



# **Good Practice Guide for Shipping Companies and Manning Agents for the Humanitarian Support of Seafarers and their Families**



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## Disclaimer

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## Introduction

Piracy and armed robbery are two of the foremost threats facing the international shipping community today, be it off Somalia, in the Western Indian Ocean, the Gulf of Guinea, the South China Sea or elsewhere.

Despite numerous diplomatic, military and other initiatives by many governments and governmental agencies, particularly in the Indian Ocean, and the protective measures and other actions adopted by shipowners, ship-managers and their representatives, ships are regularly attacked and seafarers put at risk as they go about their legitimate business in international waters.

While acknowledging the actions of governments, the United Nations and the International Maritime Organisation, the shipping industry has recognised that more needs to be done to support seafarers and their families. In recent years nearly 5000 seafarers have been

hijacked and detained for months often in appalling conditions, while thousands of others have been the victims of a pirate attack. Every day of the year more than 100,000 seafarers experience anxiety while sailing in, or towards, piracy infested waters. Their families share these worries, often with a feeling of helplessness.

Seafarers, obviously, play a pivotal role in any piracy incident and the appropriate preparations are integral to their well-being, as well as ultimately to that of their families, and to the overall outcome of the incident.

Recognising all of these factors, partner organisations representing shipowners, ship-managers, manning agents, unions, insurers and welfare associations, together with intergovernmental organisations joined together to establish the Maritime Piracy - Humanitarian Response Programme.



The programme has been built around:

- a task group of multi-disciplined, international experts,
- extensive fact finding and feedback gained from firsthand meetings and interviews with seafarers and families worldwide, including many with firsthand experience of attacks and hijackings,
- advisory groups on industry practices and procedures, pre-deployment piracy training and the skills required of responders, and
- the advice and assistance of a project steering group.

In its first phase the programme is developing:

- “good practice” guides for use by shipping companies, manning agents and welfare associations to support both seafarers and seafarers’ families through the three phases of a piracy incident; pre-departure, the crisis and post-release/post-incident,
- associated training modules,
- an international network of trained first-responders with appropriate skills within partner and associated organisations,
- access to a network of professional aftercare,
- a 24 hour seafarers’ international

telephone helpline

Our shared concern for the well-being and welfare of seafarers and their families before, during and after a piracy or armed robbery attack underpins the work of the programme and the commitment of the partners.

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For further details on MPHRP contact:

**[piracyresponse@btinternet.com](mailto:piracyresponse@btinternet.com)**

**[www.mphrp.org](http://www.mphrp.org)**



# **Good Practice Guide for Shipping Companies and Manning Agents for the Humanitarian Support of Seafarers**

## 1 Introduction

In responding to the threat of piracy, or a seafarer becoming a victim of piracy and armed robbery, the seafarers play an important role. This publication provides guidance on ways that seafarers can be supported by their companies.

The guide may be more applicable to the needs of some companies than others and we are aware that many companies already have such plans in place and therefore may choose to use this publication as a checklist for current practice. Where a Company does not have a plan this document could be used to establish a plan of action.



## 2 Good Practice During the Pre-Crisis Period (i.e. preparation before an incident occurs)

It cannot be emphasised enough how good preparation will help a Company and, ultimately, seafarers during a crisis period. Hence, good practice guidance on how to help seafarers in such situations is equally important and companies are encouraged to have these guidelines in place to help cope during the crisis. Therefore this document suggests a protocol which can be applied to assist in this regard.

Interviews with seafarers released after an attack and hostage situation suggest that those briefed in advance are better able to cope than those who are not. Information on how to behave appears to have played a large part in initial responses and aided their ability to manage the situation.

## 3 Seafarer Preparation

### 3.1 Preparation and training

Given the variety of types of attacks by pirates and armed robbers it is important to realise that the nature of an attack itself will have a significant impact on a seafarer. Each situation is unique to the individual involved and can be traumatic even if the attack was not successful.

Pre-incident preparation is paramount and so training should include psychological and physical aspects.

When planning the training the Company should take into account:

- An increase in the number of attacks has meant increased awareness of the risk of such incidents amongst seafarers.
- Seafarers sailing in piracy risk areas are apprehensive due to fear of what might happen.
- Seafarers have concerns for their families should anything happen.
- The increasing geographical size and scope of risk areas presents new challenges.
- Acute awareness of a possible danger makes the crew more vigilant but may also make them reluctant to sail in such waters.
- The fear of captivity, in terms of physical conditions and duration, may provoke anxiety from initial awareness of an impending attack.
- Theft of personal items is deeply resented by crew members. Such acts heighten personal vulnerability in the midst of larger organisational issues over which they have little control.
- Many Seafarers consider they are 'worthless' as individuals and 'pawns' in the bigger ransom negotiations. Such thoughts provoke feelings of helplessness.

Some things that help reassure seafarers and could be included in the training are:

- Knowledge of the Company's compliance with the latest version of the Best Management Practices.
- Knowledge of a pre-planned use of convoys with associated security resources and familiarity with the protective measures adopted by the ship, including muster points and "secure" areas such as a citadel, decreases the feeling of physical vulnerability and helplessness.
- Knowledge of pre-planned methods of communication with the Company or nearby security sources to indicate they are under attack is considered by seafarers to be of the utmost importance.
- Knowledge of a Company plan to communicate with and provide family support if required.
- Knowledge of the commitment from the Company that wages/remittances will continue to be paid in accordance

with the seafarer's contract.

- Knowledge of resistance measures such as spirituality, optimism, the ability to remain calm and emotional self-control may influence an outcome.
- Emphasis on enhanced leadership skills are important. It is important to maintain a hierarchy of command, with this hierarchy being made known to all crew members. If the appointed leader is injured or restrained from acting by the pirates then leadership skills are equally necessary for those who substitute for the leader. Leadership and team cohesiveness before and during an attack remain key during a hostage experience.



## 4 When under attack

Compliance with the pirates' demands when their natural instincts are to defend themselves may cause some seafarers psychological conflict. Previous experiences of some seafarers may influence the intensity of such reactions. The Company should emphasise that once the pirates are on board a vessel seafarers in general must comply with the pirates' instructions. The Company should also bear in mind:

- "The need to survive" is the initial basic instinct alongside a readiness to fight for personal safety and freedom.
- Seafarers may feel initial reactions including:
  - Shock.
  - Fear.
  - Anger, focused initially towards the Pirates for attempting an attack, but then towards their employer if they feel they have not prepared them or their ship for the possibility of such an attack.
  - Sense of unreality.
  - Sense of immediate physical vulnerability.
  - These are well recognised 'normal' reactions to such incidents (See Appendix 1A).
- Seafarers may have a loss of trust in members of management on board and ashore.

### 4.1 When attack is not successful

Seafarers should not be prevented from having a conversation about their

experiences after a successful defence of a ship.

A review of what happened should be conducted by the Master.

Consideration should be given to organising an appropriate event or activity for the crew after it is outside the danger zone.

## 5 When captured and held hostage

Seafarers' hostage experiences have varied greatly and therefore not all situations can be addressed. In some instances pirates have stated that they were not there to harm or kill those captured but to gain a ransom from the companies or Governments. In isolated cases torture or punishment has been used. Pirate behaviour varies but generally if seafarers comply with the pirates they tend to be treated better. All situations differ but there appear to be some common themes.

### 5.1 Pirates

- Leadership patterns amongst pirates may affect the treatment seafarers receive. Tactics used include 'Good Guy/Bad Guy' pirate leader and changing guards regularly to prevent bonds with seafarers being formed.
- The level to which basic needs are withheld or manipulated, to ensure seafarers' compliance, dominates the early stages. This has a major impact on the seafarers' ability to adjust and cope with early captivity.
- Seafarers may be led to believe that the Company considers their survival or release as unimportant.
- Pirates may demote a Master and elect another leader. This loss of control and security and crew manipulation by the pirates is to affect the hierarchy of command.
- There may be mock executions or fabricated reports of the death of a leader or colleague to ensure seafarers' compliance and the use of ransom negotiation tactics. This may add to distress.
- Pirates may often manipulate or attempt to destroy peer support by dividing crew members and segregating actual or natural leaders. This will allow for manipulation of information especially associated with ransom negotiations.
- Communication between hostages and family members may be used to manipulate a negotiation. Pirates may cut calls short or fire gun shots in the background causing obvious distress and concern for family members.
- Pirates' behaviour and attitudes towards their captives may fluctuate due to drugs and alcohol. This may contribute to the level of stress experienced by the seafarer. The pirates may also encourage seafarers to participate in using drugs.
- Pirates use violence and may use sticks or gun butts.
- In isolated cases physical punishment and torture have been used.
- Pirates may use the negotiations to manipulate the psychological wellbeing of seafarers and make false reports of the negotiations' progress which may initially inspire hope only to be dashed and add to the feeling of despair.



