



SAN NEWS

News about work environment and safety in shipping

4/08

THEME: CRISIS MANAGEMENT

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Colleagues in crisis – a safety risk

A person in the middle of a crisis may be able to "turn on the autopilot" and appear to manage their job quite well. In reality though, he or she may be a time bomb that should be taken off the ship as quickly as possible.

Most of us have been through one or more crises during our lifetime. They may be triggered by accidents, an act of crime, the death of somebody close to us or a divorce. Even though most people manage to get through a crisis, it may be overwhelming and mean that the person affected loses their grip for a while. Suffering a serious physical or psychological event while at sea makes the situation even more complicated. In many cases it is not possible to leave the ship directly and go home to family members or close friends, and instead the person is forced to handle the crisis onboard.

– Debriefing is a straightforward and beneficial method which I think should be used after a serious accident has occurred. But you must be careful when you as a colleague approach a workmate after such an event. Show that you are there for them, but do not try to force yourself on somebody who does not want to talk, says Arto Nordlund, psychologist at the Sahlgrenska Academy at Göteborg University (photograph).



Irrespective of background, profession or life situation, the reaction patterns of the human body after a serious accident



Working at great heights may be risky if crewmembers are not in balance.

are the same for everybody. First we are shocked, then sad and despairing, and later we start to work through the crisis and recover before finally moving on. But how long this process takes and what situations trigger the body's crisis system vary from person to person. An event which causes one person to shrug his shoulders may cause a huge amount of anxiety and trauma for another person. Arto Nordlund has many years of experience working with people in crises and he also lectures on the Campus Lindholmen courses in "Crowd and crises". He says that our reactions are based on the experiences we carry with us, from our childhood onwards.

Crisis can give lifelong strength

– It depends partly on how secure and stable you are as a person, but also on how you have handled earlier crises in your life. A person who has emerged strengthened from a crisis has better chances of managing difficult situations later in life.

A person going through a crisis may appear to function relatively well and to manage their tasks at work. She or he may be slightly forgetful and not fully concentrated, but may not show any alarming symptoms. This apparent calmness may be deceptive however, and under the surface the person may be in chaos and complete confusion.

– In their professional role, people may be able to operate on autopilot and do what needs to be done. But they cannot function optimally in such a situation and may be like a time bomb that suddenly explodes. It is by no means certain that a person in these conditions understands how bad she feels or is aware of what a safety risk she is. In such a situation it is vital that the captain as well as others onboard are observant about how people feel and behave after an accident.

The first phase of a person's chain of reactions is shock. You do not understand what has happened, misinterpret things

continues on page 3 ->



A leg-stretcher between lecturers gave the participants a better work environment during the conference, which was rounded off with an Italian mingle buffet.

Safety culture is about attitudes

The concept of safety culture was explained in detail at the autumn SAN conference. The audience also learned how we as people react when we are subjected to stress in connection with accidents.

There were many "aha's", "oh's" and "right's" heard among the hundred or so people that had gathered at Läppstiftet in Göteborg to learn more about the work environment at sea. The list of speakers, including some people seldom heard in the context of shipping, gave both breadth and depth to the subjects covered during the day. Safety culture was the overall theme of the conference.

The first speaker of the day, Urban Lyxén Bervelius from Primus Pilus (photograph), explained that safety culture in reality is not so much about technical measures for protection, safety management systems, well-formulated policies or managers that constantly point out how important it is to follow all the regulations. Instead he focused on the shared attitudes and unwritten rules of work teams, which in turn are based on fundamental human behaviour.



Culture is created by group pressure

– It is when we discuss people in work teams and their attitudes to how things are carried out that we get closer to safety culture. It is created by group pressure and the desire to participate and fit in with the others. When nobody protests when one of their colleagues does something obviously dangerous or inappropriate,

there is a poor safety culture prevailing at the work place, he says.

