

# NAVIGATOR

THE

Inspiring professionalism in marine navigators

FREE



# Professional Development

Where will it take you?



A free publication by **The Nautical Institute** in association with the **Royal Institute of Navigation**



## Lifelong learning

“Learn something new each day” is a common saying, and we usually do. We might read something in the news or a friend might tell us something. Good books make us think and take us somewhere new. It could be argued that lifelong learning is what makes us human.

Professional development is about lifelong learning too, but in a professional capacity. For marine navigators, it could involve learning a new function on a radar, identifying a new symbol on a chart, learning about the fragility of Global Navigation Satellite Systems (GNSS) or working on effective bridge communication skills.

But why make this effort? Things change, new technology is developed, new ports are visited. Existing skills can fade if not practised regularly. Navigators are required to know a lot, and are all capable of forgetting things from time to time. Professional navigators, which we

should all be, care about professional development because it gives us pride, keeps us from being criticised, can prevent accidents, save lives and even keep us out of jail.

We live in an age where it has never been easier to learn. Bridges are filled with books and publications, while many ships also have Computer Based Training (CBT) facilities. Trade journals abound, and most of us have access to the Internet, if not onboard, then when we’re ashore. Cost need not be an issue; mentoring is an excellent form of professional development too, as is discussing an issue over a cup of coffee or even reading this copy of *The Navigator*!

Professional bodies, like The Nautical Institute, are membership organisations set up by practitioners for practitioners to share experiences, develop new ideas and establish best practice. Reading or writing

for their journals, attending or speaking at events and sharing knowledge are all excellent professional development too, and will make you a better and more confident navigator.

In many countries, professionals like doctors or lawyers are required to follow a formal process of Continuing Professional Development (CPD) to keep practising. On pages 4-5, Steven Gosling explains how this formal approach can also be taken by mariners. Imagine how impressed a future employer will be if you produce a record of your continuing learning at a job interview.

This issue of *The Navigator* looks at different possibilities for professional development and discusses its importance for navigators and everyone coming into contact with them. We hope it will contribute to your own development, and that you will share your new-found knowledge with your fellow navigators. This copy is free, as are all back issues, available at [www.nautinst.org/navigator](http://www.nautinst.org/navigator). Enjoy and pass it on!

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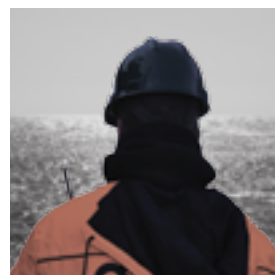
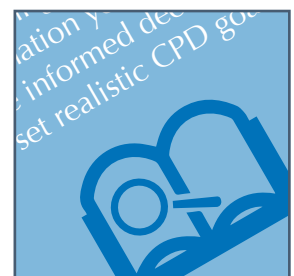
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We reserve the right to edit letters for space reasons if necessary. Views expressed by letter contributors do not necessarily reflect those held by The Nautical Institute.

I've been a reader of *The Navigator* since your first issue. When I embarked *Hoegh Oslo*, a 179.9m car carrier, one of a first things I looked for was the copy of the magazine. Though I read it while on vacation, it makes a difference for me to read it while I am onboard a ship, where I can see and apply the things that I'm reading. Long live *The Navigator*! Long live the seafarers!

**Arvin Bryan Alejandro**  
 Third officer

I am a Filipino second officer, currently onboard a 3,990grt Norwegian Flag Chemical Tanker, trading only within the Baltic and North Sea area. As this is my first time trading in this area, I have only recently understood the meaning of the words 'heavy weather', 'short voyage', 'ice navigation' and, most especially, 'winter'. Every issue of *The Navigator* is a new learning experience, with updated information about how the world of seafaring is changing and adapting to new technology. Thanks for the heads-up.

**Dann B. Degano**  
 Second officer

The maritime industry is a multi-national business, which offers its workers the chance to interact with new people and to 'touch' a bit of each culture. But, at the same time, this can bring misunderstandings due to wrong communications. The flow and use of proper, standard words and sentences is highly recommended to keep up good and safe operations.