## 5.2 Seafarers

- In some instances seafarers may be allowed to move around the ship whilst held captive and permitted to fish for food to supplement their diet. However, they have to remain vigilant and aware that such privileges can disappear quickly if behaviour is perceived to threaten the pirates' success.
- Seafarers may be held hostage on their own vessels, other vessels previously captured by the pirates or, more recently, on some occasions, onshore. Captivity onshore may mean they are moved between locations to avoid detection by other gangs of pirates and/or to prevent escape or rescue.
- Crews are sometimes kept together in small areas of a ship for long periods under constant armed guard. They may be kept together or physically separated to avoid communication and supportive bonding (which could result in a planned escape or group action against the pirates).
- Seafarers will experience a general lack of usual hygiene practices if captivity is prolonged. For example soap, toothpaste and other toiletries may have either been stolen or run out and toilet and domestic water supply is likely to have been interrupted.
- Seafarers may suffer illness due to a lack of, or deprivation of:
  - Access to prescribed medication for established medical conditions.
  - Immunisation or prophylactic medication appropriate for protection against prevalent diseases in the geographical areas where held captive or where repatriation following release takes place.
- Seafarers may experience the fear or reality of:
  - Mental and physical torture.
  - Multiple forms of degrading treatment.
  - Food deprivation and dehydration.
- Seafarers anxiety may be raised by fear of potential further attacks.
- Seafarers will be concerned about how their families are coping and will worry about the financial and other implications for them.
- If the Master or others in leadership roles are separated from the crew this can affect crew morale.
- The ship's hierarchy is sometimes rejected by some sections of a crew and can lead to uncoordinated actions and events which may compromise survival or rescue and weaken general morale.
- Seafarers may try to befriend the pirates to gain personal privileges.
- Seafarers should understand the importance of compliant behaviour as a survival technique and support each other and be aware that when separated it is harder to maintain this.



- The crew should be constantly vigilant and on guard. This can be a source of stress for many hostages.
- Seafarers will share reactions at moments of elation on hopes of release, and collective despair when such hopes are dashed. This constitutes the 'ups and downs' of emotional survival, and can build a unique bonding process forming part of the recovery process on release.

### 5.3 Company

The Company should have an increased awareness:

- Of physical needs to be met if a ship is taken and held for a lengthy period. This requires careful management of stores including food and water.
- That delay in the negotiation proceedings can have a detrimental impact on captivity conditions.
- That they may need to provide prescribed medication for established medical conditions.
- That communications made with pirates may be overheard by the seafarers.

Peer support within a group of seafarers can be a key factor, exercised through a shared perspective and constant sensitivity to each other's individual current moods, cultures and beliefs.

## 6 When released

Many issues already mentioned in this guide remain valid upon release. There should be a well pre-prepared plan of release.

The Company representatives ashore should be aware that:

- Seafarers may have to endure increased risks when a ransom is delivered.
- They need to advise seafarers through the pirates and negotiators how the payment will be made e.g. by a drop of money from a light aircraft onto or near to the captive vessel.
- The pirates may disagree amongst themselves about the division of the ransom. Fights can occur and guns may be used which may result in an even more dangerous situation.

There are a variety of circumstances to be considered once the vessel and seafarers are released. Such factors include:

- vessel/ seafarer location.
- relocation of the vessel.
- personal and organisational preparedness.
- length of captivity.
- nature and severity of physical and psychological treatment.
- intensity of maltreatment.
- level of isolation/ bonding/ divisions within the crew
- availability of family communications
- level and style of leadership exercised

Special attention should be given to the effect on seafarers if colleagues have been killed or are missing.

The full psychological impact of such actions may only be fully realised after a seafarer has reached home or through the passage of time.

Several released seafarers have reported loss of self-esteem, self-worth and an inability to discuss incidents with anyone other than their fellow hostages with shared experience of the circumstances (see Survivor Syndrome in Appendix 1D).

### 6.1 Practical needs of a seafarer upon release

Below are some practical actions that should be taken once seafarers are released:

- The Master/replacement should take command of the vessel.
- The seafarers need to resume their normal onboard routines and duties.
- Seafarers should have direct communication with family members as soon as possible. Recognising that all crew members will wish to make early contact, the initial calls may, of necessity, be restricted to a short duration of approximately 3 minutes. Seafarers should be encouraged not to talk about the piracy incident but about themselves and their families.



- The Company should consider:
  - Sending a message to all seafarers acknowledging the ordeals that they have experienced and confirming the Company's continuing support.
  - Providing fresh drinking water.
  - Providing food supplies, recognising that the seafarers may have lived on simple foods and a quick switch to rich foods may cause illness.
  - Providing the ship with disinfectants, cleaning materials and toiletries as soon as possible after the release.
  - Sending appropriate medication and supplies to replenish the ship's medical chest whilst also recognising the needs of individuals and the location of the incident.
  - Providing clothing especially footwear (including safety shoes), socks, underwear, boiler suits, and casual clothes for the seafarers.
- As soon as possible a General Practitioner/Doctor should examine crew members and where appropriate prescribe immediate medication and vitamins. Psychological first aid techniques from suitably trained responders may be beneficial but counselling or other forms of psychological intervention techniques are not considered appropriate at this time. Listening and observation skills are more appropriate, with the ability to provide basic humanitarian support as appropriate (see Appendix 1F).

Medics sent on board should preferably communicate in the appropriate mother tongue of the affected seafarers.

## 6.2 Practical needs of seafarers upon arrival at a safe port

Practical actions suggested once seafarers arrive at a safe port:

- Where a Company has personnel trained to provide practical and emotional support to released hostages it should be made available. Some hostages will want to discuss their experiences while others will prefer not to. Both reactions are normal and should be respected.
- Hospital, medical and dental treatment should be available as appropriate. In the unfortunate circumstance of a death mortuary staff should also be sent.
- Seafarers should be advised that operational debriefs of a forensic nature for criminal investigations may be required and made aware that such procedures may reawaken bad memories.
- The Company should explain repatriation and payment arrangements. Seafarers may have been deprived of control over their own destiny and lack trust in anyone. The ability to make appropriate choices can be impaired. Take time to fully explain the reason for actions required.



- A hairdresser and/or barber, or (strong) safety razors should be sent to the ship.
- Hotel accommodation off the ship should be utilised as soon as possible.
- Further communication with families should be made available.
- Clothing for travelling home should be provided, taking into account the weather upon arrival in the home countries.
- Briefing on Company actions and support provided pre- and post-release.
- Update on world events and news during captivity.

### 6.3 Practical needs of seafarers arriving in their own country

Where there are a group of hostages, they should stay together as much as possible in the initial post release days. Peer support which may have been of paramount importance during captivity will still be required to cope with changes faced in their newly acquired freedom.

Maintaining the group for two to three days allows initial medical checks to be conducted. Use of recognised early interventions such as psychological first aid, psychological debriefing/defusing techniques may be indicated, but not always in the early post release days (see 'Use of Crisis Intervention Techniques' - Appendix 1F).

A safe and secure initial post-release environment should be provided. Some companies fly key family members to the site of repatriation (usually in their home country) and allow time for them to be together before the journey home.

In considering relevant actions in each situation there are several practical actions suggested once the seafarers arrive back in their own country:

- Assistance given to arrive freely through immigration and customs with ease and without delay.
- Full medical examination.
- Introduction to support personnel.
- Company update on payments.
- Dignified and private re-union with family members.

Where possible seafarers should be given an opportunity to talk freely or use available support resources, such as Welfare Workers, representatives of faith-based organisations or Union representatives, who can assist in completing important legal papers related to compensation, and other benefits. Independent advice can be helpful.

For multinational crews, returning home to different countries, thought should be given as to how best to maintain the peer support network. There should be parity of on-going practical and psychological support of a consistent quality

irrespective of seafarer nationality. Where possible facilitation of a virtual network is encouraged.

#### **6.4 On-going care of seafarers after release**

Psychological reactions to traumatic experiences can occur within days, weeks or months of an incident. The probability exists for re-stimulation of reactions when sensory reminders such as similar smells and sounds occur. Some psychological reaction is normal. Problems during recovery will resolve over time given appropriate support from family, colleagues, the Company and other support organisations. Access to additional competent support may be necessary.

A small minority may develop post-traumatic psychological reactions requiring treatment including Post Traumatic Stress Disorder, depression, anxiety disorders or substance misuse problems requiring professional assessment and treatment from a Psychologist, Psychiatrist or other mental health professional (see Appendix 1F).

Increased stress for released hostages and family members may be reported when seafarers return to work and when travelling into pirate risk areas. Seafarers may avoid seeking help for fear of their future employment.





# **Good Practice Guide for Shipping Companies and Manning Agents for the Humanitarian Support of Seafarers' Families**



## 1 Introduction

In responding to the threat of piracy, or a seafarer becoming a victim of piracy and armed robbery, it is clear that the seafarers' families play an important role. This publication provides guidance on ways that family members could be supported.

The guide may be more applicable to the needs of some companies than others and we are aware that many companies already have such plans in place and therefore may choose to use this publication as a checklist for current practice. Where a Company does not have a plan this document could be used to establish a plan of action.

## 2 Good Practice During the Pre-Crisis Period (i.e. preparation before an incident occurs)

It cannot be emphasised enough how good preparation will help a Company, and ultimately seafarers and their families, in situations of piracy attack. This publication suggests practices and procedures which may assist companies in handling the situation, including for example a large amount of calls from various family members, and other ways in which families can be supported.