In companies where managers wish to influence safety culture, control should not take place from the top down. He believes that better results are achieved if personnel are asked how they would like things to be done.

– Let the flow go from bottom up. You will notice that it works much better than if you, as managers, try to force a lot of rules on your employees, says Urban Lyxén Bervelius.

Tryggve Ahlman from the Swedish Shipowners' Association gave a brief presentation of how major shipping disasters have driven the development of regulations forwards and stated that all players in trade and industry have responsibility for safety culture in shipping.

Simple solutions increase safety

Peter Jodin from Wallenius Marin explained how they have developed safety work with the help of personnel onboard. He showed how rather simple solutions can improve the work environment and raise safety levels. One example is a high rail that has been installed on all ships and which is supported by a bulkhead where it joins the weather deck. It can be used in the event of a violent heel.

A ribbed enclosure with handrails on both sides has been constructed to make movement on deck easier in severe conditions and cradles to make the launching of life rafts easier are now standard on the company's ships.

The researcher and marine engineer Monica Lundh (photograph) was at the conference to talk about her dissertation "Machine rooms, ergonomics and safety"

which will soon be published. She stated that there are many possible improvements in control rooms and machine rooms. The chief physician Ralph Nilsson and his colleague Karl Forsell gave a short presentation about the website for maritime medicine which will be launched in the spring with financial aid from SAN (read more on p. 3).



Managers can create a safety climate

One much appreciated lecturer was Marianne Törner from the Department of Occupational and Environmental Medicine at Sahlgrenska University Hospital in Göteborg. She spoke in a very engaged tone about how a better safety climate at workplaces leads to fewer accidents and that managers play an important role in creating a good climate of safety.

– What a manager does and says it is extremely important for safety culture, and as a manager is not necessary to wait for the attitudes of employees to change in order to change behaviour. Remember what happened when we introduced the requirement for safety belts in cars, which many people were opposed to. Most people would still wear them today even if the requirement were removed. In this case the rule came before the change in attitudes.

The last speaker of the day was the psychologist and researcher Arto Nordlund, the title of his lecture being "Crisis reactions and stress – how safe is it?" (Read more on page 1.)

Linda Sundgren

Colleagues in crisis, continued

or refuse to accept that what took place really happened. You may suffer from shaking, shivering, palpitations; you may behave completely irrationally or become totally apathetic. Shock often lasts only between a few minutes and a few hours before it disappears. When what has happened sinks in, the reaction phase starts. You then understand what happened and may be overwhelmed by strong emotions.

– You feel sorrow and pain. You perhaps start to cry and feel strong anxiety. Many people have a great need to talk. You may repeat the question "Why?", "Why?" and for those around you it may appear to be a pointless repetition. However, it fulfils an important function and it is by repeating things and putting words to them that they become real, explains Arto Nordlund.

Common to dampen feelings

The reaction phase may be both confusing and painful, and it is not uncommon that victims try to dampen their feelings with alcohol or pills.

When the outburst of emotions dies down, the phase of working through can begin. By now you have reached the stage of accepting what has happened, even though sorrow and pain may still be very present. The last phase is called re-orientation. It is then that you step out of the crisis and attempt to carry on. But how you emerge on the other side is individual and depends to a large extent on how

Crisis reactions

People's reactions to crises vary:

- About 60 % are passive.
- About 30 % are active (panic, fight threats, help themselves or others)
- About 10 % are paralysed.

well you have managed to work through the different phases of the crisis.

– If we have coped with the crisis well, we can be strengthened by it and feel more confident. We can feel that we have learned something about ourselves and the world in general, and we know that we are a person that can manage crises. But a person who has not been able to work through what happened in a constructive way will emerge from the crisis as a weaker and more vulnerable individual. The next time something happens that reminds the person about the previous crisis, even if it is only a small incident, may cause the person to react even more strongly than the first time, says Arto Nordlund.