**Martin A. Jimenez**

I am a second mate onboard an oil tanker owned by Ardmore Shipping. I have a collective sea time in excess of five years and have always sailed on board tankers. The article on communications (issue 8)

was very apt for our particular situation; we have SIX nationalities onboard, all speaking different languages! Being the MLC officer, I have made my copy of *The Navigator* available for the entire crew to read. I like to read the case studies and spend time applying the lessons learnt from them to modern day situations.

**Rakshit Shastri**  
 Second mate

I am a privately contracted security guard onboard Raffles Shipmanagement Services, MT *Theresa Dumai*, where I read the first issue of *The Navigator*. I joined this industry in 2011 and it has been a steep learning curve for me as my adult working life has been on shore. I pick up knowledge from all sources available be they the open sources on the internet, ship publications or courses. *The Navigator* is an interesting magazine that I enjoy reading. I like the articles on safety matters especially and have downloaded the free app on my phone. I have also got my team-mates to do likewise.

**Suresh Kumar**

I am currently serving onboard one of the OOCL's (Orient Overseas Container Line) largest container ships. I am very active in reading *The Navigator*, especially the feedback and suggestions from seafarers. Lessons, learning and updated information about navigation are also highlights for me. I have both hard copies and the app for the latest issues at all times!

**Ther Hwan Foong**  
 Second officer

I work on MV *Hoegh Jacksonville*. It's a car carrier, trading worldwide. As a new officer, I found out many things by reading *The Navigator*, which I can apply on my ship. It serves as my guide as an officer and I can pass it on to our cadets onboard. Thank you.

**Wilbert Salvatierra**  
 Third officer

I have presented all issues of *The Navigator* to my crew during our monthly meetings, because it contains information for young and old seafarers. Topics are straightforward and easy to understand.

**Captain Wilfredo V. Amado**

# CPD: The formal side of lifelong learning

Formalised schemes of Continuing Professional Development (CPD) can range from very straightforward to extremely complex. **Steven Gosling**, Training and Quality Manager at The Nautical Institute, examines the Institute's own formal CPD process

your next ticket, for example – whatever you have decided is important when you have completed your research. Once all stages are complete, you have completed a 'CPD cycle'. You complete a CPD cycle for each goal set. Since some goals will take longer than others to achieve, this may take weeks, months or even years.

Importantly, navigators using the system determine their own learning and development needs. With some dedication and effort, the result is a structured, systematic approach to your own competence assurance and professional development; exactly what shipowners, promotion panels or prospective employers are looking for.

Having completed a cycle for each CPD goal, the navigator will have created their own CPD portfolio, which may be submitted electronically to The Nautical Institute for annual validation. This

provides formal feedback, and checks that the CPD process is being followed correctly and optimally. It also

## 1. RESEARCH

Gathering together the information you need to make informed decisions and set realistic CPD goals



Marine navigators are awarded their initial professional qualification (Certificate of Competence) after prolonged education and training. At this moment, they are deemed competent by their Flag State administration. But what about five or ten years later?

## 2. PLAN

Setting short, medium and long term goals to become better at what you do, improve what you know and take you closer to where you want to be



## 3. RECORD

Formally logging the structured, unstructured and unplanned activities you have carried out towards achieving your goals



## 4. REFLECT

'Debriefing yourself' of your CPD activity and evaluating its impact. Deciding if you have achieved your goals or if further activity is required



**F**ormalised CPD, that is, CPD that is backed up by a formal assurance process, was created by professional bodies to help manage and record their member's professional development (see p 10 for more information on professional bodies and what they do). Confusingly, learning and development activities outside any formalised process can also be referred to as CPD. In this article, we look at how taking part in the formal process can help you plan and manage your own professional development.

Some professional bodies require that their members take part in a formal CPD process. The Nautical Institute has a voluntary CPD process that trusts our members to regulate their own learning and development, but allows them to plan and record it formally if they wish.