### 2.1 Appointment of a Family Liaison Representative(s)

Companies are encouraged to establish a Family Liaison Team with, ideally, at least two Family Liaison Representatives. These can either be existing staff within the Company who have contact with seafarers' families or outside consultants brought in once an event occurs. Companies may also choose to have teams appropriate to the nationalities of crews. Companies should be aware that staff carrying out this role may benefit from professional support and training.

### 2.2 Choice of the Family Liaison Representative

Suggested essential criteria for the appointed Family Liaison Representative:

- Based at Company offices or elsewhere with good access to a variety of communications tools with 24-hour accessibility.
- Well established within the Company system and respected for their

integrity in their dealings with all parties including seafarers.

- Appreciates the sensitivity required to deal with the issues involved.
- Sensitive to, and has an understanding of, the local culture and language of the families involved.
- Being accessible 24 hours a day, 7 days a week to family members during the period of identified need which may need to be sustained for many months.
- Able to access legal advice and discuss this on behalf of the Company.
- Appreciates the need for confidentiality whilst respecting the legal, financial and ethical boundaries which must be maintained between the Company and family members if trust is to be developed and unrealistic expectations are to be minimised.

Suggested desirable criteria for the appointed Family Liaison Representative:

- Willingness to enhance their existing skills and seek further training associated with their tasks as a Family Liaison Representative. The training should include understanding normal reactions to crisis situations, being able to communicate with those who are traumatised and dealing with situations when giving bad news.
- Willingness to assist the family in dealing with the media.



- Recognises the importance of seeking out and maintaining links with other local, regional, and international resources including professional support.

### 3 Developing an Action Plan for the Pre-Deployment Stage

- Communicate that a plan exists for family support to seafarers and family members at the time of a piracy attack. This can be at the pre-deployment briefing or by issuing information to anybody potentially affected by way of an appropriate leaflet (see Appendix 2).
- Dependent on whether legislation of the Flag State and Country of Nationality of the seafarer allows it, ask each seafarer to identify a person they wish the Company to contact in such circumstances who will be the family contact. The seafarer may choose not to use their legal Next of Kin (NoK) and if flag state / country of nationality laws allow should be afforded the opportunity to have their preferred point of contact recorded separately because of any unique family circumstances e.g. family illness or perceived emotional impact on the NoK. In these circumstances it may be appropriate to vary from the usual legal requirement to deal with the NoK if the seafarer has formally agreed to this. A form for the seafarer to complete prior to departure is provided (see Appendix 3). Seafarers could also be advised at the initial briefing that they can amend this form and provide a new one to the Family Liaison Representative at a later date should their circumstances change. The Company should be aware that in exceptional circumstances the seafarer may not wish any family member to be notified.
- Communicate the Family Liaison Team plans within the Company.
- Establish a protocol for notifying the Family Liaison Team to develop links with the family when an incident arises.
- Notify the Family Liaison Representative of the management personnel and structures involved in response to such an incident and ensure that a regularly updated contact list is readily accessible.
- Establish links with local sources of support identifying the Family Liaison Representative and available contact points. Ask these sources to complete a form to be held by the Company for future use (See Appendix 4).
- Check the contact lists regularly (typically every six months) to ensure that the information is still correct.
- Prepare the protocol for how to handle the situation in the first instance and an outline script for the first and subsequent phone calls and/or visits to the Family Contact (See Appendix 5). This should outline:
  - How to determine the most appropriate means to inform the Family Contact quickly recognising the need to be understood, given language considerations.
  - The resources available locally to help communicate the message and for ongoing support.
  - The available and verified information.
  - The activities started between the Company and relevant authorities.



- The role of the Family Liaison Representative and contact information.
- The follow-up calls.
- How to deal with any media interest.
- The boundaries of confidentiality.
- How to handle calls from pirates (See Appendix 6)
- Encourage the Family Contact to get in touch with the Family Liaison Representative for information if they hear rumours or are contacted by the media.
- Raise awareness amongst families of online stories and videos which may be designed to increase concern.

Prepare a complete file of all the above data either in hardcopy or stored electronically to be easily accessed at a time of crisis. This should contain copies of any agreed protocols and a simple record sheet for contacts and phone calls made by the Family Liaison Representative. (As outlined in Appendix 7).

## 4 Development of an Action Plan in the Event of an Attack

In the event of an attack the above preparations should make the next steps easier.

- Activate the Family Liaison Representative service to the family as soon as possible.
- Make every effort to be the first to inform the family of the attack before they hear from another source.
- Make contact by telephone and/or in person where appropriate. Where the family does not have access to a telephone, contact should be made with a local support agency, such as an appropriately trained representative of a welfare association, a faith-based organisation or union official, who may transport the Family Contact to a telephone or carry an initial message to the family until the Company can make contact.
- Be clear about what the Family Liaison Representative or delegated representative can or cannot say - use the prepared script for initial contact to ensure essential facts are given as appropriate. (See Appendix 5).
- Ensure that the Family Liaison Representative clearly identifies him/herself.
- Establish that the right person is being spoken to by asking a few questions. This is particularly necessary in cultures where first names are often passed down through different generations of a family. Some questions to ask may be; Can you please advise me how you know (x)?, Is there anybody else in your family who has the same name as you such as your father or grandfather etc....?
- If the nominated Family Contact is not available ask when/where they can be contacted. Only leave a message that you are trying to contact them, do not disclose the reason for the call and/or visit. Make further contact at the time suggested.
- Keep the first contact very factual and concise. Promise to speak to the Family Contact again within a short period (typically an hour) to allow them to absorb the news and support them in their initial reaction.
- Recognise that they may be shocked and unable to absorb the news. Suggest that they might like to write down questions to prepare for your next contact.
- The Family Liaison Representative should:
  - Make the promised phone call at the time agreed. This is important to demonstrate promises will be honoured and to establish trust.
  - Allow the Family Contact time for preparation of questions.
  - Encourage questions and try to answer these as openly and honestly as the incident permits. Any questions that are impossible to answer should be identified as such and an appropriate response



- given.
- Write down any queries or anxieties expressed by the Family Contact.
  - Listen with empathy.
  - Thoroughly note what was discussed during the call/visit
- It is advisable to have more than one designated Family Liaison Representative involved with each case. This means that if one Representative is unavailable when the Family Contact calls, the second Representative can take the call, advise the family and deal with any problems. The second Family Liaison Representative should be identified to the Family Contact from the start and be kept fully apprised of the case. This will promote continuity of care and contribute to the family feeling that they are respected at a time of great anxiety, thereby helping them to cope. A Family Contact may get very angry if they speak with a different person every time they contact the Company so it is important to ensure continuity of appointed contacts. Both Family Liaison Representatives should keep accurate records of all calls and update each other to ensure that both are fully aware of the latest discussions with the family.
  - Recognise that affected families may well be communicating with each other and consider the value of facilitating such communications.
  - Affected families have reported that they have found it important to meet with senior Company representatives.

This can also be beneficial to the Company by helping to establish trust between the parties involved.

- Regular contact with the Family Contact should be established and maintained throughout. At the beginning of the incident daily contact may be essential. If there is a prolonged period of captivity then appropriately agreed and timed contact periods should be established. Research suggests continuity of contact is the best way to control rumour and relieve additional stress. Family members involved in past incidents have advised that notification of no progress is easier to accept when explanations are given.
- Regular contact is valued even if a message is not positive. Many companies fail to contact family members because they feel a sense of failure if they have no good news to report. However, families state that lack of contact produces a fear that needs have been forgotten and an increased perception of isolation can increase family stress which regular contact can reduce.
- The Company may become the focus of increased anger from both the family and the seafarer, if the seafarer is unable to make contact with home. The pirates may be giving the seafarers, and possibly their families, the impression that the Company does not care about them and anger initially directed towards the pirates can easily be transferred to the Company or their Representative. The

Family Liaison Representative needs to be made aware of this and realise that any anger expressed may not be personal. Absorbing the anger, whilst maintaining the planned link and protocol of contacts, can help address this. Both the Company and the family should report positive progress as soon as possible.

- The Family Liaison Representative may be able to support the family with anxieties at home over illness or when other distressing incidents occur.
- Family members should be reminded to include children, if age appropriate, in information given about the situation that is occurring.
- If contact is made directly with the seafarer during captivity, the Family Liaison Representative may be able to advise the family about whether or not to inform the seafarer of any problems, bearing in mind this will add to the seafarers' anxiety at a time when they can do little to change events or provide support.
- Behavioural problems with children could be discussed with the Family Liaison Representative. Often a sympathetic ear can help as can accessing specialist help for the family if appropriate.
- The Family Liaison Representative may be aware of progress in negotiations but unable to inform the family. Building up hope, which may be dashed if negotiations break down, can destroy

any trust developed. The family needs reassurance that negotiations are continuing but great care should be taken to only give information verified by the Company.

- The family may hear rumours about the incident and ask the Family Liaison Representative for verification of their authenticity. The Company must be made aware of such rumours. Consistent information should be given by the Company and Family Liaison Representative at all times.
- The media may try to use the family to test out any rumours that are circulating. This could negatively affect the negotiation process if mixed messages come from the Company and family in the press.