He explains that a person living with an unresolved crisis or extreme stress for a long time may be affected psychologically and physically. As well as decreased memory functions and difficulty in concentrating, the person may also suffer from heart disease, diabetes, depressions, infections or anxiety syndromes.

Linda Sundgren

Footnote: Arto Nordlund was one of the lecturers at the autumn SAN conference. Read more about his lecture at www.sannytt.se



Medical website for seafarers

As an occupational group, seamen are often affected by accidents and have physically and psychologically demanding tasks at work. Two doctors, Karl Forsell and Ralph Nilsson at the Department of Occupational and Environmental Medicine at Sahlgrenska University Hospital in Göteborg, have now taken the initiative of setting up a specialised maritime medical website. It will be called the Centre for Maritime Health (CMH) and among other things will contain information about current research results and tips and advice about different sorts of safety equipment.

The website is primarily aimed at seamen and is planned to open in the spring. It is being created with the help of contributions from SAMS, the Maritime Work Environment Foundation.

For more information or viewpoints, please contact karl.forsell@amm.gu.se, ralph.nilsson@amm.gu.se or maria.i.petterson@amm.gu.se

What are your procedures for crisis management onboard?

We put the question to visitors at the SAN conference.

Gunilla Kjellgren, Crew Chart Ship Management



– We have procedures and routines for crisis readiness in our SMS. As regards the treatment of personnel that have been directly affected by a crisis we are looking at different alternatives, such as crisis therapy. In the case of a serious incident we would if necessary replace the individual concerned, partly because the indi-

vidual probably feels bad and cannot perform as usual, and partly because the victim may be a safety risk for the other crewmembers and the environment.

Helene Pettersson, Wallenius Marine



– Our HR department makes the first contact with the ship. When we have a picture of the event we can decide what measures may be required and order any expert help that may be needed, primarily through corporate healthcare.

Jonas Engström, Wisby Ship Management



– We have incorporated a crisis management system into the ISM in which chiefs and offices are included. But now that we are expanding it is no longer a question of whether something will happen but rather when it will happen, and for this reason we plan to expand our crisis management plan. At the moment we are procuring a course in crisis management.

Louise Langely, Broströms



– It depends very much on what has happened, but we always contact the captain directly. If a serious accident has taken place we go out to the ship and talk with everybody onboard. We always offer debriefing, but the personnel do not always feel that it is necessary. We always take care to follow up the incident with the personnel affected.

~ EDITOR HAS THE FLOOR ~

Looking for scapegoats creates stress

Following rules and writing policy documents to comply with requirements from authorities or customers is part of what we call quality shipping. What is often forgotten, however, are people and the psychosocial work environment and prevailing conditions onboard. There are many good examples of shipping companies that pay a lot of attention to their personnel and that constructed ships in the 1970s which still feel modern today.

But in many areas there are problems. Over time we have seen crews cut back in size, while demands on efficiency only increase. This means that personnel are working under high pressure and are being broken down by stress due to high workloads.

One phenomenon that increases stress is the blame culture that is often seen these days. When an accident or incident has taken place, people immediately start looking for scapegoats instead of finding out what really happened. There are many examples of our members having problems with their employers, and it usually ends

up with expressions such as: "We no longer have any confidence in you."

To feel that you almost risk being fired if you make a mistake does not create a good work environment. Crewmembers onboard do not work against the goals and wishes of the shipping company but with them, and the vast majority are very loyal to their employers. But they need more support from above and understanding for the hard-pressed situation at sea. To get away from the blame culture is a must.

A good work environment starts at the top of the shipping company and it is important that they have the right "thinking" and attitudes, which is then conveyed in a concrete way to the ships. Not until this is done will we have a good work environment out on the ships.



*Tomas Sjöstedt
ombudsman, SFBF*

~ TIPS FROM SAN ~

Seaman's church seeks contact with families

"Hardly any other choice of occupation affects close family members, families and friends as much as that of seamen. Going to sea always means that family, friends and relatives are left behind at home."

