

SUB-COMMITTEE ON STANDARDS OF
TRAINING AND WATCHKEEPING
43rd session
Agenda item 3

STW 43/3/18
9 March 2012
Original: ENGLISH

VALIDATION OF MODEL TRAINING COURSES

Comment on Model Course – Master and Chief Mate

Submitted by the International Shipping Federation (ISF)

SUMMARY

Executive summary: This document comments on STW 43/3/6 draft model course – Master and Chief Mate, and seeks clarification regarding the training method for leadership and managerial skills as required by section A-II/2 of the STCW Code

Strategic direction: 5.2

High-level action: 5.2.2

Planned output: No related provisions

Action to be taken: Paragraph 9

Related documents: STW 43/3/6 and STW 41/7/13

Introduction

1 This document is submitted in accordance with MSC-MEPC.1/Circ.4 on "Guidelines on the organization and method of work of the Maritime Safety Committee and the Marine Environment Protection Committee and their subsidiary bodies" and comments on document STW 43/3/6 draft model course, Master and Chief Mate.

Background

2 The STCW Code when amended in 2010, saw the addition of the important area of "Leadership and Managerial Skills" to the required training for Masters and Chief Mates under section A-II/2.

3 Amendments to table A-II/2 of the Code relating to Leadership and Managerial Skills were proposed to the Sub-Committee by the International Shipping Federation and International Chamber of Shipping in document STW 41/7/13.

4 ICS/ISF in document STW 41/7/13 also discussed the importance of assertiveness training as part of Leadership and Managerial skills, and the role that such training for officers of all ranks may have had in preventing the explosion and sinking of the **Bow Mariner**.

Discussion

5 The training described in the draft model course provides for some group discussions and role playing, augmented heavily by the use of video presentations.

6 It is the view of ISF that such important competency training should include traditional instruction by a suitably qualified lecturer as well as practical demonstration of the required skills through the use for example of role play exercises. Within this structured regime, materials such as video have a potential role; however, these materials should not be relied on exclusively to deliver the required competence.

7 ISF also questions whether a period of one hour, as assigned to training on Assertiveness and Leadership, (including Motivation) is sufficient to cover this important area, to ensure the understanding of the basic concepts and give practical experience of the skills being taught. Courses in this area, which are widely available to shore-based managers, tend to run for a minimum of eight working hours. This subject may be considered as the backbone of effective management and should, therefore, be considered as a competence in its own right. The draft proposals to address this area are given in the annex to this document.

Proposal

8 ISF proposes amendments to the draft model course, Master and Chief Mate, as indicated in the annex.

Action requested of the Sub-Committee

9 ISF invites the Sub-Committee to consider the above proposal and to take action, as appropriate.

ANNEX

PROPOSED AMENDMENTS TO STW 43/3/6, DRAFT MODEL COURSE MASTER AND CHIEF MATE

1 Page 390 of draft model course

Delete section 3.5.4.4 **Assertiveness and Leadership, including Motivation**

Renumber 3.5.4.5 as 3.5.4.4 Obtaining and maintaining situational awareness

Additional section

3.5.5 Assertiveness and Leadership, including Motivation (8 hours)

Instructors should use a combination of traditional lecture and group exercises to allow the trainees to:

- Define Authority and Assertiveness
- Explain the differences between "Too High Authority" and "Too Low Assertiveness"
 - Too High Authority: total command expected, lacks communication skills, cannot delegate, performance oriented, needs to prove himself; and
 - Too Low Assertiveness: silenced by superior's authority, unaware of what is expected, lacks communication and management skills, personality clash.
- Explain the need for a balance between authority and assertiveness
- State possible reasons for extremes
- State the dangers of the four extreme combinations
- Explain corrective management actions when an imbalance occurs
- Explain the methods of motivation
- Explain the importance of motivating the crew to obtain the optimum result

Renumber 3.5.5 DECISION MAKING TECHNIQUES as 3.5.6

2 Page 421 of Proposed draft model course – Guidance for Trainers

3.5.1 Shipboard Personnel Management and Training

Paragraph 3

~~If time permits, The~~ trainees should be given group assignments to recreate and learn how to deal with some of the typical arguments and problems which occur on board ship. ~~(V111).~~