The Nautical Institute's own definition of CPD is:

*"The process that enables maritime professionals to take control of their own learning and development by carrying out activities that ensure they are competent and successful throughout their career, both at sea and ashore."*

Can navigators still be assumed to be competent simply because they have served at sea, and remained medically fit? The answer is 'no'.

For this reason, they must manage their own competence and development proactively. To help navigators approach this in a planned way, The Nautical Institute has built a bespoke assurance process for its members called CPD Online.

CPD Online is a straightforward, four-stage process that uses online downloadable templates to plan and record progress. The diagram depicts the four-stage CPD cycle. Each stage asks a set of questions that you will need to answer to manage your learning and professional development to achieve your CPD goal, or goals. This might be learning more about ECDIS, or getting

results in a validation certificate (which can be added to your CV, LinkedIn profile etc.), as evidence that you are taking competence and professional development seriously. In a world of rapidly changing technologies, constantly evolving legal frameworks and emerging best practice at sea, the navigator who can demonstrate this is set apart from the rest.

# What CPD did for me...



**NAME:**  
Gerardine Delanoye  
**POSITION:**  
Programme Manager  
**ORGANISATION:**  
IALA World-Wide Academy

When I joined the training and capacity building arm of IALA, I embarked upon in-house professional development training. Professional development has always formed part of my maritime career.

When I was 18, I ran a charter company with my husband using an historic 25-metre sailing vessel, operating in Dutch and French inland waters. To do this properly, I undertook a series of experience-based distance-learning courses, combined with formal instruction. This qualified me to act as a Master of barge pushing units on the river Rhine for two years, before qualifying as a VTS operator for the river Scheldt. Later on, I was appointed head of the VTS training institute in The Netherlands. I have followed a continuing process of professional development over 21 years and am still learning every day.



**NAME:**  
Captain Kuba Szymanski  
**POSITION:**  
Secretary General  
**ORGANISATION:**  
InterManager

We need to exercise the brain; without exercise it is likely to die. I personally hate hearing someone tell me that they must be good,

## 5. SUBMIT\*

Sending your CPD portfolio to The Nautical Institute once per calendar year for validation

\*optional



because they have been “Master or chief engineer for 25 years”. When I hear this phrase, I immediately think: “it’s one year of experience, repeated 25 times, with little learnt.”

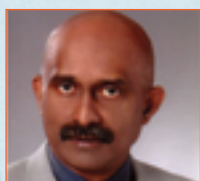
In order not to fall into the same trap, I have to have a plan. CPD helps me do that and reflect on my performance. Am I happy with it? What gaps do I have? What solutions are available? I know I’m expected to speak in public, so I’ve attended presentation courses, mastered new skills and overcome my fear of speaking in a foreign (to me) language in front of an audience. I have also decided to keep my sea-going tickets, so must go to sea regularly to renew them.



**NAME:**  
Mikhail Konoplev  
**POSITION:**  
Fleet Crewing Manager  
**ORGANISATION:**  
SCF Group

In 2007, I graduated from the Navigation faculty of the Admiral Makarov Maritime Academy in Russia. While I was working as a navigator onboard cruise ships and oil tankers, I studied for my PhD during vacations. After four years at sea, I completed an MSc in Shipping Management at the World Maritime University (WMU) in Sweden. After graduating, I started work in a ship management company, where my practical experience from sea, theoretical background from my PhD study and my useful knowledge from WMU helped me progress my career.

In my current position, professional development is very important for me. That is why I actively participate in the activities of both The Nautical Institute and Institute of Chartered Shipbrokers, and follow industry news and changes.



**NAME:**  
Captain Gopal Krishnan  
**POSITION:**  
Principal Investigator  
**ORGANISATION:** TIE  
Maritime Institute,  
Singapore

I set out to sea as an apprentice on a single screw ship (without a bow

thruster). At my first forward station for berthing, I was told to send out the head line and forward back spring. I questioned why we were sending it in this order. My Captain spoke about transverse thrust etc. This got me rushing to find books on the subject.