This is how Anders Radix, seamen's priest in Göteborg, starts an open letter in which he seeks contact with families of seamen. His vision is to develop the seamen's church into a natural meeting place, not only for seamen but also for their close ones.

Anders Radix asks representatives of the industry and close family members of seamen to contact him to develop these ideas. Mail to anders.radix@svenskakyrkan.se or call 031-14 03 88.

Correction

In the last edition of SAN News we accidentally printed an incorrect address to the Stockholm Mercantile Marine Foundation. The correct address is www.marifond.se.

~ OUTLOOK ~

Risk assessment theme for work environment week

– It is not unreasonable to strive for a zero vision of injuries and accidents in working life. Nobody should need to risk life and health when they go to work.

These were the words of the Labour Market Minister, Sven Otto-Littorin, when he spoke at the annual work environment parliament held at Nalen in Stockholm in conjunction with the European work environment week at the end of October. The theme for the year was risk assessment, one of the fundamental elements of systematic work environment management. Sven Otto-Littorin warned that too much of an increase in the pace of work can lead to more illness.

– As an employer, it is easy to believe that efficiency increases if the pace of work is raised. But in many cases this is an error of judgement that can cost far more than people believe, he said.

Activities are being carried out on the same theme all around Europe during the European work environment week. In Sweden the work environment parliament is a traditional event in conjunction with

this week, and the conference is arranged by the Work Environment Authority.

Particular attention was paid to the increasing number of fatal accidents in recent years at workplaces around the country. However, the Labour Market Minister did not want to admit in this context that he regretted the government's drastic cutbacks at the Work Environment Authority or closing down the Institute of Working Life.

– When something does not work satisfactorily you have to get rid of it. Then you must consider what to have instead, but the Work Environment Authority is doing an extremely good and important job.

Invest in quality marking

The minister said he wished to invest in the future. A council of parties with researchers in the area of the work environment will be appointed and together with politicians and other players will find solutions for decreasing the number of accidents and injuries in working life. He only had one concrete proposal for improving the

work environment on this day, and that was to introduce quality marking. He has taken the idea from Denmark, where good workplaces are given a smiley as a proof of their good work environment.

– One possible development is introducing lists on the Work Environment Authority website where people can see which companies act responsibly. I don't believe in only repressive measures for those that make mistakes, but also giving benefits to those that act correctly.

Shipping companies could also be included on such a list. But Sven Otto-Littorin does not have any particular insights about work conditions onboard.

– Shipping is an exciting industry, but unfortunately I do not have any detailed knowledge of work environment on ships.



*Sven Otto Littorin,
Labour Market
Minister*

The Swedish Maritime Administration continuously publishes information that may be of interest to the shipping industry. Below is a selection from the latest reports. Complete articles may be read on the Administration's website: www.sjofartsverket.se – the Swedish Maritime Administration.

From Insjö

There are eleven reports on FRBs (fast rescue-boats) at Insjö. Five of these are the result of engine problems. Several can be categorised under poor service and maintenance, such as one where the engine compartment was filled with water due to a defective seal, and several others that needed fuel filters changing, amongst other things. Two had manoeuvring problems (one had a broken control line to the scoop so the boat could not reverse, another was difficult to steer).

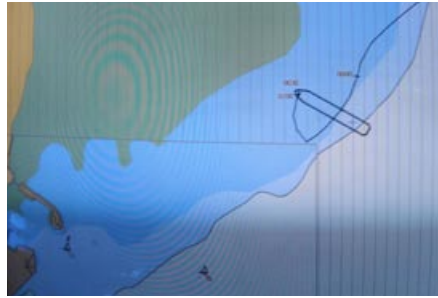
Three incidents in conjunction with launching the boats could be categorised as serious. In one case the boat fell into the water when it got stuck on one of the rubber strips it was resting on. The cable slackened and the hook disengaged. There were three men onboard. One jumped back onto the ship, the second was left hanging on a safety line and the third released his safety line and jumped into the water. Since then the hook has been replaced with a safer model.