## 5 Role of the Family Liaison Representative at the Time of Release

- When an incident is resolved, the Family Liaison Representative should ensure that the family contact is notified before the media. Even if news is limited it should be given with the promise that further contact will be made when more is known about release and repatriation.
- Every effort should be made to allow a released seafarer to phone their family as soon as possible. Families should be advised that further contact will be made by them, or the Company, when more arrangements are established as to where, when and how repatriation will take place.
- The Family Liaison Representative should be fully involved as the link with the family throughout this period. Trust gained in the 'difficult times' will be important when the release takes place.
- The Family Liaison Representative should endeavour to discuss with the Family Contact how to handle the actual homecoming and the possible psychological reactions of the released seafarer.
- Family members should be reminded to include children, if age appropriate, in preparations for the homecoming and at the actual time of reunion.
- The Family Liaison Representative should be available for continued contact but respect the family's need for space to reconnect with each other.
- The Family Liaison Representative should discuss with Company senior management any potential on-going support in the way of financial, medical, and legal advice. They should also discuss if their role as Family Liaison Representative will be continued and if so for how long.
- The Family Liaison Representative can provide a valuable link to the family with the arrangements for a medical examination and other support.
- If agreed with Company senior management, it would be good practice for the Family Liaison Representative to contact the family shortly after the seafarer returns home. They should offer to meet with those involved to assess current and anticipated future needs.

Good practice does not end when the incident ends. It is useful to make a full report of the incident and note what the Company has learnt from the experience. This should be shared within the Company and used to adjust future incident plans. It is worthwhile to encourage the family to provide feedback as well.

Should there be a need for advice at a later stage, confidential support can be gained through 'Seafarerhelp' contact numbers available at [www.mphrp.org](http://www.mphrp.org) or [www.seafarerhelp.org](http://www.seafarerhelp.org)

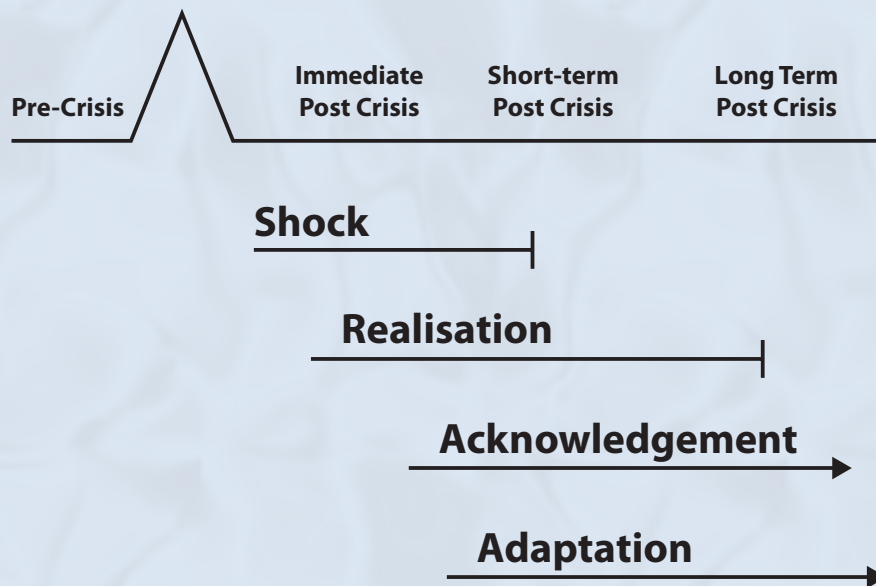


## Appendices



## Appendix 1 - Key concepts used throughout the consultation process as framework documents

### Appendix 1A - The continuum of reactions which may be experienced by people involved in traumatic incidents



*Order from Chaos- responding to traumatic events, M Gibson. Policy Press, 2006*

This diagram defines how people may react during the traumatic incident associated with piracy incidents. It applies to both seafarers and their families.

Events during the pre-crisis period before an incident can directly influence reactions experienced by those involved during the incident and in the immediate aftermath. In piracy associated incidents there may be anticipatory fear of sailing in areas associated with such attacks. Shock reactions can bring feelings of unreality and disbelief that an incident has occurred. A person may experience confusion, inability to concentrate and powerlessness whilst confronting an abnormal situation.

Realisation follows a sense of shock as the

reality of the incident becomes clearer. Fear of the unknown, of injury or survival may produce feelings of helplessness to change the situation. Anger that the incident has actually happened can occur. Where an attack is repelled these feelings merge in to relief and acknowledgement that it is over and some of the stress will diminish although memories have to be dealt with. Adaptation will include an increased awareness of what 'could have happened' which in turn may produce fear of such an occurrence happening again.

After prolonged captivity there will be periods of anger, hope, despair, feelings of helplessness, and potentially renewed

shock reactions at differences in physical deprivation or inhumane treatment experienced. Although a family may not be aware of the conditions experienced by the hostages their reactions can mirror that of the hostages as they handle uncertainty and lack of information.

More information, or even lack of information, can lead family members to fully acknowledge the situation as they handle anxieties during the negotiation period.

Released seafarers and their families experience a period of adaptation to normality of family life after such experiences. Practical issues need to be discussed to enable both parties to return to normal patterns of life. Memories should be managed; and a seafarer may not wish to discuss these with their own family. Peers or trained responders may be able to assist in such matters. Such memories need to be cognitively processed to enable integration into experience so that they can be lived with and do not prevent the ability to work or function normally in their daily lives.



## Appendix 1B - The Three R's

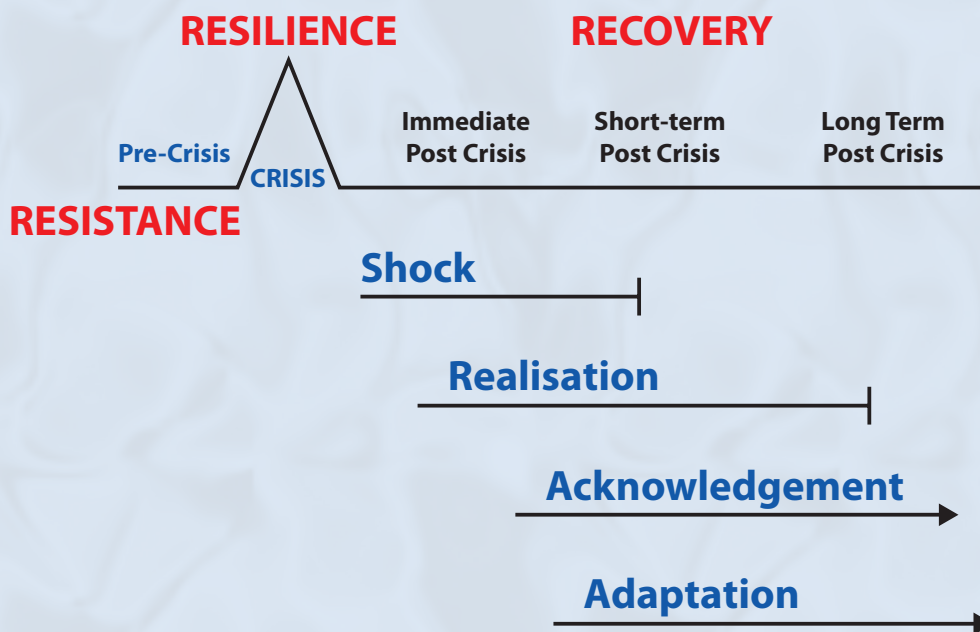
**Resistance** - the form of psychological/behavioural *immunity* to the impact of distress

**Resilience** - the ability of an individual, a group, an organisation or a population to *cope with and to rapidly and effectively rebound* from a traumatic incident

**Recovery** - the ability to *recover and adaptively function* in a post-traumatic situation

Use of the three R's of Resistance, Resilience and Recovery can help in

thinking through the issues. It also identifies that in the pre-deployment stage some preparation, and the supply of relevant information, can help build resilience to traumatic stress, if required, during an incident. The ability to be more resilient to stresses during an incident can enhance ability to recover from an incident in the aftermath. The three R's are applicable to both seafarers and their family members. Identifying the three R's whilst defining the continuum of reactions helps integrate the two concepts.



*Order from Chaos- responding to traumatic events, M Gibson. Policy Press, 2006*

## Appendix 1C - Maslow Hierarchy of Needs (adapted)



*Abraham Maslow, 1943 paper "A Theory of Human Motivation"*

This diagram identifies the factors which motivate human beings and contribute to their sense of mental well-being. Maslow suggests that the most important issues form the base of this diagram. These are the basic human needs necessary for survival and are of paramount importance throughout an attack, whilst in captivity and upon release. Practical needs predominate and must be met whenever possible.

The next level is that of Safety with the features of security, stability and freedom from fear. These features may be lacking for hostages and are areas which captors may use for torture when added to deprivation of the physiological features.

The further levels of the diagram indicate higher levels of motivation which could be described as quality motivators. These

are desirable but not essential for basic survival. These features may form part of the deprivation experienced by hostages.

The pyramid can also apply to the needs of a seafarers' family but it is to be hoped that the lower levels will remain intact. However lack of validated communication and contact with loved ones will be a key feature which will impact on feelings of safety, insecurity, fear and a missing sense of belonging resulting from the prolonged absence of a loved one.

Methods of support provided to both Seafarers and their family members should aim to re-establish all the motivators identified in the Maslow Triangle.