While training for my CoC 3, 2 and Master Mariner qualifications, new technology brought impressive navigational equipment onto the bridge. I learnt the principles behind it, rather than just focussing on “knob-ology” to pass exams. This deeper knowledge came in extremely useful during my Command days, when my navigators had difficulty coping with technology. Professional development is not about being a certified navigator, but being a truly competent navigator.



**NAME:**  
Captain Richard Teo  
**POSITION:**  
Director  
**ORGANISATION:**  
GlobalMET Ltd.

After two decades of seagoing, military service and commercial practice, I discovered a Master’s ticket was quite insufficient without competencies in law, commerce, leadership, management, and education. Continuing professional development became a byword for the next three decades.

When I accepted a teaching position at the Charles Darwin University in Australia, I had to be formally trained as a tertiary educator. This comprised work-based experiential learning, competency-based education, training and assessments. Engaging with industry and stakeholders provided me with lifelong learning opportunities in-situ. I shared competencies, knowledge and skills in cross-cultural communities, commercial, industry and governmental needs. Memberships of boards and committees engaged in education, skills development, trades and government added value to my lifelong learning and contributed to my doctoral research.

Today I help others navigate, applying lifelong learning skills. A far cry from when I went to sea.

# Professional development: a lifelong commitment



**Captain Sarabjit Butalia** is a Master Mariner with many years' experience in various training, lecturing and professional development roles. In this article, he examines the importance of keeping up-to-date with professional development, the opportunities available to navigators today and the benefits that can span an entire career

**T**he marine industry is dynamic and ever-changing. The need of the hour is to keep ourselves updated with changes affecting our work environment, primarily including new regulations and latest technology. In addition, the protection of the environment, concerns around global warming, sustainability and supply chain security all take a central role, so we need to remain aware of new scenarios in each of these areas. To have a better understanding of the global and operational challenges facing you at any one time, you need to develop new skills, which can be achieved by pursuing professional development initiatives in their various guises.

Fulfilling the STCW qualification is only the minimum, generic requirement as far as competency skills go. To be suitably qualified for a type-specific ship, you must also (a) have the requisite experience (as required by some stakeholders like oil majors) and (b) pursue additional qualifications and training (both company and trade specific) to hone your knowledge and practical skill.

Skills required for day-to-day operations should be learnt and developed by the individual, with support from well-managed companies as appropriate. These skills range from acquiring in-depth knowledge about subjects such as commercial law and insurance, as well as soft skills like how to communicate effectively and manage cultural diversity. Acquiring such skills prepares people, not only to manage day-to-day operational issues, but also to help them look to future career progression.

Looking at various available claims records, it becomes quite clear that incidents related to navigation continue to occur, in spite of having the best and most modern electronic equipment onboard. If you look at the root cause of these

incidents, most of them highlight issues related to effective communications on the bridge, poor teamwork, poor seamanship, lack of cultural sensitivity, inadequate knowledge about the 'rules of the road' and faulty interface between the navigator and their equipment.

In my view, training programmes which specifically address these issues are of great help to navigators. Online programmes focussing on 'human element' issues can be just as useful too. Of course, the challenge is to motivate seafarers to take part, and to see value in such programmes from a professional development point of view. Based on my experience, however, only a very small number of crew members take part. Yet, those whom I have managed to sign up feel that it is a step in the right direction for both their present duties and future career opportunities. They tell me that they have gained a lot.

The key question I am always asked is, how will this help me to get a job ashore? So the answer seems to be convincing the crew member that, no matter what professional development programme or initiative he or she enrolls on, it will help in not only providing a road map to a shore assignment, but will also enhance their practical knowledge and understanding about the subject as a whole. If the objective is to broaden scope, knowledge and understanding about a wide range of issues related to day-to-day shipping, this can have a pleasing effect across an entire career.