The other two incidents took place when the boat was launched while the ship was at speed. In one case the hook pin could not be released before the painter was pulled out. The boat jibed and was dragged along sideways behind the ship until it was stopped from the bridge. In the second case the connecting line between the hook and the painter got stuck in the boat after it was cleared. The boat was dragged along and turned over. Both of these incidents resulted in the boats being at least partially filled with water.

Insjö: 2144, 1343, 751, 2168, 941, 59, 1838, 628, 1835, 1234, 1926, www.insjo.org

Grounding with pilots onboard

A Swedish ship in ballast was on the way in to a harbour on the St. Lawrence river and took on pilots in Escoumin. Two pilots embarked and took turns to guide the ship to the quayside. During the last section of the journey the ship



The AIS track shows how the ship was navigating until the grounding. The harbour can be seen in the lower left-hand corner.

was sailing slow ahead. She was guided along a transit line between an illuminated quay corner and a strong light on land behind the quay corner. The transit line was the pilot's own construction and was not marked on the chart. When the ship was about 740 metres from the quay it stopped softly. On the bridge this was thought to be a result of the prevailing ice conditions, but soon it was realised that the ship had grounded.

The investigation shows the importance of the ship's captain always keeping a close check on the ship's position and movements during piloting. In this particular event, the captain put his trust in the local knowledge of the pilot. He was probably concentrating on the manoeuvre ahead towards the quayside, which caused him to be insufficiently observant of the navigation procedure. The pilot made use of visual observations for the most part, and his own transit line which was not marked on the charts.

Communication between captains and pilots normally takes place in English, while it seems to be common practice that pilots use the local language between each other and in contact with others off the ship. There is then a risk that the captain and the helmsman miss out on important information. It is desirable that all communication takes place in English.

Iu dnr 080201-08-20627

Hand injured in work with angle grinder

A member of the crew was doing some hobby work in his spare time in the ship's workshop, grinding a piece of steel. Since he did not view the work as particularly difficult, he just held the piece of steel with one hand and the angle grinder with the other hand. The piece of steel slipped and caused a deep gash in his hand, which bled profusely. The man was transported to land to have his hand stitched at the hospital and for a period of sick leave.

It is important not to be careless about safety, even when doing small jobs. In this case, either the piece of steel or the angle grinder should have been fixed.

Iu dnr 080201-08-22134

Lack of attention caused grounding

After the ship had passed through a narrow sound, it was approaching its destination. The captain, who was alone on the bridge apart from a guide, set the ship on course at the same time as he spoke to the passengers via the PA system to inform them about their impending arrival. The investigation showed that the captain yawed a minute or two too early and the ship grounded.

A deckhand had come up to the bridge immediately before the grounding. Damage was caused to the rudder posts and other parts. It became apparent that the partial bulkhead surrounding them was not watertight and a rather large leak occurred. The captain called the MRCC and was given help almost immediately by another ship in the proximity. Attempts to tow the ship off the ground were made without consulting a ship inspector, but these were unsuccessful. The passengers were evacuated and after a while sufficient help was obtained with pumps. After consulting with the ship inspector who had arrived, the ship could be towed off the ground about four hours after it first grounded.

It is crucial that navigation is followed continuously, not least when making changes of course in narrow channels. An active lookout, which is normally required, could probably have prevented this accident.

There may be great risks involved in attempting to move a ship immediately after grounding. Under all conditions, an attempt to move the ship should not be made until it is certain that there is sufficient pump capacity to keep water out, otherwise the damage may be far worse.

Iu dnr 080201-08-21146



In the centre part of the photograph, the rudder posts can be seen and the damage caused to the hull lead-through.