## Appendix 1D - The Survivor Syndrome

When the initial threat of death passes, there can be a sense of euphoria at survival and cheating death. Not all survivors feel this euphoria as they may carry a sense of guilt of survival when others may have died. This reaction may be hard to understand for those people, such as family members, not directly involved in the situation where deaths may have occurred. Survivor Syndrome phenomenon has occurred in relation to groups such as Holocaust survivors, returning Vietnam veterans and survivors from disasters.

If fatalities result from a piracy incident, survivors may experience death guilt. This can manifest itself in such questions as 'Why did I survive when x died?'. Survivors may have difficulty dealing with relatives of the deceased with whom they come into contact. Survivors conduct in-depth questioning of their own actions at the time. Could they have done more to save others? Survivors talk of their actions to try to rationalise any actions taken or not taken. Did the survivor's own rescue mean others were sacrificed?

Charles Figley in, *Stress disorders among Vietnam veterans* (1978) states these questions relate to a sense of organic social balance: 'That image of exchange of one life for another is perhaps the survivor's greatest psychological burden.' He also noted deep distrust by the survivor of anyone offering help. Survivors felt set apart from others by a sort of 'death taint'. Even where survivors recognised a need for help, they rejected the offer in case it would be viewed as a sign of weakness, confirming in their own minds that others

felt they were not worthy of survival. These thoughts may result in the survivors seeking help and reassurance from others involved. Self-help through contact with other seafarers involved in the same incident has the advantage that survivors do not have to explain their emotions when recalling the event. Listeners were there and experienced similar feelings. This support is particularly important to released hostages where there have been fatalities. The possibility of this syndrome indicates the benefit of keeping the crew together for a short period of time following release to give an opportunity to discuss such matters and gain peer support through mutual understanding within the group. Continued contact is not always possible due to the multi-national nature of crews and dispersal to different countries to travel home. An understanding of the impact of Survivor Syndrome by those involved in support to released hostages and family members may assist in the overall recovery of the seafarer involved.

## Appendix 1E - Stockholm Syndrome

This syndrome was named following a bank raid in Stockholm which resulted in hostages being held captive. It was later reported that a hostage had sexual intercourse with one of the captors and later became engaged to be married to him. The syndrome defines situations where a hostage develops a positive attitude to the captor(s) to try to ensure their survival. Part of this process may mean that a hostage develops an understanding of and becomes a supporter of the cause prompting the incident resulting in their captivity.

Greater understanding between captors and hostages can impact both by realising the human effects. A hostage may try to gain more favourable treatment from a captor by speaking of his family who need him free and alive. Some reports have shown where a captor is influenced by the particular situation of his hostage especially if sharing similar sentiments as the hostage to his own family that the captor was more favourably disposed to his captive and the hostage received less inhuman treatment. A hostage may feel they can influence their captors in a situation where they feel helpless to affect actual negotiations for their release.

Such behaviour can be seen as a survival technique. However such processes may result in other crew members becoming the focus for more inhuman treatment. This may build up resentment amongst fellow crew members which may be exploited by the captors to break up any peer support developed within the crew group. Predisposition to this behaviour

may result from previous experience.

Such situations may need to be discussed within the group following release and may influence the recovery process. Stockholm Syndrome does not always arise in hostage situations but is more likely to occur the longer the captivity and where there is the opportunity for more interaction between hostages and captors.



## Appendix 1F - Crisis Management Techniques

Many crisis intervention technique models exist and it is important that those using them fully understand the method, the underlying theoretical basis for the technique and possible impact of such models on seafarers and their family members made emotionally vulnerable by an incident of piracy.

Specific needs of the seafarer or family member will dictate the type of intervention technique required. Techniques can range from active listening, information sharing and various methods of psychological first aid through to skilled professional treatment. Debriefing is often utilised following such incidents but should not be seen as a panacea for all situations. There are many types of debriefing including operational, forensic and psychological. Care must be taken to inform participants on the type of de-briefing being conducted. Practitioners using such techniques which address psychological reactions must be well trained in the appropriate model and adhere strictly to prescribed protocols.

Those assisting should be aware of the 'normal' reactions expected following such an incident. Such reactions may vary from understandable reactions to the experience to more complex symptoms which due to their complexity, duration and severity may require skilled psychiatric assessment and treatment. Needs identified will vary.

**All those who help Seafarers and their family members in such circumstances must be aware of their own level**

**of competence and limitations. Understanding of these issues should ensure a Seafarer has access to an appropriate level of help.**

## Appendix 2 - Family Leaflet

Back page A5 leaflet

Front cover A5 leaflet

### Other useful numbers:

Contact numbers for support or information in the event of major crisis.

- [www.mphrp.org](http://www.mphrp.org)



- 
- 
- 
- 
- 

A banner for SeafarerHelp with a blue background and a yellow lifebuoy icon. It lists contact methods: SMS (+44 (0) 7624 818 405), Email (help@seafarerhelp.org), Skype (info-seafarerhelp.org), Free Phone (+44 207 323 2737, request call back), and Live Chat (www.seafarerhelp.org). It also includes the text 'FREE HELP | CONFIDENTIAL MULTI-LINGUAL | 24x7' and the website 'www.seafarerhelp.org'. A Facebook logo with the text 'Find us on Facebook' is also present.

**SeafarerHelp**  
...the lifeline for seafarers

FREE HELP | CONFIDENTIAL  
MULTI-LINGUAL | 24x7

[www.seafarerhelp.org](http://www.seafarerhelp.org)

SMS +44 (0) 7624 818 405  
Email [help@seafarerhelp.org](mailto:help@seafarerhelp.org)  
Skype [info-seafarerhelp.org](https://www.skype.com/info-seafarerhelp.org)  
Free Phone +44 207 323 2737 (request call back)  
Live Chat [www.seafarerhelp.org](http://www.seafarerhelp.org)

Find us on Facebook

Your local contact person is:

## FAMILY SUPPORT

Relevant Company Logo

Contact Number: \_\_\_\_\_



## Appendix 2 - Family Leaflet continued

### *Left centre page A5 leaflet*

#### **SOMEONE TO TALK TO .....**

There are times when people experience a major crisis in their lives as a consequence of which they may become unusually stressed or anxious. This leaflet is to help anyone who is affected in this way and to explain about the support which is available.

If you have experienced a major crisis in your life, it is important to know that it is normal for people to have some reaction to severe stress.

The Family Liaison Representative is available to support you and your family members through this period if you wish to contact us.

Sometimes it helps to talk to someone outside the family who knows how to help in crisis situations. Your family doctor and representatives of faith-based organisations are also people who can help.

Please remember also that your children may benefit from some support.

Stress may result in a person being unable to wholly focus on other issues.

Remember **it is the situation which is abnormal not you.**

### *Right centre page A5 leaflet*

#### **YOU MAY EXPERIENCE:**

Your emotions may be very mixed and very powerful at this time and you may experience:

- A sense of unreality that this situation is happening.
- Intense anxiety and prolonged stress as events unfold.
- Anger mixed with a feeling of helplessness at your inability to change the situation.
- A reawakening of other situations of stress which you have experienced in the past.
- A sense of being overwhelmed by your reactions, by the people around you or by the media.
- An inability to 'unwind' and relax. This may affect you during the day or night.
- A sense of being unique and isolated in your particular worry.
- Fear that if you seek help with these feelings now, or in the future, you will be labelled as not 'coping'. This is not true.

## Appendix 3 - Seafarers' nomination of Family Contact Person

### Nomination of a Family Contact In Case Of Emergency

Please insert the name and contact details for your nominated person that the Company should contact in case of an emergency while you are at sea:

Name (first and last name):	
Address:	
Home telephone number:	
Work telephone number:	
Mobile /Cell number:	
Email address:	
Relationship to you, eg. wife, son, father, sister:	
Please advise us of any issues we should be aware of before contacting this person	
Please sign to confirm you would like the above named person to be your Family Contact	Signature:  Date:



## Appendix 4 - Local Resource Contact

### Local / Regional / National Resources

Example Document

ORGANISATION	CONTACT PERSON (TEL)	SUPPORT AVAILABLE	WHEN AND POSSIBLE DURATION
Seafarers Mission 23 Pier Road The Port	Father Joe Centre 03212121 Mobile 09121212 Home 032212121  Sister Mary Mobile 096565656	Counselling by Sister Mary, contact with international seafarers' agencies	24 hours a day Office 9 -5pm  On holiday Aug 10th -20th

## Appendix 5 - Family Liaison Representative, first call script

### FIRST CALL/ VISIT

Is that \_\_\_\_\_ speaking? *(check name)*

Are you \_\_\_\_\_ ? *(check relative's basic detail)*

I am \_\_\_\_\_ *(state name and organisation clearly)*

I am making contact with you on behalf of \_\_\_\_\_  
*(Company or named person)*

We have just been told that your \_\_\_\_\_  
*(relationship, e.g. husbands)* ship has been involved in a piracy event \_\_\_\_\_  
\_\_\_\_\_ *(time, day, location).*

We do not have many details as yet, but we do know:

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I can assure you that everything is being done to resolve these problems *(if possible, give some details)*

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Do you understand what I am telling you? *Add any advice or cautions necessary on confidentiality or dealing with the media if appropriate.*

*Advise that a further call will be made and suggest that the contact person prepares a list of questions.*

*Phone back as arranged – keep trying if the phone is engaged as the person notified may be notifying other family members.*



## Appendix 5 - Family Liaison Representative, second call script

### SECOND CALL/VISIT

Is that \_\_\_\_\_ speaking? *(check name)*

This is \_\_\_\_\_ calling again *(state name and organisation clearly)*

How are you feeling now?