### How to get started

Once someone is keen to embark upon professional development, their next step is to find out how to go about it. Being onboard a ship means that your options are somewhat confined until you can gain better access to the outside world. I personally try to offer my help and services to crew members and mentor them on what they intend to do. Individual seafarers should start by identifying the areas that they are especially interested in and then explore ways and means to enhance their knowledge.

One seemingly simple way to do this is by searching for online resources, yet not everything available on the internet comes from a reliable source. Online and distance-learning courses should be closely examined to make sure they are worth embarking upon first. Not all ships can provide adequate internet access to crew members for them to pursue an exclusively online plan. So different avenues, such as printed publications, shore-based courses and the simple, yet effective tools of mentoring and sharing knowledge in person, should also come into play. Navigators may not need to enhance their technical skills, but instead, they might benefit more from developing their soft skills, such as management or communication.

As with any training, the success story of any professional development programme or initiative is clearly connected with the eagerness and willingness of the individual seafarers taking part. As an industry, we must review and adopt new methodologies and course content, in order to make training sessions more interesting and interactive.

# WATCHOUT

In this series, we take a look at maritime accident reports and the lessons that can be learned

## Poor ECDIS use led to grounding

### What happened?

A tanker was crossing a heavily used waterway under VTS control, using autopilot control. The third officer, who had been given the role of navigator, took over as OOW and was joined by a deck cadet assigned look out duties. Prior to his arrival on the bridge, the tanker's intended route across the waterway had been prepared using the ship's ECDIS. The new OOW positioned himself where he could see both the ECDIS and the radar displays, yet he failed to check the passage plan properly for navigational hazards using the ECDIS 'check route' function. Nor did he check the intended track relative to any dangers to navigation that would be encountered on his watch, or have the route verified by the Master. The intended route contained errors, including having the vessel pass directly over an area of water with less depth than the draught of the vessel.

### Why did it happen?

The OOW failed to check the planned route on ECDIS when he came on duty, which could be considered a direct consequence of underdeveloped professional training in this area. Likewise, the errors in the input route were caused by inadequate training in the use of ECDIS and passage planning. Finally, the deck cadet failed to alert the OOW to the flashing lights he saw, which could have given him more warning and time to react ahead of the grounding.

### The issues

- > Lack of supervision or guidance in the third officer's use and checking of ECDIS
- > Lack of suitable training in the use and checking of ECDIS for the Master and deck officers onboard
- > Lack of situational awareness shown by the third officer and deck cadet

### What changes have been made?

- > A strong case has been put forward to develop and provide tools for auditors and inspectors to check the use and performance of ECDIS
- > Further training has been recommended for the tanker's officers in these areas of professional development

**ERRORS IN THE INPUT ROUTE WERE CAUSED BY INADEQUATE TRAINING IN THE USE OF ECDIS AND PASSAGE PLANNING**



If you find our accident reports useful, check out The Nautical Institute's Mariners' Alerting and Reporting Scheme (MARS). A fully searchable database of incident reports and lessons, updated every month. Seen a problem yourself? Email the editor at [mars@nautinst.org](mailto:mars@nautinst.org) and help others learn from your experience. All reports are confidential – we will never identify you or your ship.



## Keeping everybody in the loop

Third officer, Wu Jiaqing discusses how CPD has helped him in his career to date, and gives his thoughts on the importance of always keeping an up-to-date CPD plan close at hand

### What interested you in building a professional career at sea?

When I was young, I used to enjoy watching movies and listening to songs about the sea. So, when I graduated from senior school, I joined the maritime university. I wanted to become a seaman and travel around the world.

### Where do you see yourself in five years' time?

I would like to gain lots more experience, meeting different people from different backgrounds. I would also like to work ashore some day.

### Which areas of shipping do you think CPD should focus on the most?

Technology, navigation regulations and communication skills are all very important areas.

### What do you think are the most effective ways of keeping up-to-date?

I think the most effective tool is the internet. However, if you don't have access to it, then reading books and magazines is also a good way to go.