Christer Lindvall: "I have never had any doubts"

The ISM code, STCW convention and now the problem with tiredness. The managing director of the Ship Officers' Association has pushed work environment and safety issues in international shipping contexts like few other Swedes have done.

"You who work with safety at sea and work environment, do not give up. If you spit often enough on a hot stone it will cool down." This piece of encouragement came from the winner of this year's SAN work environment prize as he was awarded the honour at the board's conference in Göteborg in October. For more than 30 years, Christer Lindvall has been involved in issues related to the work environment and safety at sea. Not least in the IMO (International Maritime Organization) and the ILO (International Labour Organization) has he continued to drive these issues, at times in the face of massive resistance.

– In the past I was sometimes sidelined when I took up issues that people thought were not relevant to the IMO, and initially I was more sensitive to what other people thought. But I have always had a strong inner conviction and never doubted what I believe in, he says when we met on a grey morning in his terrace house in Åkersberga, northeast of Stockholm.

Borderless issues

Christer Lindvall realised at an early stage that issues related to such a borderless trade as shipping must be pursued in international forums if they are to have any success.

– The work environment must never become a competition issue. No party should be able to gain financial advantages by having a poor work environment.

His engagement has demanded a high pace of work and he spends almost as many days travelling now as when he was working at sea. This afternoon he is off again, this time to the Philippines. In the kitchen there is a colourful cloth bag with 20 kg of children's clothes collected by his relatives that will be handed out during his stay there. He will give lectures on safety culture and tiredness-related problems to politicians, ship owners, authorities, union representatives and onboard employees in the Philippines.

Exhausted captains that fall asleep on the bridge due to high workloads is one

issue he has driven since the beginning of the 1980s. It is also one of the reasons why he has chosen to continue working for some years to come, even though he was 65 in the summer.



Christer Lindvall

Age: 65

Home: Terrace house in Åkersberga northeast of Stockholm

Family: Wife, four daughters and six grandchildren.

Background: Sea Captain degree in 1966. Worked at Broströms and Svea (later Silja Line) until 1978. 1979–1980 ombudsman at SFBF. 1981 Captain and partner of the joint-ownership shipping company Ro-Ro Tank. Active at SFBF since 1982, MD from 1986. President of IFSMA (International Federation of Shipmasters' Association) from 1998 and chairman of the ITF (International Transport Workers Federation) marine safety committee from 1997.

Present: Winner of the SAN work environment prize 2008 for successfully pursuing issues related to the work environment and safety at sea for many years, both in Sweden and internationally.

A good work environment is

important for these reasons:

primarily to protect the crew and passengers and to prevent accidents occurring. However, it is also important to create a better image of shipping and to show that we are a trade that works with these issues.

– I don't want to let this issue go now that we are so close to a change, he says.

He is referring to the revision of the STCW convention that is underway. STCW are the rules and regulations that determine the basic level of education for seamen, as well as issues such as manning levels and watches. It is Christer Lindvall's hope that in future it will be forbidden to sail ships in international trade with only two nautical officers onboard.

– But at the beginning of the 1980s, many people thought that the IMO should not be involved in manning issues at all. I will never forget what happened many years ago when I took up the issue of working hours at the IMO and the representative from Cyprus became furious. He stood up and shouted at me and said that such issues had no place in the IMO.

Wants to export safety officers

But other people appreciated his striving to include ship employees' conditions in the organisation, and these days manning is a natural question for the IMO. Christer Lindvall is now taking the next step and is trying to introduce the Swedish system of safety officers in an international context.

– That proposal came to a sudden stop because some people felt that the safety officer would be in direct competition with the captain. But we are continuing to work with the issue.

Great achievement with ISM code

One of his achievements, which has probably made the greatest impression on the global trade fleet, is his work with the ISM code. After the catastrophe of the passenger ferry Herald of Free Enterprise in which 187 people lost their lives, the IMO appointed a working group to come up with proposals for measures to improve safety.