Is there anyone with you?

Have you any questions for me? I will try to answer, but as I said before, we do not have many details as yet. Would you like me to repeat what we do know?

Questions – I have made a list of your questions and I will try to find out some more information.

## Appendix 6 - Letter templates

Below are two templates for letters which could be used in liaison work with a family involved in a piracy incident.

Template 1 is to be used at the time of notification of a piracy attack and when there is the possible holding of hostages.

Template 2 is to be used at the time of repatriation of a seafarer previously held hostage.

The contents of these documents may be adapted to match the particular situation. Companies are encouraged to try to personalise these by inserting the appropriate names of the seafarer, the family and the Family Liaison Representative.

The letters should be prepared as separate documents to enable them to be used at the appropriate time.



## Template 1 - Letter to be used at time of notification of a piracy attack

Initial news of a piracy attack should be handled either by telephone call or by a personal visit. The following letter could then be sent:

PRINTED ON COMPANY LETTERHEAD

Dear *personal names*,

*Insert a paragraph expressing the concerns of the CO of the Company and how much the Company regrets what has happened. Assure the family of the Company's support. Personalise this paragraph by including the seafarer's name.*

### Contact arrangements

**Your Family Liaison Representative with the Company will be *insert name*. They can be contacted on *insert phone number* and at the following email address: ...@...**

If *insert name of Family Liaison Representative* is not available then please speak to *insert name of second Family Liaison Representative* who can be contacted on *insert phone number* or at *insert email address*.

*Once you have identified the Family Liaison Representative refer to them by name in the rest of the letter and in any future correspondence e.g. you should telephone Sheila.*

As has already been explained to you during the *phone call or visit (delete as appropriate)*, we will try to keep you informed whenever there is any verified news. In the initial stages of an incident contact from the pirates can be sporadic and limited. We are all at the beginning of what can be a prolonged process. It is not unusual in these situations for there to be periods of time when there is little news to be shared.

There will be times when the negotiations will appear to be progressing very slowly but this does not mean that negotiations are not continuing. We appreciate that this will be a very stressful time for you and your family so we will arrange a regular time to speak with you whether we have news or not.

It would help us if you nominate one family member, the Family Contact, who should be the point of contact for *the Family Liaison Representative*. The Family Contact can then pass the information on to other family members and friends which will allow the information to pass quickly. Please advise *the Family Liaison Representative* as to who this shall be.

Please do not believe rumours that you may hear from colleagues, other families, the

media or even the pirates themselves. However, please feel free to contact *the Family Liaison Representative* if anything you hear causes you additional distress. We will do our best to help you whenever we can.

If the pirates themselves contact you directly please take a note of the phone number they are calling from and note what they say to you. Pass this information to *the Family Liaison Representative* as it will be very helpful to the company to know what is being said and may help in the negotiations.

You will undoubtedly think of many questions you need to ask us. Please write them down and when you next speak to *the Family Liaison Representative* they will try to answer these questions.

**Based on the experiences of other families who have found themselves in a similar situation please bear in mind the following:**

- After the initial news of an incident there can be a period when there is little news. This can be a time of great uncertainty and anxiety for both you and the Company.
- It is likely that after a period of time, which may be days or weeks, contact will be established between the pirates and the Company and negotiations will begin.
- The negotiation process can take many weeks or months. The Company appreciates that this is a stressful time for family members but will keep in touch on a pre-arranged regular basis.
- Negotiations usually result in a positive outcome, but this can take some time.
- We may not know much about the conditions the seafarers are being held in but remember, it is important for the pirates to look after their hostages during the negotiation period - their welfare will form part of the negotiation process.
- Please be reassured that *insert name of seafarer* was given training on the way to act in the event of an attack happening. This would have been done as a routine part of their pre-deployment briefing. This training will help the crew members to cope and to provide support to each other.
- *Insert name of seafarer* may be permitted to talk to you via telephone. This could help you to understand what is happening to *insert name of seafarer* but remember *insert name of seafarer* may not always be able to be truthful if the pirates are listening to the call.
- If you do get the chance to talk to *insert name of seafarer*, try to keep *his/her* morale



up as much as possible as *he/she* will be anxious about how you are coping. Try not to share problems at home but be positive about how you are coping and stress that everything is being done to get *insert name of seafarer* released.

- You may be contacted by the media. It is advisable that you refer all such calls to *the Family Liaison Representative* who will deal with them on your behalf.
- Everyone is working to get *insert name of seafarer* released as soon as possible. Contact *the Family Liaison Representative* if you hear rumours which distress you or receive calls which are difficult for you to cope with.
- You may hear rumours which will raise your hopes of a release. Wait until you hear verified news from us before you begin to celebrate. Dashed hope may be part of the 'game' the pirates will play to increase pressure on those negotiating.
- When *insert name of seafarer's* release has been secured we will inform you.

### **What can you do to help?**

- Trust your Family Liaison Representative, *insert their name*.
- Tell key people in your family what has happened.
- Appoint someone as the Family Contact who will be the first point of contact for *the Family Liaison Representative*. If you don't wish to do this yourself appoint a family member whom you trust. The company will then only give news to this family member who will then pass messages onto you and other family members. This helps to stop too many people contacting you or outside agencies trying to get news on the situation.
- Maintain your daily routine as much as possible. Eat regular meals and maintain sleep patterns to preserve the health of both yourself and your family.
- Keep hope alive but maintain realistic expectations of when you will hear news.
- Try to involve any children or adolescents in any news received, as appropriate for their age. Even a very young child can sense your anxiety and will need your support to understand what is happening. They may even blame themselves for your anxiety. You may like the support of a teacher or other adult trusted by the child to assist in this regard.
- Encourage children or other family members to keep a scrapbook of family events or news. This can be shared with *insert name of seafarer* when they return home

so that they are brought up-to-date with family news. Young children may enjoy drawing a weekly picture of their activities to share.

- It might assist to keep a diary of people you have spoken to and a list of contacts made. This also can be shared with *insert name of seafarer* on their return.
- In the past some family members have thought that if they raise funds on behalf of the seafarers that these funds will help speed up their release. This is not the case so please discuss such issues with *the Family Liaison Representative* if you need any support with these matters.
- If you have any practical problems as a result of the situation please feel free to discuss these with *the Family Liaison Representative*, who will try to assist you or guide you to another suitable source of help.
- Make contact with any trusted friends or other source of support such as your faith community or union representative with whom you already have a good relationship.
- Further help and support is available from the Maritime Piracy Humanitarian Response Programme, a support programme established for this purpose, at the website [www.mphrp.org](http://www.mphrp.org)



## Template 2 - Letter to be used at time of repatriation of a seafarer

PRINTED ON COMPANY LETTERHEAD

Dear *personal names*,

*Insert a paragraph confirming the release of the vessel and the obvious relief it is to the Company and express thanks to the family members for their support through this difficult time. Personalise this paragraph by including the seafarer's name.*

*In following paragraphs explain what will happen to the seafarers before they arrive home:*

- that they are sailing to a safe port*
- assure the families that you will arrange for a short telephone contact from the crew members to the family as quickly as is possible*
- explain that arrangements for their repatriation will be shared with the family as soon as they are confirmed*
- give assurance again that the Family Liaison Representative is available for advice*

### **What you can do to prepare for the homecoming**

- Make sure that the release of the ship is verified by the Company.
- Listen carefully to the arrangements which have been made for the repatriation of the seafarers. It may help to write them down.
- Efforts will be made to provide the seafarers with phones to try to contact you as soon as possible. The initial calls may be limited in time so that all crew members have a chance to call their families.
- The seafarers may not arrive home immediately. It may take 3-4 days to sail to a safe port and the seafarers will then need medical examinations. Time also has to be allowed for the authorities to take statements to gather evidence which may lead to the arrest of the pirates. But every effort will be made to get them home as soon as is feasible.
- Take advice from *the Family Liaison Representative* concerning where you should meet the returned seafarers and confirm if the news of their return is to be made public. Sometimes it is considered wise to wait until the seafarers have been reunited with the families before news is released to the media.