### How does CPD help professionally?

CPD offers good guidance and helps us plan our career's future. It encourages us to 'think outside of the box' and gives us lifelong learning skills.

### What advantages are there to keeping track or recording our CPD activities?

Keeping good records helps us remain aware of our progress and the new things we have learnt. It keeps us constantly updated and demonstrates how we have improved ourselves and our professional knowledge.

### Why is CPD such a good personal goal?

In today's world, we are constantly faced with challenges. Having a CPD plan is necessary to keep focused on our goals and ambitions in the midst of those challenges. The plan should be reviewed regularly as it could be the means to our dreams coming true.

### How could the shipping industry better support mariners in their CPD?

The more opportunities a company can give its employees for training, the better it will be for everyone. It opens people's minds to new ideas and encourages them to try new things.

"CPD... ENCOURAGES US TO 'THINK OUTSIDE OF THE BOX' AND GIVES US LIFELONG LEARNING SKILLS"

Name: Wu Jiaqing

Current position: Third officer





# WAYPOINT

Dr Andy Norris FRIN FNI

## Sources of professionalism

Dr Andy Norris, an active Fellow of The Nautical Institute and the Royal Institute of Navigation, looks at how professional organisations and bodies play a vital part in developing and furthering careers

A navigational role on the bridge of a ship certainly requires professionalism – it's very demanding and requires continually enhanced levels of knowledge and skills. Here, we look at how professional bodies give help in this area.

A professional body is often seen as a non-profit organisation, working in a defined area to maintain the best ability and knowledge of its members. You are reading a publication issued for free by The Nautical Institute (NI) and supported by the Royal Institute of Navigation (RIN). These are both very relevant professional bodies to the marine navigator. Their websites have a lot of free information available that takes you well beyond the fundamental training of bridge officers, thereby helping to increase your professional knowledge. It's also worth exploring the websites of other relevant professional bodies.

Of course, there are other professional organisations that are not personal member-based, which can also provide invaluable information, easily accessible online, to help to develop mariners' skills and knowledge. Many national maritime safety agencies give access to official documents, as do marine accident investigating authorities. Not least, as downloaded pdfs, accident reports are easy to scan through to pick out the relevant facts – and these may inspire a more detailed read-through. The websites of P&I Clubs also have valuable information. The free-to-access maritime press websites can be handy too in keeping you updated with the latest issues.

### Your professional body needs you!

Despite all the freely available information on good websites that can enhance professionalism, it is also well worth considering becoming a member of an

### Some free (English language) websites that aid professionalism on the bridge:

<a href="http://imo.org">imo.org</a>	International Maritime Organization
<a href="http://iho.int">iho.int</a>	International Hydrographic Organization
<a href="http://maifif.org">maifif.org</a>	Marine Accident Investigators' International Forum
<a href="http://igpandi.org">igpandi.org</a>	International Group of P&I Clubs
<a href="http://atsb.gov.au">atsb.gov.au</a>	Australian Transport Safety Bureau
<a href="http://uscg.mil/nmc/">uscg.mil/nmc/</a>	US National Maritime Centre
<a href="http://ntsb.gov">ntsb.gov</a>	US National Transportation Board
<a href="http://gov.uk/government/organisations/maritime-and-coastguard-agency">gov.uk/government/organisations/maritime-and-coastguard-agency</a>	UK Maritime and Coastguard Agency
<a href="http://nautinst.org">nautinst.org</a>	The Nautical Institute
<a href="http://rin.org.uk">rin.org.uk</a>	The Royal Institute of Navigation

## 'VISIBLE' MEMBERSHIP OF AN APPROPRIATE PROFESSIONAL BODY IS GENERALLY VERY HELPFUL IN FURTHERING YOUR CAREER

appropriate professional body. They provide easy access to extra information only available to members. For instance, they typically issue a regular magazine, full of very readable articles that can be useful sources of professional development in themselves.

