W.

The date was 30 December 1899. First Mate Payton broke in "You know what this means.....we're only a few miles from the intersection of the Equator and the International Date Line."

Captain Phillips was prankish enough to take full advantage of the opportunity for achieving this

PUZZLES

You need to cross a river, from the north shore to the south shore, via a series of 13 bridges and six islands, which you can see in the diagram below. However, as you approach the water, a hurricane passes and destroys some (possibly none/all) of the bridges. If the probability that each bridge gets destroyed is 50%, independently of the others, what is the chance that you will be able to cross the river after all?



Imagine there is a captain on a ship, who wants to sail through the river from West to East. You can see that he will be able to do this if and only if you are not able to cross the river. However, if you rotate the diagram by 90 degrees, you can also see that the probability that you cross North-South is equal to the probability that he sails West-East, and therefore both probabilities are equal to 50%

The letters R, S, T, U can be rearranged to spell "RUST".

Find four consecutive letters in the alphabet which can be rearranged to spell a common word.

I have keys without key locks. I have space without rooms. You can enter but you cannot go outside. What am I?

One programmer draws on a sheet of paper several circles in a line, representing coins, and puts his thumb on the first circle, covering the rest with his hand. Then he asks another programmer to guess how many different head-tail combinations are possible if someone flips all the (imaginary) coins on the paper. The second programmer, without knowing the number of circles, takes the pen and writes down a number. Then the first programmer lifts his hand and sees that the correct answer is written on the paper. How did the second programmer manage to do this?

The second programmer wrote down "1" in front of the first circle. When the second programmer lifted his hand, he saw the number "10...00", which is exactly the number of possible head-tail combinations in binary system.

When I'm first said, I'm quite mysterious, But when I'm explained, I'm nothing serious. What am I?

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