- We will advise you as to handling any media involvement.
- While we are sure that *insert name of seafarer* will be relieved to be home with you again, it is not unusual for a person released from a frightening experience to need some time to relax and to realise that 'it is over' and 'they are safe'.
- Do not be surprised if *insert name of seafarer* seems a little withdrawn from all the celebrations and needs some quiet time alone or just with close family. This time is necessary in order to adjust to the freedom and to think through experiences in captivity.
- The seafarers may choose to tell you all about their experiences but do not be surprised if they keep some things from you. This is not because they do not trust you but that they may have some memories which are painful for them and they do not want to add to your stress at this time.
- Please try to understand that *insert name of seafarer* does not love you less but may need time to get back to normal after *his/her* experiences. This can be especially difficult for children to understand and they may need special consideration by you during this time.
- Returning to normal life may take some time but if you feel it is a problem which needs some further support discuss it with *the Family Liaison Representative* who may be able to get additional support for you.
- Do not feel that if anyone needs additional support at this difficult time that this is evidence of mental illness. Given the extraordinary experience everyone has been through it is not unusual to have some extreme reactions. Getting appropriate help at the right time will make this transition period easier to cope with.
- Any medical problems should be dealt with so keep in touch with *the Family Liaison Representative* if you need any on-going advice.
- Every effort will be made to restore you and your family to your normal way of life and for *insert name of seafarer* to resume their work pattern following a period of rest and time to readjust.
- If you have any legal or financial problems, *the Family Liaison Representative* will be able to guide you towards sources of appropriate advice. You may also think of contacting your union official for their support with these issues.
- Additional confidential advice is available from [www.mphrp.org](http://www.mphrp.org)



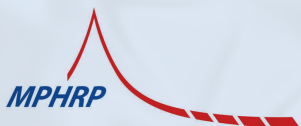
## Appendix 7 - Log of call made to Family Contact

### LOG OF CALL MADE

Date:	
Time:	
Call to:	
Relationship to seafarer?	
Call by:	
Content of call:	
Questions raised by relative:	
General observations on level of distress, coping, etc. Comments re. family or support being utilised:	
Actions to be taken:	
Date and time of next call arranged for:	



## MPHRP Funders, Partners and Observers





## MPHRP Funders

### The International Transport Workers Federation Seafarers' Trust



[www.itfglobal.org/seafarers-trust/index.cfm](http://www.itfglobal.org/seafarers-trust/index.cfm)

The ITF Seafarers Trust was established by the ITF Executive Board in 1981 as a body with charitable status under UK law.

It is dedicated to the spiritual, moral and physical welfare of seafarers irrespective of nationality, race or creed.

Its funding comes from the investment income of the ITF Seafarers' International Welfare Assistance and Protection Fund, more usually termed the ITF "Welfare" Fund. That fund, despite its name, is used to provide a wide range of trade union services to seafarers. The Trust, on the other hand, is limited to supporting projects, which directly benefit individual seafarers' spiritual, moral or physical welfare.

### TK Foundation



[www.thetkfoundation.com](http://www.thetkfoundation.com)

The TK Foundation is a philanthropic foundation which was mandated by J. Torben Karlshoej, founder of Teekay Shipping, the forerunner of the Teekay Corporation. The TK Foundation is a separate entity from the Teekay Group.

We focus on the welfare of seafarers and youth, promoting conditions of equity, security and dignity. We also promote the advancement of knowledge and the seas and oceans. Since 2002, The TK Foundation has made over 120 grants amounting to more than \$13 million dollars to organizations around the world who share our vision.

## MPHRP Partners and Observers

### BIMCO - Baltic and International Maritime Council



# BIMCO

[www.bimco.org](http://www.bimco.org)

BIMCO is the largest of the international shipping associations representing ship-owners controlling around 65 percent of the world's tonnage and with members in more than 120 countries drawn from a broad range of stakeholders having a vested interest in the shipping industry, including managers, brokers and agents. The association's main objective is to protect its global membership through the provision of quality information and advice, and while promoting fair business practices, facilitate harmonisation and standardisation of commercial shipping practices and contracts.

### The Honourable Company of Master Mariners



[www.hcmm.org.uk](http://www.hcmm.org.uk)

The Honourable Company of Master Mariners are a City of London Livery Company with membership open to British and Commonwealth Master Mariners from the Merchant and Royal Navies, with their main interest being Professional Standards, Education, Training and Charitable Giving. Formed in 1926, their main aims are to encourage and maintain a high and honourable standard of ability and professional conduct in the officers of the British Merchant Navy, to promote and maintain in all respects efficient and friendly co-operation between the Merchant Navy and the Royal Navy, and to be available for advice and consultation on all questions concerning or affecting the Merchant Navy, or judicial, commercial, scientific, educational or technical matters relating thereto.



## ICMA - International Christian Maritime Association



[www.icma.as](http://www.icma.as)

The International Christian Maritime Association (ICMA) is a free association of 28 Christian not-for-profit organisations working for the welfare of seafarers and representing various Christian churches and communities. ICMA defines seafarers as people who work in merchant shipping, fishing and on passenger ships. Through its members, ICMA currently represents 526 seafarers' centres and 927 chaplains in 126 countries. The objectives of ICMA are the promotion of the spiritual, social and material welfare of all seafarers and the relief of need, hardship and distress among them. This practice is reflected in a variety of different ministries. Some work from seafarers' centres, while others sail with seafarers on ships. ICMA members may work from international seafarers' centres at which all seafarers are welcome. In addition, some ICMA members provide national centres which serve as the Church abroad for nationals of different professions. Meeting seafarers where they are is important to ICMA, therefore, ship visiting is almost always done in every port where ICMA members operate.

## ICSW - The International Committee on Seafarers' Welfare



[www.seafarerswelfare.org](http://www.seafarerswelfare.org)

ICSW is an international umbrella organisation dedicated to the practical implementation of the International Labour Organisation instruments on Seafarers Welfare Convention 163 & Recommendation 173 and the Marine Labour Convention 2006. It is an international charity dedicated to the relief of need, hardship or distress amongst seafarers of all nationalities, irrespective of gender, races, colour and creeds. It is a voluntary organisation established for the purpose of bringing together appropriate interests in the field of seafarers' welfare and thus provides a forum for information exchange as well as for the coordination of projects on the care of seafarers.

## IFSMA - The International Federation of Shipmasters' Associations



[www.ifsma.org](http://www.ifsma.org)

IFSMA was formed in 1974 by eight European Shipmasters' Associations to unite the World's serving Shipmasters into a single professional co-ordinated body. It is a non-profit making apolitical organisation dedicated solely to the interest of the serving Shipmaster. The Federation is formed of nearly 11,000 Shipmasters from sixty Countries either through their National Associations or as Individual Members. Established to uphold International Standards of Professional Competence for Seafarers, IFSMA is a Federation with a policy to ensure Safe Operational Practices, Preservation from Human Injury, Protection of the Marine Environment and Safety of Life and Property at Sea.

## International Group of P&I (Protection & Indemnity) Clubs



[www.igpandi.org](http://www.igpandi.org)

The thirteen principal underwriting member clubs of the International Group of P&I Clubs ('the Group') between them provide liability cover (protection and indemnity) for approximately 90% of the world's ocean-going tonnage. Each Group club is an independent, non-profit making mutual insurance association, providing cover for its ship-owner and charterer members against third party liabilities relating to the use and operation of ships. Each club is controlled by its members through a board of directors or committee elected from the membership. Clubs cover a wide range of liabilities including personal injury to crew, passengers and others on board, cargo loss and damage, oil pollution, wreck removal and dock damage. Clubs also provide a wide range of services to their members on claims, legal issues and loss prevention, and often play a leading role in the management of casualties.



## **IMB - International Maritime Bureau**



[www.icc-ccs.org](http://www.icc-ccs.org)

Dedicated to the prevention of trade finance, maritime, transport and trade fraud and malpractice, the IMB is a focal point for the international trading and shipping industry and those associated with facilitating the movement of goods. The IMB also manages the IMB Piracy Reporting Centre, which is dedicated to the suppression of piracy and armed robbery against ships.

## **IMEC - International Maritime Employers' Committee**



[www.imec.org.uk](http://www.imec.org.uk)

The International Maritime Employers' Committee (IMEC) is the only international employers' organisation dedicated to maritime industrial relations. With offices in London and Manila, IMEC also runs one of the most outstanding cadet programmes in the Philippines and is dedicated to the long term supply of world class seafarers.

## IMHA - International Maritime Health Association



[www.imha.net](http://www.imha.net)

IMHA is the sole international association concerned exclusively with Maritime Health. They are an association of professionals from a wide range of disciplines who are committed to improving the health of seafarers by developing better approaches to health protection, health promotion and health treatment both locally and internationally. IMHA members undertake research to investigate the importance of different risks and the effectiveness of the interventions used to prevent or treat seafarer health problems. Research results are used to improve maritime health practice. Members keep in contact to ensure international cooperation and enable sharing of knowledge and evidence.

## IMO - International Maritime Organisation



[www.imo.org](http://www.imo.org)

IMO - the International Maritime Organisation - is the United Nations specialised agency with responsibility for the safety and security of shipping and the prevention of marine pollution by ships.



## InterCargo



[www.intercargo.org](http://www.intercargo.org)

InterCargo is the short name for the International Association of Dry Cargo Shipowners. Their members operate predominantly Bulk Carriers in the international dry bulk trades, such as coal, grain, iron ore and other bulk commodities. Their main role is to work with their members, the regulators and other Shipping Associations to ensure that shipping operates safely, efficiently, environmentally and profitably. To do this, they actively participate in the development of global legislation through the International Maritime Organization and other similar bodies.

## InterManager



[www.intermanager.org](http://www.intermanager.org)

InterManager is the international trade association for the ship management industry. Our members are in-house or third party ship managers, crew managers or related industry. InterManager members are involved in the management of some 4,370 ships and almost 250,000 seafarers.