– Ulf Hallström and I worked out a proposal at our office which we sent to the Swedish Maritime Administration. They thought it was good and forwarded it to Norway, which was chairing the correspondence group. The Norwegians also liked what we had written and it was finally our proposal that arrived at the IMO and was later adopted after some small changes.

Initially the ISM was only a recommendation. But after one more tragic accident, the fire onboard the Scandinavian Star in 1990, it became binding.

Linda Sundgren

Debriefing an important procedure after accidents

Don't ask if any of the crew want to have debriefing – just make it part of the standard, routine procedures after a serious accident. That is the advice of the psychologist, Arto Nordlund.

After a serious accident, a person needs to be taken care of and provided with basic physical needs: food, drink and warmth. But following this period of relief it is time to arrange for debriefing.

– To talk about what occurred soon after an accident has occurred helps to create a deeper understanding of what took place. It may also be able to prevent somebody from plunging into a long, drawn-out personal crisis, says Arto Nordlund.

He explains that debriefing has three main objectives. The first is for the person affected to put into words what they have experienced. The process of relating events brings a sense of release, clarifies things and gives an opportunity for reflection. The second is to hear the versions of other people involved. In acute situations we tend to have powerful but narrow and fleeting images, which give a rather poor overall view. By listening to others involved it is possible to gain a clearer picture of the entire sequence of events. The third objective is to determine what actually happened in order to avoid misunderstandings and the spread of rumours.

– Debriefing also provides an opportunity to check how everybody feels and to find out whether anybody appears to need professional help, says Arto Nordlund.

He thinks that debriefing should be introduced as a routine measure after serious accidents onboard instead of asking whether those involved are interested in structured discussions. It is possible that those with the greatest



Debriefing is a central part of safety work onboard the East Indiaman Götheborg.

need to talk do not realise the fact, or decline out of fear. Some people perhaps feel awkward if they have to ask for debriefing.

– It is not part of traditional seamen's culture to talk openly about feelings with each other, even though I meet that attitude surprisingly rarely. Out of the sea officers that I meet when I lecture at Chalmers there are more and more who have experience of debriefing.

Structured group review

Debriefing is a structured, group review of an event moderated by a leader. The participants have all been affected by the accident, and there should be no more than eight people in the group. The leader may be anybody onboard who knows the necessary techniques. He or she opens the debriefing by explaining its objectives and rules. Then each person in the group describes their experiences while the others listen without interrupting.

– It is important to be able to finish your account of events without being interrupted. It feels very good to do that and the person can describe the whole event. Blame and accusations are not allowed.

An event should not only be described in terms of facts, but also sensory impressions and emotions. If a person does not spontaneously describe things in this area, it is the task of the leader to put questions.

– Memories of smells are particularly important. Smell is our most primitive sense and produces very strong memories. The basic principle is that debriefing is held on one occasion, but in the case of a major accident or if many people are involved it may be appropriate to arrange meetings for follow-up discussions, says Arto Nordlund.

Linda Sundgren

~ IN BRIEF ~

Inspection leaves Swedish Maritime Administration

On 1 January 2009 the newly formed Board of Transport will be launched, consisting of the inspection departments from the four modes of transportation: sea, air, road and rail. The job of formulating regulations and checking compliance with the rules will subsequently be carried out by the shipping section of the Board of Transport.

The manager of the shipping section in the new authority will be Per Nordström, currently the deputy maritime safety manager for the Swedish Maritime Safety Inspectorate.

More funds to the Work Environment Authority

According to the autumn government budget proposals, the Work Environment Authority will receive an additional 125 million SEK each year for three years. Most of these funds will go towards the spreading of knowledge and information on health, illness and risks in working life.

SAN NEWS

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Debriefing

Debriefing was developed in the beginning of the 1980s as a crisis support method for the US ambulance service. Today it is used routinely by many Swedish authorities including the Coast Guard, the Police, the National Rescue Services Agency and the Swedish Armed Forces.