Professional bodies also tend to run full programmes of meetings and conferences. Regional meetings are generally free to attend (but not always their conferences!). There are also often bursaries available for training, or free mentoring schemes – cost need not be a barrier to effective ongoing learning. Major publishing contributions are also typical of many professional bodies, offered to members at reduced price. The NI publishes many books for professional

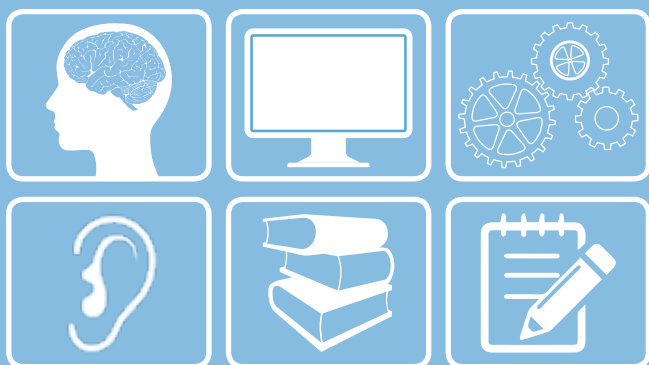
mariners, including some of the best known titles in the industry. The RIN is internationally known for its publication, *Journal of Navigation*, available to RIN members for free in digital format.

Another interest of many professional bodies is involvement in matters of legislation affecting their members. This means that members are kept well informed about relevant changes in legislation, a crucial area of continuing professional development.

Finally, it is also worth pointing out that 'visible' membership of an appropriate professional body is generally very helpful in furthering your career, both at sea and when you want to move to an onshore position that benefits from sea-going experience.

# TAKE 10

This issue of *The Navigator* has focused on professional development. Here are ten key points to read and remember.



## 1 Human instinct

Lifelong learning, or professional development, is a natural human trait

## 2 Keep in touch

Navigators must keep current to be effective professionals

## 3 Anytime, anywhere

Professional development can be a casual process, which includes reading and listening

## 4 A formal process

Whereas CPD is a formal process involving the cycle of research, planning, recording and reflection

## 5 Winning friends and influencing people

CPD is an excellent tool for learning and is highly regarded by employers

## 6 The best things in life are free

Professional development need not be expensive, navigators can learn from books, manuals, magazines and the Internet

## 7 Mentoring matters

Mentoring and being mentored is often the best form of professional development

## 8 Keep learning; stay safe

Not maintaining knowledge can cause accidents, cost lives, and land you in jail

## 9 A lifelong commitment

CPD can and should be a lifelong process to support you through all your careers

## 10 Sharing is caring

It is always good to share knowledge and professional development materials (like *The Navigator*) with others



# WIN AN IPAD



We want to see who is reading *The Navigator*! Just post a picture of you with your Navigator on Twitter, including the hashtag #NAVsnap, or send us a message on Facebook with your photo attached ([www.facebook.com/thenauticalinstitute](http://www.facebook.com/thenauticalinstitute)) and tell us the name of your ship or your college, if you have one. Or send us the information in an email! One reader per issue will win an iPad mini as a thank you.

## AND THE WINNER THIS ISSUE IS...

Thank you to everyone who entered our Navigator competition – we have loved seeing all the photos of you reading *The Navigator*. Congratulations to our lucky winner Nathan Fernandez. Nathan says:

*Blessed day to everyone and to the avid readers of The Navigator! I'm a third officer onboard Stolt Confidence, a chemical tanker manned, owned and operated by Stolt Nielsen Transportation Group Inc. We receive copies through our agents and shore office everybody can see and read it. The Navigator is a very helpful and useful tool because it gives ideas on the most important issues related to the shipping industry. The articles directly enable the reader to understand the concepts – especially important in our line of work where every task is to be studied and safely carried out. I recommend everyone to read The Navigator. Happy reading*



Nathan Fernandez  
**NAVIGATOR CHAMPION**