## INTERTANKO



[www.intertanko.com](http://www.intertanko.com)

INTERTANKO's membership is open to independent tanker owners and operators of oil and chemical tankers, i.e. non-oil companies and non-state controlled tanker owners, who fulfil the Association's membership criteria. Independent owners operate some 80% of the world's tanker fleet and the vast majority are INTERTANKO members. INTERTANKO is a forum where the industry meets, policies are discussed and statements are created. It is a valuable source of firsthand information, opinions and guidance. INTERTANKO has a vision of a professional, efficient and respected industry that is dedicated to achieving safe transport, cleaner seas and free competition.

## IPTA - International Parcel Tankers Association



[www.ipta.org.uk](http://www.ipta.org.uk)

Formed in 1987, IPTA has since developed into an established representative body for ship owners operating IMO classified chemical and product tankers and is recognised as a focal point through which regulatory authorities, charterers and trade organisations may liaise with such owners. IPTA was granted consultative status as a Non-Governmental Organisation to the IMO in 1997 and, as such, is wholly supportive of IMO as the only organisation to determine the need for, introduce and monitor compliance with international maritime legislation. IPTA members are committed to the enhancement of Maritime Safety, the protection of the Marine Environment and the reduction of atmospheric pollution from shipping.



**ISAN - International Seafarers  
Assistance Network - Seafarerhelp**



[www.seafarerhelp.org](http://www.seafarerhelp.org)

Seafarers who find themselves in a difficult situation or require support or assistance can contact Seafarerhelp, provided by the charity International Seafarers Assistance Network (ISAN), who offer a free and confidential service, whether it is dealing with bullying, unpaid wages, poor working/living conditions or just someone to talk to. Seafarerhelp is completely free and confidential for all seafarers and their families around the world. It is available 24 hours a day, 365 days a year and in all the main languages spoken by seafarers including Russian, Tagalog and Hindi. As well as being available to help seafarers, Seafarerhelp also provides assistance to other maritime agencies by working alongside them to help resolve the issues.

**ISF - International Shipping  
Federation**



[www.ics-shipping.org](http://www.ics-shipping.org)

The International Chamber of Shipping (ICS) and the International Shipping Federation (ISF) are the principal international trade association and employers' organisation for merchant ship operators, representing all sectors and trades and about 80% of the world merchant fleet.

Established in 1921, ICS is concerned with all technical, legal and policy issues that may have an impact on international shipping. Meanwhile, ISF, established in 1909, is concerned with all labour affairs, manpower and training, and seafarers' health and welfare issues that may have an impact on international shipping.

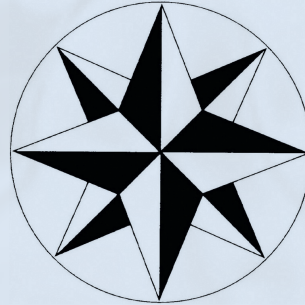
## ITF - International Transport Workers' Federation



[www.itfglobal.org](http://www.itfglobal.org)

The International Transport Workers' Federation (ITF) is an international trade union federation of transport workers' unions. Any independent trade union with members in the transport industry is eligible for membership of the ITF. 779 unions representing over 4,668,950 transport workers in 155 countries are members of the ITF. It is one of several Global Federation Unions allied with the International Trade Union Confederation (ITUC). The ITF represents the interests of transport workers' unions in bodies which take decisions affecting jobs, employment conditions or safety in the transport industry, such as the International Labour Organisation (ILO), the International Maritime Organisation (IMO) and the International Civil Aviation Organisation (ICAO).

## IUMI - International Union of Marine Insurance



[www.iumi.com](http://www.iumi.com)

The International Union of Marine Insurance is a professional body run by and for its members. It provides an essential forum to discuss and exchange ideas of common interest and to protect and advance members' interests. It also provides, through its worldwide communication network, a platform from which views on matters of concern to its members are disseminated to the marine and shipping industry, international organisations and international media. IUMI has a unique status in the world of marine and transport insurance and its members are dedicated to expand trade and to enter emerging markets.



## NATO Shipping Centre



[www.shipping.nato.int](http://www.shipping.nato.int)

The NATO Shipping Centre (NSC) is the link between NATO naval forces and the merchant shipping community. Permanently manned by NATO, the NSC is the primary point of contact for the exchange of merchant shipping information between NATO's military authorities and the international shipping community. The NSC also is the primary advisor to merchant shipping regarding potential risks and possible interference with maritime operations. In addition to our current counter-piracy mission, the NSC supports NATO, national and multinational Naval Cooperation and Guidance for Shipping (NCAGS) operations and exercises. The NSC is part of the Allied Maritime Command Headquarters Northwood in the UK.

## Nautilus International



[www.nautilusint.org](http://www.nautilusint.org)

In 2009 Nautilus UK and Nautilus NL voted to create the world's first truly trans-nation union - Nautilus International, whose mission is to be an independent financially viable international trade union and professional organisation, committed to equal opportunities, providing a high quality, cost-effective service to members and welfare to needy seafarers and their dependants. Nautilus International endeavours to change and develop alongside the industry.

**OCIMF - Oil Companies International  
Marine Forum**



[www.ocimf.com](http://www.ocimf.com)

The Oil Companies International Marine Forum (OCIMF) is a voluntary association of oil companies with an interest in the shipment and terminalling of crude oil, oil products, petrochemicals and gas. Their mission is to be the foremost authority on the safe and environmentally responsible operation of oil tankers, terminals and offshore support vessels, promoting continuous improvement in standards of design and operation.

**SIGTTO - The Society of International  
Gas Tanker & Terminal Operators**



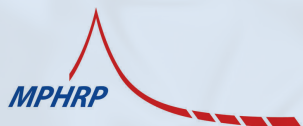
[www.sigtto.org](http://www.sigtto.org)

The purpose of SIGTTO is to promote shipping and terminal operations for liquefied gases which are safe, environmentally responsible and reliable. To fulfil this mission SIGTTO proactively develops best operating practices and guidelines, sustains a learning environment by sharing lessons learned, promotes training and development of all within the industry, fosters mutually beneficial relationships with regulatory authorities and other stakeholders and conducts its business with professionalism and integrity.





## Contributors and Staff



The MPHRP staff would like to thank the following for their help and commitment in developing the Good Practice Guides.

**Contributors:**

John Akhurst, Vanessa Arena, Stephen Askins, Ben Bailey, John Bainbridge, Ollie Barbour, Phillip Belcher, Stephen Bond, Andy Buxton, Nigel Carden, Tim Carter, Nigel Cleave, David Cockroft, Andrew Cutler, Alexander Dimytrevych, Carolina Eslava, Alastair Evitt, John Fields, Deirdre Fitzpatrick, Martin Foley, Ulrich Ganz, Michael Stuart Garfinkle, Andrine Goh, Ajay Gour, Hendrik la Grange, John Green, Stein Olav Hagalid, Roger Harris, Giles Heimann, Andrew Higgs, Tom Holmer, Michael Howlett, George Hoyt, Corinne Idnani, Suresh Idnani, Craig Jackson, David Jones, Kimberly Karlshoej, Peter Kelly, Butch Lamug, James Langley, Adam Lewis, Andrew Linington, Susan Long-Poucher, Rodger MacDonald, Ian MacLean, Per-Erik Magnussen, Ashok Mahapatra, Pauline Marchand, Janet McDougall, Kevin Menon, Cyrus Mody, Giles Noakes, Chris Parry, Keith Parsons, Ken Peters, Igor Rushchenko, Natalie Shaw, Ian Shields, Sarah Simons, Janet Strode, Olivia Swift, Kuba Szymanski, Poh Ling Tan, Nilo Tanalega, Rose Karen Teves, Vivian Tornea, Jon Whitlow and other colleagues from our partner organisations

**MPHRP Staff:**

Mr Roy Paul	Programme Manager
Mr Toon Van de Sande	Assistant Manager
Mr Alex Wallace	Programme Coordinator
Dr Marion Gibson	Psychosocial Consultant
Dr Colm Humphries	Psychosocial Consultant
Dr Alastair Hull	Psychiatric Consultant
Dr Peter Swift	Steering Group Chairman

**Editor:**

Amanda Berry

**Designer:**

Jackie McGeough

**Logo Designers:**

Harald Jassoy  
Michael Rioja





## Objective and Contacts

### Objective

To implement a model for assisting seafarers and their families with the humanitarian aspects of a traumatic incident caused by a piracy attack, armed robbery or being taken hostage to be offered as an integral part of the Emergency Response Procedures of shipping companies and manning agencies in cooperation with partners involved in seafarers' welfare (maritime, union, faith or secular based agencies), company representatives and other bodies as appropriate.

### Contacts

MPHRP website:  
[www.mphrp.org](http://www.mphrp.org)

Email:  
[piracyresponse@btinternet.com](mailto:piracyresponse@btinternet.com)

Seafarerhelp:  
00800 7323 2737

A contact card for SeafarerHelp. It features a yellow lifebuoy with a red telephone handset on top. The text 'SeafarerHelp' is in yellow, followed by '...the lifeline for seafarers' in white. Below this, it says 'FREE HELP | CONFIDENTIAL MULTI-LINGUAL | 24x7' and 'www.seafarerhelp.org'. On the right, there are icons for SMS, Email, Skype, Free Phone, and Live Chat, each with corresponding contact information. At the bottom right, there is a Facebook logo with the text 'Find us on Facebook'.